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Plant Based Positive Impact

Impact Report 2024-2025



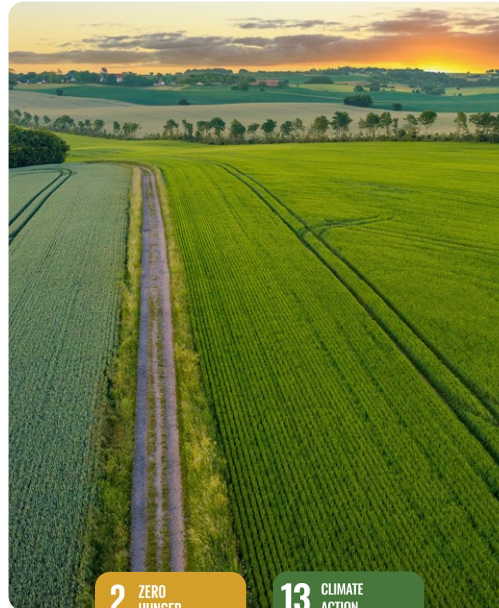
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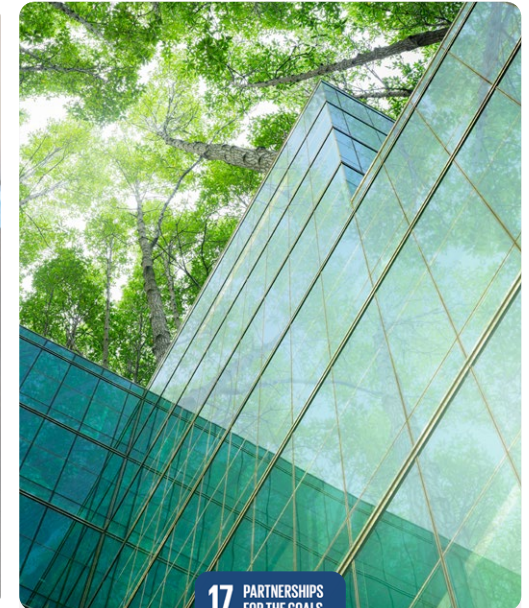
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1. A Plant-Based Welcome

Our CEO Marco Heering and CFO Iris van den Heuvel take stock after another extraordinary year, for Meelunie and the world in which we operate.

Iris:

“Looking specifically at proteins, we see animal-protein sources becoming increasingly expensive for consumers. So with the market exploring ways to reduce costs, we’re ideally positioned to offer affordable plant-based protein solutions that are accessible to everyone.”

“From a financial perspective, these choices matter more than ever. Integrating sustainability into our operations and governance isn’t just about reducing risk. It also strengthens our long-term competitiveness. For example, following years of investment, in 2025 our fava bean protein factory moved into production. It will allow us to scale plant-based proteins within our value chain by having a guaranteed supply for our customers, but also respond to market-demand changes with agility. We expect to start seeing returns on this investment in 2026.”

“And last year also saw us make our first carbon neutralisation sale, demonstrating the first signs of a willingness to pay a premium for sustainability. Another important step towards our becoming a true one-stop shop for plant-based ingredients and sustainability.”

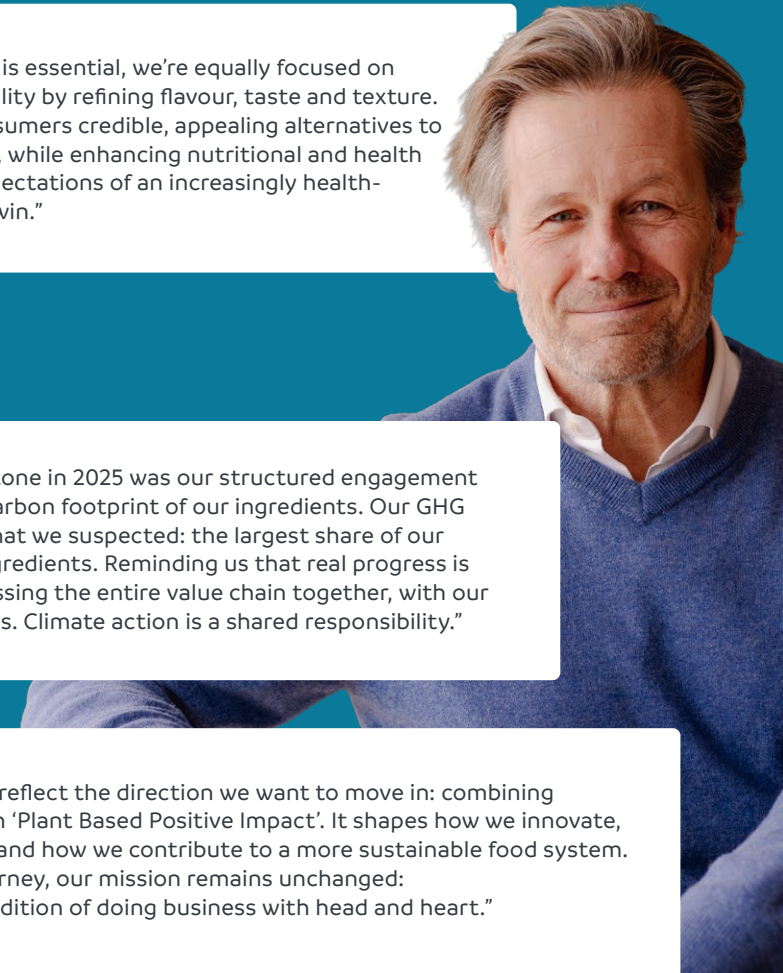
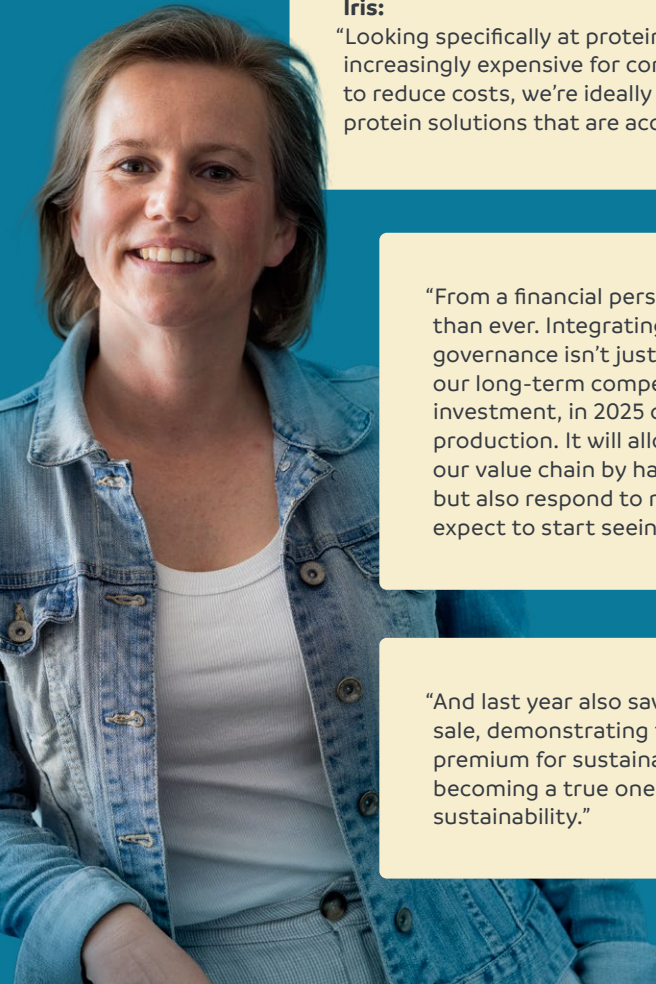
Marco:

“An annual report is a chance to pause and consider for a moment where we are on our journey. For me, there’s this growing sense of Meelunie as part of a larger positive movement. More and more people are choosing plant-based solutions, and not only for sustainability reasons. At the same time, we recognise the urgent demands of climate change and threatened biodiversity, and the current destabilising geopolitical tensions in which we all operate. But it’s reassuring to know we’re on the right track: embracing responsible, sustainable business practices that address these challenges and the solutions offered to us by the transitions in food, energy, packaging and digitalisation.”

“And while affordability is essential, we’re equally focused on improving product quality by refining flavour, taste and texture. It’s about offering consumers credible, appealing alternatives to animal-based proteins, while enhancing nutritional and health values to meet the expectations of an increasingly health-conscious public: win-win.”

“Another defining milestone in 2025 was our structured engagement with suppliers on the carbon footprint of our ingredients. Our GHG inventory confirmed what we suspected: the largest share of our emissions lies in our ingredients. Reminding us that real progress is only achieved by addressing the entire value chain together, with our suppliers and customers. Climate action is a shared responsibility.”

“All these achievements reflect the direction we want to move in: combining commercial growth with ‘Plant Based Positive Impact’. It shapes how we innovate, how we build resilience and how we contribute to a more sustainable food system. And throughout the journey, our mission remains unchanged: To continue our long tradition of doing business with head and heart.”



1.1 Company Overview



ecovadis



United Nations Global Compact

Sedex²

OUR BRANDS



PRODUCTS

Starches
Proteins
Sweeteners
Fibers

CROPS

Carrot	Potato	Sunflower
Corn	Pumpkin	Sweet Potato
Fava Bean	Rice	Tapioca
Pea	Sugar Beet	Wheat



VISION

A balanced world where plant-based solutions drive positive impact

MISSION

To continue our long tradition of doing business with head and heart

PURPOSE

Plant Based Positive Impact



MARKETS



Food



Animal Nutrition



Industrial Application

1.2 The Value We Create

INPUT

What did we put in?

Environment

- Volume: 310K mt
 - Plant-Based: 100%
 - Organic Certified Ingredients: 3%
 - Non-GMO Certified Ingredients: 24%
- Energy: 12K MWh
 - Gas: 62%
 - Electricity: 37%
- Water Withdrawal: 71K m³
- Suppliers: 100
- Product Groups: 23

Social

- Employees: 175 people
- Executive Committee: 4 people
- Sustainability Department: 2 people
- Positive Impact Team: 10 people
- Training & Education Budget: €188K
 - Training Hours: av. 3h PEPY
- Full-Time Ratio: 93%
- Permanent Contract: 88%
- Different Nationalities and Cultures: 30+
- Different Languages: 20+

Governance

- Code of Conduct
- Supplier Code of Conduct
- Anti-Bribery and Corruption policy
- Know Your Customer Policy
- Sustainability Standards: 4 submissions
- Collective Action: 7 partners

BUSINESS MODEL



PURPOSE

Plant Based Positive Impact

OUTPUT

What were the results?

Environment

- Scope 1: 1,315 mt CO₂e
- Scope 2: 470 mt CO₂e
- Scope 3: 327K mt CO₂e
- Waste: 272 mt
- Water consumption: 41K m³
- Water discharge: 30K m³
- Clean Cooking: -3,572 mt CO₂e
- Fuel Switch: -590 mt CO₂e

Social

- Employee satisfaction: ★★★★★☆
- Employee Growth: 22%
- Employee Retention: 85%
- Employee Turnover: 13%
- Average Age: 42 years
- Average Tenure: 5.1 years
- Work-related incidents: 0
- Gender diversity: 37% female
 - Executive Committee: 25% female

Governance

- Net Sales: €304 million
- Supplier satisfaction: ★★★★★☆
- Customers: 634 in 91 countries
- Customer satisfaction: ★★★★★☆
- Employee Code of Conduct Sign-off: 100%
- Send out Supplier Code of Conduct: 100%
- B Corp score: 91.9
- EcoVadis: Bronze Medal
- Sedex: ZC1072763

OUTCOME

What is the impact?

Environment

- A sustainable plant-based product portfolio (potentially nature-inclusive, organic and non-GMO);
- Informed customers about environmental impact and reduction options.

Social

- An attractive, inclusive workplace for all colleagues and a trusted partner for all;
- Employee-run local initiatives across all Meelunie offices and throughout the value chain.

Governance

- Sustainability embedded in guidelines and core (financial) processes;
- Positioned Meelunie as the go-to supplier and one-stop-shop for plant-based ingredients and sustainability.

An aerial photograph of a farm at sunset. In the foreground, a green combine harvester is harvesting a field of golden-brown grain. A long, dark irrigation pipe stretches across the middle ground. In the background, a farmstead with several silos and barns is visible under a bright, low sun that creates a warm, orange glow across the sky and fields. The overall scene is peaceful and depicts agricultural activity.

2. The World Around Us

Strategy, Stakeholders & Materiality

2.1 Governance Structure

Meelunie's governance for sustainability ensures informed decision-making across the organisation. Set up in 2018, the Positive Impact Team, led by the Sustainability Department, evaluates progress on sustainability initiatives every quarter. The team includes 10 members from different disciplines, departments, employee levels and offices, ensuring broad representation across the organisation.

The Sustainability Department develops, prioritises and executes our sustainability strategy and reports to the Executive Committee and Local Management (see figure).



The Executive Committee (see membership and responsibilities below) provides oversight and approves strategic sustainability priorities, ensuring alignment with corporate objectives. Its members keep up-to-date on sustainability developments relevant to their areas of responsibility through industry events, external expertise (see section 3.1 Climate Action) and targeted training.



Outcomes from the quarterly meetings of the Sustainability Department and Positive Impact Team are reported to and discussed with the Executive Committee. These reports include a recap of the previous quarter, planning for the upcoming quarter, and input from external stakeholders such as NGOs and CSR partners. Industry standards, including B Corp (see section 2.2 B Corp) and the UN Global Compact, are integrated into this process to ensure alignment with best practices.

Sustainability is currently not linked to executive bonuses or KPIs and there are no immediate plans to introduce such incentives. However, sustainability is embedded in our overall company strategy.

"I've been a member of this great team since 2020. Since then, we've made significant progress on so many fronts. But we're aware there are still more goals we need to reach, as we work together across the organisation to make Meelunie an even greener company than it is already."

Raisa Lenau, Positive Impact Team Member



Meelunie prepares B Corp recertification



Jeroen de Waaij
Global Sustainability Manager & B Keeper at Meelunie,
on becoming a certified B Corp and recertification.

Why B Corp?

"A few years ago we were looking to incorporate sustainability in a structured and transparent way. The B Lab mission and the B Corp approach resonated with us. So we took the B Impact Assessment, an online and interactive tool to assess companies' positive impact. As we learned more about B Corp and sustainability, our eagerness to become a B Corp grew. The B Impact Assessment has given us a holistic view of our organisation, covering all ESG themes. It showed our positive impact areas, and even more importantly gave us insights into where improvement was needed."

What is a B Corp?

"Certified B Corps are for-profit companies that have gone through a lengthy verification process. B Lab, the non-profit organisation behind B Corp, is dedicated to making a positive impact via business. Currently, with over 10,000 companies and 1 million workers spread over 100 countries. B Corp certified companies meet B Lab's verified high standards of social and environmental performance, transparency and accountability, making them leaders in the movement towards a more sustainable and equitable economy."

B Corp are known to be rigorous. Was getting certification a tough process?

"To start the B Corp certification process, we had to undergo the rigorous B Impact Assessment, which focuses on five themes: governance, workers, communities, environment and customers. The assessment covered a wide range of questions and criteria, requiring Meelunie to substantiate its social and environmental responsibility to the B Lab analysts. Applicants have to reach a tough minimum benchmark score of 80 (out of 200) points to be eligible for certification. Meelunie and MeelunieGPI certified in 2024 with a score of 91.9 points."



- **91.9** Overall B Impact Score
- **80** Qualifies for B Corp Certification
- **50.9** Median Score for Ordinary Businesses

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What's next?

"Almost two years in, we've seen how B Corp has helped us embed sustainability into our business model. We're now preparing for recertification in 2027 under the new B Corp standard. To drive this process, we participated in B Lab learning bootcamps, performed a GAP-analysis and defined a roadmap. All to leverage the framework for structuring material topics and continuously improving our strategy and impact."

"Meelunie's upcoming B recertification shows how powerfully the B Corp framework can support embedding sustainability into a business and driving ongoing improvement. Meelunie demonstrates what meaningful progress can look like in practice. I'm curious and excited to see how they will continue to perform under the new B Corp standards in the coming years."

Tessa van Soest, Executive Director B Lab Benelux

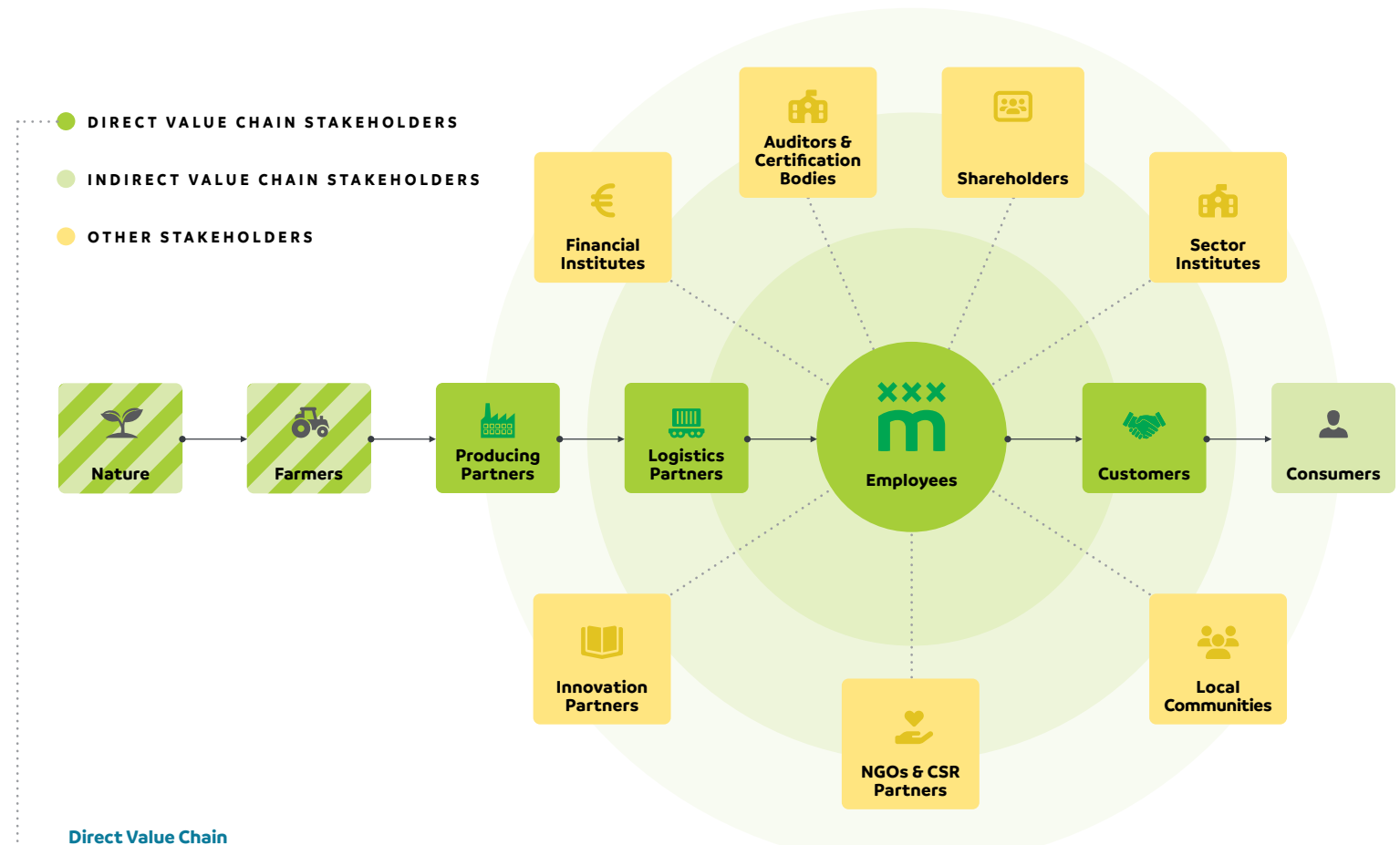


2.3 Stakeholders

Our purpose can only be realised through collaborating with our stakeholders (those who can influence our company, products or services, or are affected by our actions) to answer the key question: what do our stakeholders value and prioritise in our strategy and business model?

Direct value chain stakeholders are closest to us in the value chain, playing a key role in fostering mutual support and collaboration. The table shows how Meelunie periodically engages with these stakeholder groups on topics that closely align with our materiality assessment (see section 2.4 double materiality).

The key areas identified through stakeholder engagement are not only relevant from an impact and financial materiality perspective. They also shape Meelunie's strategy and business model. Guiding how we innovate, invest and collaborate across the value chain. For example, our fava bean protein factory reflects our commitment to plant-based proteins and the protein transition.



Direct Value Chain Stakeholders		We engage on...	Dialogue	Feedback	Surveys	Visits	Trade Shows	Audits	Trainings
	Producing Partners	purchase conditions, sustainable sourcing, quality management and innovation, focusing on strengthening future proof sourcing practices.	✓	✓	✓	✓	✓	✓	
	Logistics Partners	multimodal transport efficiency, delivery performance and warehousing, aiming to optimise overall logistics performance and reduce environmental impact.	✓	✓	✓	✓	✓	✓	
	Employees	workplace culture, tasks and responsibilities, health and safety, professional and personal development, and the role of sustainability in daily work.	✓	✓	✓				✓
	Customers	sales conditions, nutrition, quality management and co-creation, ensuring our offerings align with evolving market expectations and contributing to the protein transition.	✓	✓	✓	✓	✓		✓

2.4 Double Materiality

To ensure our positive impact efforts are effective and aligned with stakeholder expectations, we applied the so-called 'double materiality' concept in collaboration with a third-party sustainability consultancy.

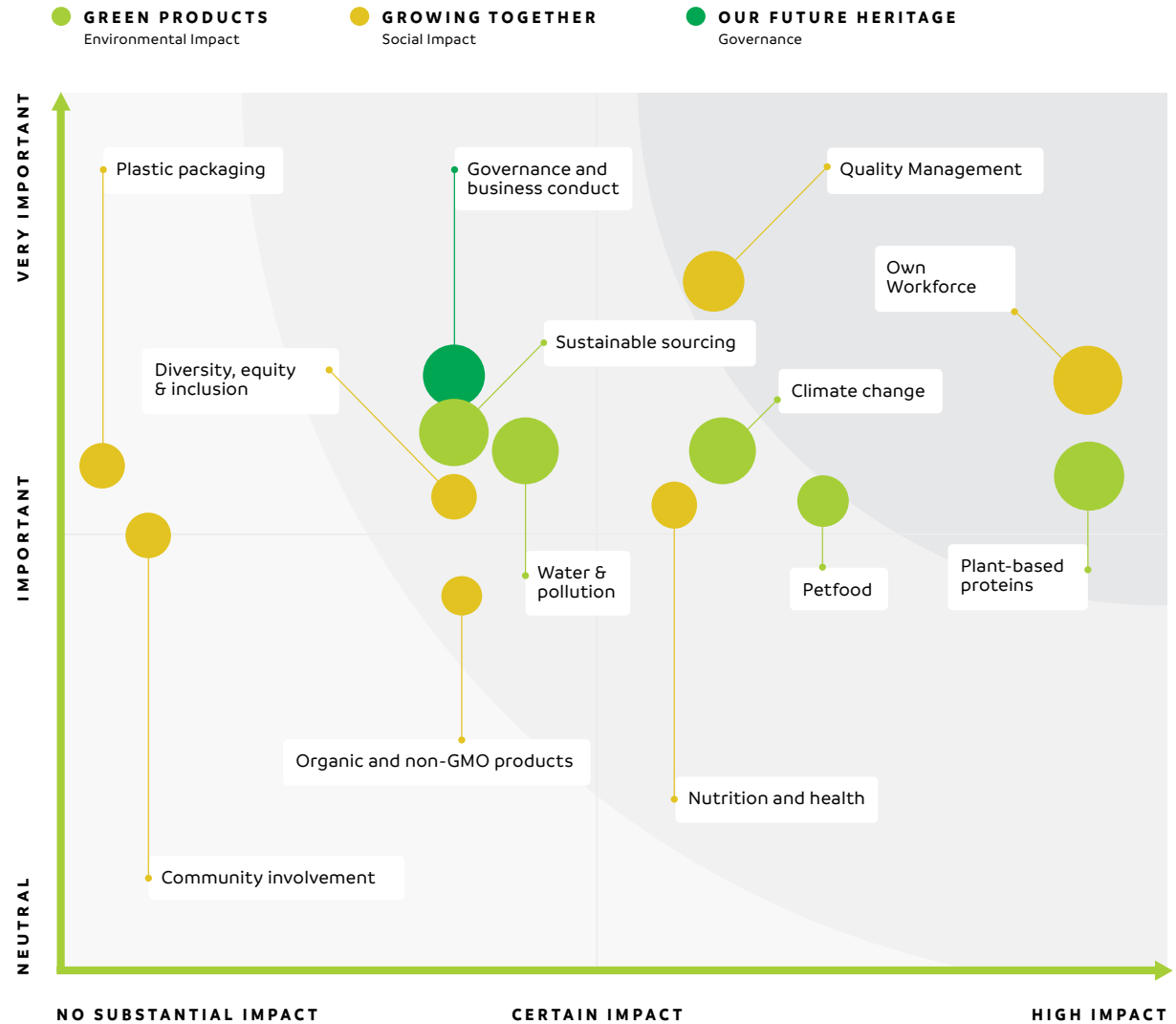
The process involved the Executive Committee, Sustainability Department and Meelunie Positive Impact Team, who jointly identified a longlist, and ultimately shortlist, of potential material topics related to our business, impact and future. The shortlist was presented as a questionnaire to almost 160 of our direct value chain stakeholders for their views.

The results provided insights into our impact materiality (how Meelunie affects the environment and society) and financial materiality (how sustainability-related matters influence the development, performance and position of Meelunie).

By combining these two perspectives, we were able to prioritise the 5 most significant material topics for our Plant Based Positive Impact strategy:

- Plant-based proteins
- Own workforce
- Quality Management
- Climate change
- Petfood

Importance to stakeholders



Realisable impact of Meelunie

Questions asked
















Y-axis: To what extent do you think it is important that Meelunie pays attention to these topics?

X-axis (Impact materiality): To what extent do you think Meelunie may have an impact on these topics?

Size spheres (financial materiality): To what extent do you think these topics may have an impact on Meelunie's financial results?

2.5 Impacts, Risks & Opportunities

Building on the results of the materiality assessment, this section outlines the key impacts, risks and opportunities associated with the 5 most significant material topics. These topics contribute to meaningful impact while directly supporting our overall company and commercial strategy and long-term value creation. This demonstrates their business relevance and how they are integrated into our business model.

	Top 5 Material Topics	Impact Materiality	Impact Description	Financial Materiality	Financial Description
	Plant-based Proteins	 Positive	Driving plant-based proteins generally means a lower environmental impact.	 Opportunity	Accelerating the protein transition increases demand for plant-based proteins.
	Own workforce	 Positive	Providing a warm and safe corporate culture where people feel connected.	 Opportunity	Engaged employees benefit company performance and help attract current and future generations of talent.
	Quality Management	 Positive	Upholding all requirements for certifications and standards ensures the supply of high quality, safe food and feed.	 Risk	Unsafe food or feed could lead to serious health issues, complaints or claims, and damage our market reputation as a reliable and trusted partner.
	Climate change	 Negative	Global sourcing and shipping contribute to environmental impact through increased emissions.	 Risk	Extreme weather events could disrupt crop yields and value chains. Failure to mitigate could lead to financial losses and reduced competitiveness.
	Petfood	 Positive	Contributing to circularity by valorising co-products and supporting nutrition for pets.	 Opportunity	Growing interest in petfood opens new market segments and innovation paths.



Top 5 Material Topics

3. Green Products Environmental Impact

Ambition

It is time to rethink how we grow, share and consume food. Done right, agriculture can provide food for everyone while also generating decent incomes and protecting ecosystems. Meelunie aims to adopt low- or zero-emission solutions across our business operations and value chain. In addition, we want to accelerate the protein transition so more diets include nutritious and healthy plant-based ingredients. We also invest in regenerative practices to safeguard local biodiversity. Each initiative brings us closer to our ultimate ambition: a net-zero value chain.



SDG 2 Zero Hunger:
We strive for accessibility in food distribution to create healthier individuals, families and communities.



SDG 13 Climate Action:
We are committed to reducing the environmental impact of our organisation and our value chain.

Green Products

Environmental Impact

Achievements

FAVA BEAN

- Optimised production processes of our fava bean proteins factory;
- Began initiatives to recover and utilise residual heat to reduce overall energy consumption;
- Further unlocked the fava bean's potential through customer application prototypes and recipe development;
- Designed minimal-waste programme to fully valorise every component of the fava bean;
- Added carbon footprint of fava bean ingredients to Certificate of Analysis (COA);
- Participated in university research on wastewater treatment and utilisation of fava bean molasses and hulls;
- Participated in Year 2 of regenerative agriculture collaboration with local fava bean farmers (see section 3.3);
- Conducted 2 mt CO₂e fuel switch on our first fava bean truck delivery.

SUPPLIER ENGAGEMENT

- Created a supplier segmentation tool focused on sustainability (see section 3.1.4);
- Ongoing supplier dialogue (e.g. on LCAs data collection);
- Analysed LCAs and improved carbon emissions visibility per ingredient and order within our ERP system;
- Translated LCA data into a customer Sustainability Info Sheet;
- Included LCA request in supplier onboarding process.

CLIMATE ACTION

- Updated and strengthened our Climate Transition Strategy;
- Completed our GHG Inventory, including downstream emissions;
- Renewed partnerships with BigMile and CarbonLeap;
- Finetuned BigMile CO₂ calculator in our ERP system;
- Secured a key customer commitment to initiate a fuel switch through Meelunie (see section 3.1.5).

Mid-Term Goals

- Develop a sustainable plant-based product portfolio (potentially nature-inclusive, organic and non-GMO);
- Inform customers about environmental impact and offer reduction options.

Lessons learned

- Engaging product and freight managers more deeply is necessary to embed sustainability into sourcing;
- Leveraging supplier relationships important for positive impact;
- Organisational growth makes SBTi alignment challenging;
- Comparing LCAs is challenging as methodologies differ, but starting the process enables supplier dialogue;
- The whole industry needs to play its part if we are to accelerate the protein transition;
- Biodiversity is complex, so we begin by measuring water and pollution. From these insights we aim to make improvements that have a positive effect on biodiversity.

Next steps

- Invest in solutions that make protein concentrate a better alternative in food applications;
- Continue research on wastewater treatment and utilisation of fava bean molasses and hulls with VIA University College;
- Conclude our three-year feasibility study on regenerative agriculture and share insights;
- Equip product and freight managers with knowledge and tools to engage with suppliers on sustainability;
- Further assess feasibility of committing to SBTi;
- Improve LCA data quality;
- Integrate ingredients (scope 3.1) and transportation (scope 3.4) emissions into our Environmental Management System;
- Set-up a sustainability dashboard in our ERP system to further integrate sustainability into our commercial processes;
- Make sustainability information accessible in our customer portal.



3.1 Climate Action



In 2020, Meelunie began monitoring scope 1 & 2 carbon emissions, as part of our efforts to help protect the environment. Climate change is one of Meelunie's top five material topics (see section 2.5 Impacts, Risks & Opportunities), which led to us develop a Climate Transition Strategy, based on the Greenhouse Gas (GHG) Protocol, that guides us on our journey to becoming a zero emission organisation by 2050.

The GHG Protocol requires companies to account for and report on their scope 1 & 2 emissions (see figure for scope definitions), and at Meelunie we also measure several scope 3 emission categories. Together, these emissions form our GHG Inventory.

The emission calculations follow an activity based approach, where feasible, and have been validated by external party PW Advies. The emission factors we've used are from, among others, BigMile, Carbondi, CO2emissiefactoren.nl and Mérieux NutriSciences | Blonk. While we prefer using primary data, in practice this is not always available. However, we are improving data quality year on year as, together with our value chain partners, we continue to refine our methodologies.

The scope 1 & 2 emissions are also reported in the Environment Management System (milieubarometer) of the sustainability organisation Stimular.



Scope 1

Direct emissions from company facilities and vehicles.

Total

1 315 mt CO₂e

Office

35 mt CO₂e

Production

1 280 mt CO₂e



Scope 2

Indirect emissions from purchased electricity for own use.

Total

470 mt CO₂e

Office

81 mt CO₂e

Production

390 mt CO₂e



Scope 3

Indirect emissions from our business operations and our value chain.

Total

327K mt CO₂e

Office

325K mt CO₂e

Production

2K mt CO₂e

3.1.1 GHG Inventory

Our (location-based) scope 1 & 2 emissions were 1,785 mt CO₂e, with office emissions accounting for 6% of these emissions. The largest share (94%) is from our fava bean protein factory in Hedensted. These emissions have increased significantly since the start of the commissioning during 2024. We expect further increases once full production is reached in 2026. After this scale-up phase, we expect energy consumption to stabilise. At that point, we will establish a baseline and assess opportunities for energy-efficiency improvements.

Our scope 3 emissions were 327K mt CO₂e. The categories that we calculated last year were relatively stable. New this year are the downstream emissions (categories 9, 10 and 12). These are based on broad assumptions and need to be improved next year.



Definition	Amsterdam	Detroit	Chicago	Queretaro	Shanghai	Singapore	Melbourne	Office	Benchmark	Hedensted	Total
1 Direct Emissions	3.5	14.3	7.0	5.4	-	-	4.7	34.9	▲ 19%	1 280.0	1 314.9
2 Indirect Emissions (location-based)	11.1	39.7	21.0	0.4	3.8	2.2	2.5	80.7	● 0%	389.6	470.3
2 Indirect Emissions (market-based)	1.0	49.9	24.0	0.4	3.8	2.2	2.5	83.8	n/a	2 365.9	2 449.7
Total scope 1 & 2	14.6	54.0	28.0	5.8	3.8	2.2	7.2	115.6	▲ 5%	1 669.6	1 785.2
3.1 Purchased goods and service								275 245.5	▼ -6%	1 416.7	276 662.2
3.3 Fuel- and energy-related activities								31.2	n/a	429.9	461.1
3.4 Transportation and distribution								15 981.2	▼ -19%	-	15 981.2
3.5 Waste generated in operations								-	n/a	16.8	16.8
3.6 Business travel								356.8	▲ 7%	0.0	356.8
3.7 Employee commuting								59.5	● 0%	78.8	138.3
3.9 Transportation and distribution								6 064.9	n/a	-	6 064.9
3.10 Processing of sold products								27 124.6	n/a	-	27 124.6
3.12 End-of-life treatment of sold products								9.2	n/a	-	9.2
Total scope 3								324 872.9	n/a	1 942.2	326 815.1
Total GHG Inventory								324 988.5	n/a	3 611.8	328 600.3

All data is rounded up/down to one decimal point mt CO₂e and is stated in location-based emissions if not stated otherwise; some scope 3 categories rely on secondary data, which introduces uncertainty.

Scope 3 category 2 is not relevant; categories 8, 11, 13, 14 and 15 are not applicable.

Scope 3 category 3 covers WTT; TTW is reported under scope 2. Previously, both were reported under scope 2.

Scope 3 category 4 is not reported at MeelunieGPI; transportation from fava bean fields to the factory is reported under category 1.

Scope 3 category 5 is not reported at Meelunie; office residual waste is reported under category 1.

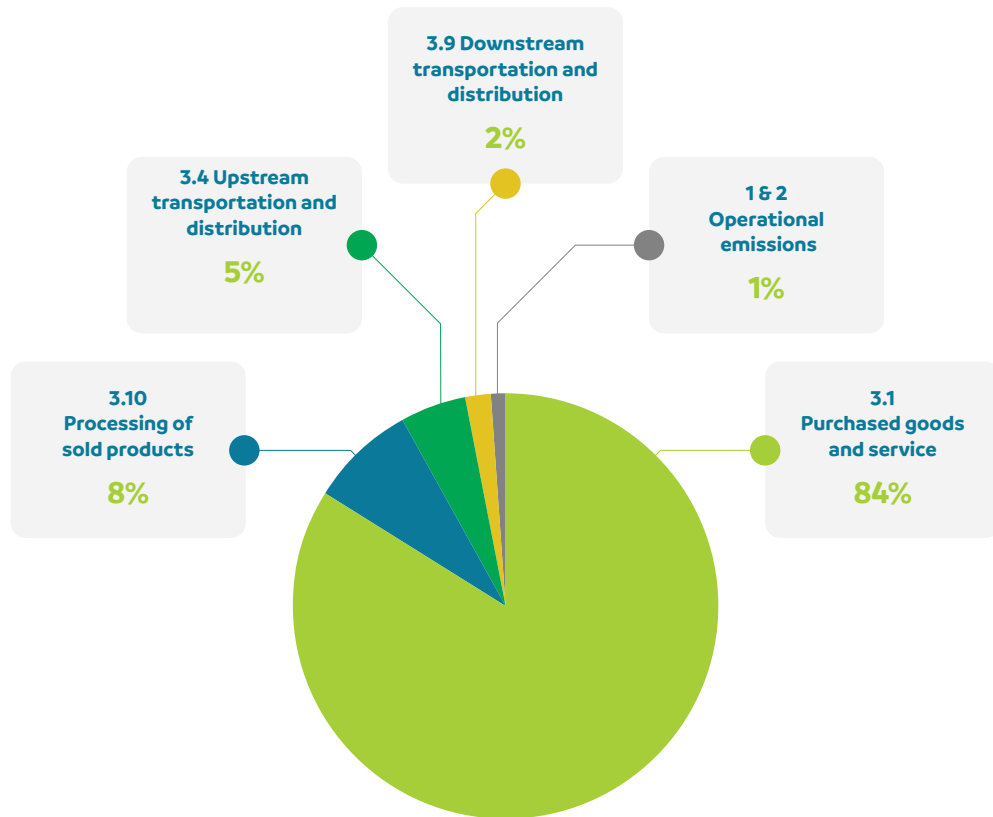
Scope 3 categories 9, 10 and 12 are not reported at MeelunieGPI, as products are sold intercompany and downstream activities are under Meelunie's operational control.

Scope 3 category 9 assumes 450km of transportation; category 10 is based on a proxy using a B2C burger analogue, excluding B2C packaging.

Scope 3 category 12 covers the end-of-life treatment of Meelunie's B2B packaging.

3.1.2 Carbon Indicators & Hotspots

We now have a solid understanding of our GHG Inventory. It shows that our carbon hotspots are for 99% in scope 3 (see chart), which is the scope 1 & 2 of our value chain partners. Of these partners, farming communities are particularly vulnerable to climate change, as shifting weather patterns impact crop quality and yields. This underlines how reducing our environmental impact calls for strong collective action across the value chain. Our purchased goods and services is the largest hotspot (84%), so our efforts begin with our suppliers. They are also most directly affected by our Climate Transition Strategy on the next page (see section 2.3 Stakeholders).



Scope 3 categories with <1% emissions are excluded from both this chart and the Climate Transition Strategy.

Although our own scope 1 & 2 emissions are relatively limited (1%), we still have set a reduction target for scope 1 & 2, aligned with the 1.5 °C pathway of the Paris Agreement. We aim to achieve 25% reduction by 2030 in scope 1 & 2 (excluding MeelunieGPI), relative to our 2024 baseline year. We have not yet set a reduction target for scope 3, as current data quality does not yet allow for reliable target setting.

"Year on year, colleagues from across Meelunie join forces to gather the data essential to mapping our carbon emissions. Collecting this data isn't always straightforward and reflects a collective commitment to accurately monitoring our environmental impact, a vital first step in reducing our footprint."



Charlotte Pronk, Sustainability Support Specialist

To put the (location-based) emission data in perspective, we calculated these in terms of 'carbon intensity indicators'. The scope 1 & 2 intensity indicators are primarily used to monitor the efficiency of own operations, which are largely driven by our own workforce. The GHG Inventory intensity indicators are primarily used to monitor the efficiency of our value chain, which is largely driven by our product volume. Next year we will be able to track changes in our efficiency.

Scope 1 & 2 Intensity

0.006

based on Net Sales
(in thousands of euros).

GHG Inventory Intensity (scope 1, 2 & 3)

1.081

based on Net Sales
(in thousands of euros)

3.1.3 Climate Transition Strategy

Ultimately, Meelunie aims to cut operational emissions, decarbonise our value chain and scale up low or zero emission solutions. To do so, we have identified levers that have a continuous positive influence on our carbon hotspots, and translated these levers into concrete actions that are already being (partially) implemented. All of these levers are focused on achieving our ultimate ambition: a net-zero organisation by 2050.

Scope	Actions	Levers	Indicative impact
1	Electrification of combustion vehicle fleet	Reduction	25% by 2030 (excluding MeelunieGPI)
2	Procurement of renewable electricity	Reduction	
1 & 2	Optimalisation of energy-efficiency in our fava bean protein factory	Reduction	Significant reduction potential
1 & 2	Clean cooking project by FairClimateFund (see section 4.2.4)	Neutralisation*	3,572 mt CO ₂ e (in FY24-25)
1, 2 & 3	Internal training on sustainability and carbon reduction guidelines	Enabler	Significant reduction potential
3.1	Supplier segmentation based on emissions relevance and data maturity (see case study 3.1.4)	Enabler	Improved data quality
3.1	Supplier engagement to improve emissions data quality (see case study 3.1.4)	Enabler	Improved data quality
3.1	Regenerative agriculture project by BLOOM (see section 3.3)	Removals*	Significant reduction potential
3.1	Development of sustainable product portfolio (see section 3.4)	Reduction	Significant reduction potential
3.4	Logistics operator engagement	Enabler	Improved data quality
3.4	Implementation of modal shifts through intermodal transportation (see case study 3.1.5)	Reduction	Significant reduction potential
3.4	Fuel switch project by CarbonLeap to annually neutralise a Windmill Potato Starch tradelane to zero (see case study 3.1.5)	Neutralisation*	590 mt CO ₂ e (in FY24-25)
3.4 & 3.9	Customer engagement for neutralisation and removal projects (see case study 3.1.5)	Neutralisation*	Significant reduction potential
3.10	Customer engagement to improve emissions data quality	Enabler	Improved data quality

* Carbon neutralisation and removal projects do not replace carbon reduction.

Supplier Engagement for Impact



Casper Braam

Chief Commercial Officer at Meelunie, on achieving impact by leveraging supplier relationships.

The GHG Inventory shows that our ingredients (scope 3.1) are by far the largest contributor to our carbon footprint. What does this tell us?

"This insight makes one thing crystal clear: if we want to reduce our environmental impact, we should dive into the value chain, specifically upstream towards our suppliers. Yet this is easier said than done, and the only way to really tackle it is by leveraging our supplier relationships, making them leaders in the movement towards a more sustainable and equitable economy."

Where should we start?

"We have over 100 suppliers and can't do everything at once. So we have developed a supplier segmentation tool to identify the carbon hotspots within our portfolio. The tool combines three key dimensions:

- Contribution to carbon footprint
- Sustainability maturity
- Dependency vs. leverage."

These factors form a matrix, categorising suppliers into four engagement strategies:

Stimulate Impact

Invite Collaboration

Scale up or phase out

Increase Leverage

You hear people say 'procurement owns scope 3'. How does this relate to the outcome of the segmentation?

"For almost 40% of our scope 3.1 emissions we now have primary data that we have linked to our ERP-system. This is a significant achievement with an enormous impact on the data quality for our scope 3.1 calculations. At the same time, it means that for 60% of our scope 3 emissions we currently have no data. So how are we going to resolve this?

Most suppliers don't yet have that data, making it difficult and time-consuming to collect. We see a clear role here for our product managers to work their magic by incorporating 'carbon footprint' into their (sustainable) sourcing practices. After all, they know their suppliers.

But we do need to train our commercial teams in how to apply the engagement strategies, so they are effective in persuading suppliers to start calculating their carbon footprints. This will be a significant step towards reducing carbon emissions across the entire value chain. Ultimately, we're working on striking the right balance between commerce and sustainability."



"I worked with Meelunie on the design of this 'supplier engagement for impact' approach. My advice: integrate purchasing decisions and sustainability accountability within one role. When you creatively align commercial reality with carbon-reduction ambitions, you get the best deal for the business, the supplier and the climate."

Laura Taal, Founder and Sustainable Sourcing Consultant at REVIVER



Fuel Switch for Customers



Guus Boon
Commercial Director at Meelunie America,
on collaborative fuel-switch options with customers.



After ingredients (scope 3.1), transportation (scope 3.4) is our biggest carbon footprint contributor and I understand it's an area where we can make a real difference. How?

"We have influence over freight decisions. Our Freight Team, for example, explores possible modal shifts in intermodal transportation, choosing rail and barge over road to significantly lower emissions.

Since 2020, we've also implemented an annual fuel-switch programme in our transportation value chain, replacing fossil fuels with second-generation biofuels made from waste streams such as used cooking oil and food waste. Together with CarbonLeap, last year's efforts delivered a reduction equivalent to 590 mt CO₂e. We allocate these reductions to specific trade lanes, such as one of our Windmill Potato Starch lanes, reducing that lane's footprint from 161 mt CO₂e to zero. In the past five years, this approach has delivered a total reduction equivalent to 5,105 mt CO₂e."

What role do customers play?

"To achieve this energy transition requires close collaboration with our customers. In 2024, we successfully piloted various fuel-switch initiatives. We began by calculating transport-related emissions using BigMile then facilitated the actual fuel switch through CarbonLeap. We subsequently launched this service with one of the world's leading pet food producers, marking an important step in scaling our sustainability offering in 2025. This was followed by a thorough customer validation process.

By investing significant time and effort, we translated these pilots into a major milestone: our first carbon-reduction sale in 2025. This shows how you can turn sustainability ambitions into a business reality."

What are those ambitions?

"Our main focus is to fully integrate transportation-related carbon emissions and fuel-switch options into our core processes and ERP system. We want to provide customers with comprehensive carbon data per order or trade lane, including clear insights into available carbon-reduction options."

"Companies like Meelunie are leading the way towards greener supply chains. Since 2022, Meelunie and BigMile have been strategic partners in optimising and reporting on Meelunie's carbon emissions from multimodal transportation. We're proud to be part of this journey and to be helping Meelunie with reliable insights into their transport-related carbon emissions."



Ivo de Vos, Business Consultant at BigMile

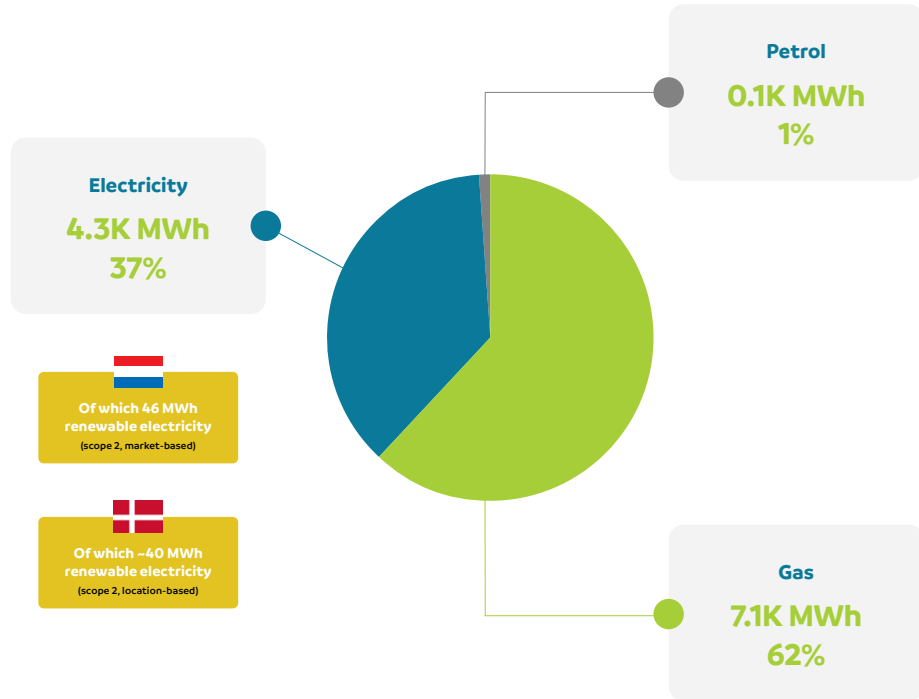
"Together with Meelunie, we're turning fuel-switching into real, verifiable emission reductions, and pleased to see that this can create value by decarbonising a segment of Meelunie's scope 3 emissions. We're proud of our collaboration with Meelunie at the forefront of shaping scalable value-chain carbon reductions in the voluntary carbon reduction market."



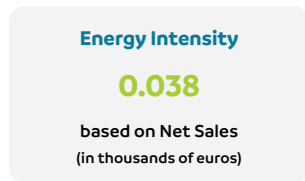
Carlotta van Regteren, Chief Operating Officer at CarbonLeap

3.1.6 Energy Consumption

Our total energy consumption is 11.5K MWh, which relates to the energy use in scope 1 & 2. The fava bean protein factory generates renewable electricity through 130 on-site solar panels, which will be included in our GHG Inventory next year. Our Amsterdam office consumes 100% renewable electricity. Across all locations, this means that almost 2% of our electricity is from renewable sources.



To put this energy data in perspective, we worked it into an 'energy intensity indicator', which is primarily used to monitor the efficiency of our own operations. We will be able to track changes in our efficiency beginning next year.



3.2 Water Usage

Our total water withdrawal is 71K m³, of which 70K m³ (99%) by our fava bean proteins factory. The factory's water is withdrawn from the local municipal supply in a region with generally low water stress. Of the factory's total withdrawal, 29K m³ is discharged into the municipal sewer system for treatment, making total water consumption (withdrawal minus discharge) 41K m³.

This consumption mainly relates to evaporation losses in the wet milling process. During this process, 30 m³ of process water per hour is treated through reverse osmosis and internally recycled, thereby reducing our water withdrawal.



"We're working on a plant-based-protein future. Leveraging state-of-the-art technologies from the dairy industry, we're using fava beans to create solutions that minimise environmental impact without compromising nutritional integrity."

Kim Kristensen, Site Director at MeelunieGPI

To put this water data in perspective we have worked it into a 'water intensity indicator', which means that from next year we can track changes in our water efficiency. At the same time, we have been conducting wastewater analyses and are working on further optimising our treatment processes.



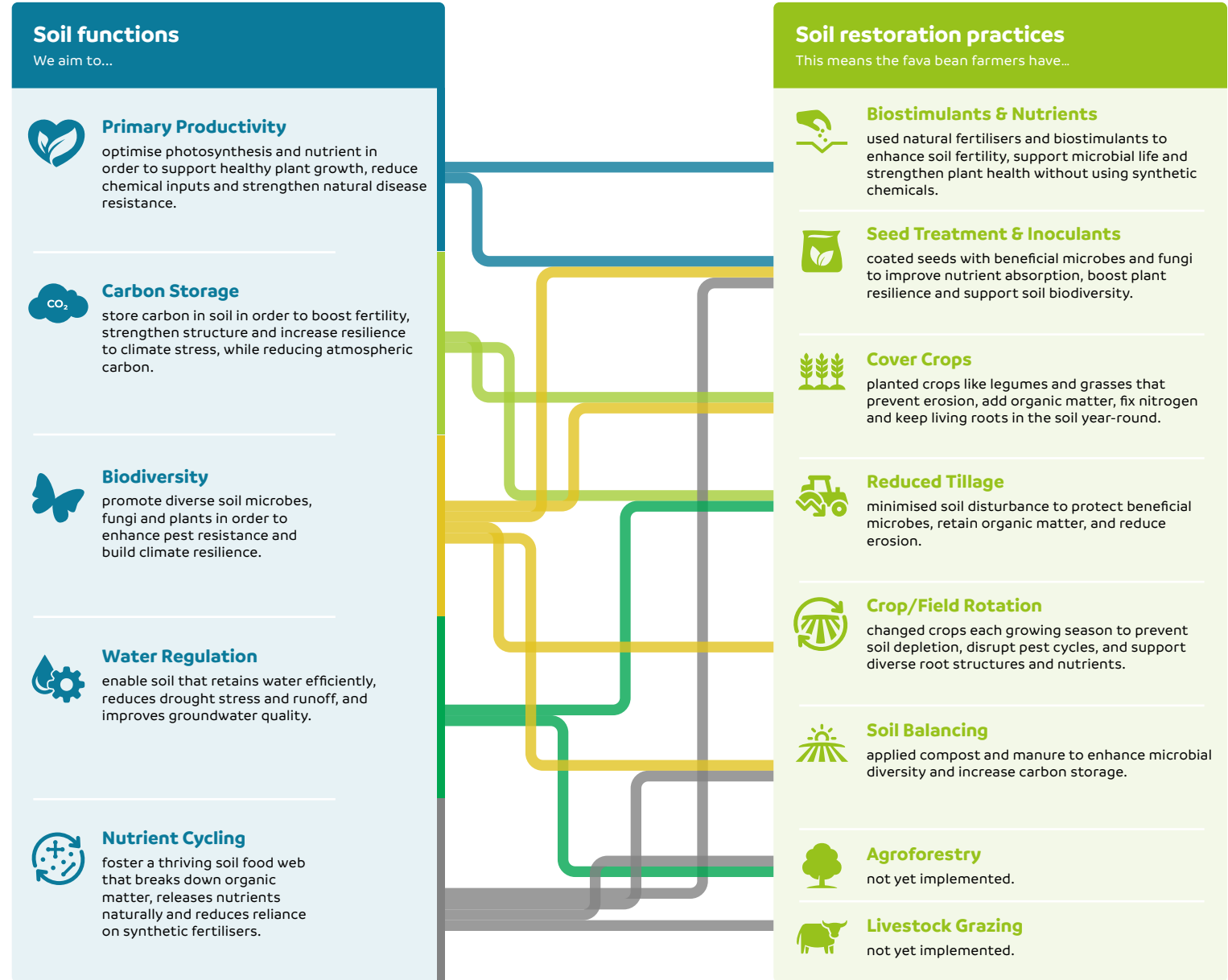
3.3 Regenerative Agriculture

Almost all environmental impacts are addressed through regenerative agriculture. Unlike conventional agriculture, regenerative agriculture practices restore ecosystems while producing food. The main benefits lie in improving soil health by focusing on key soil functions (see figure). This helps create a sustainable food system, and ultimately boosts climate and value chain resilience.

We've partnered with BLOOM on a pioneering three-year pilot programme that began in 2024 in which fava bean farmers are implementing regenerative practices.

The pilot fits perfectly with our commitment to processes that don't deplete natural resources or cause environmental damage but instead improve soil health. Based on the pilot results, we will evaluate scaling opportunities in 2026.

Goals



3.4 Plant-Based Proteins

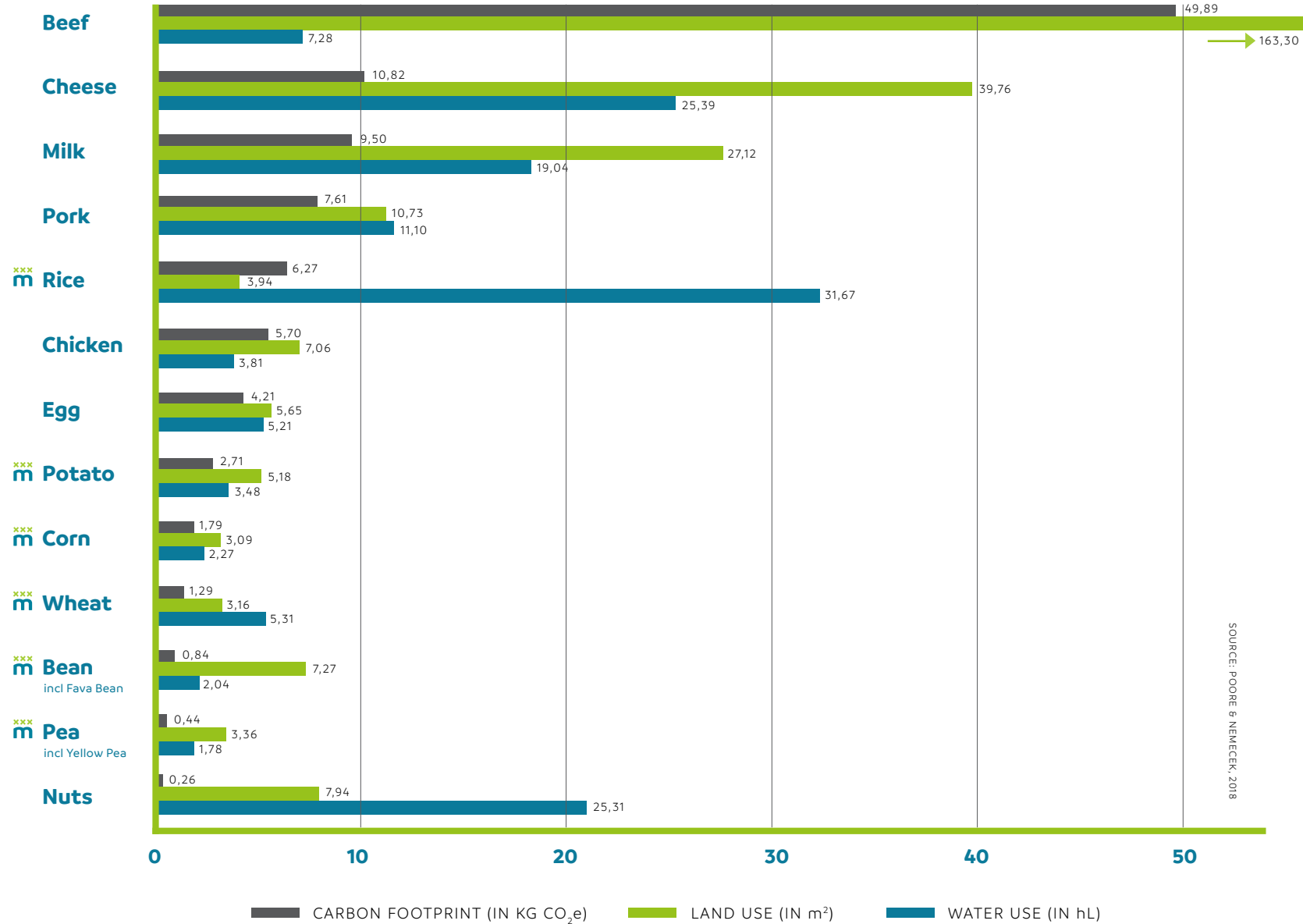


The protein transition from traditional animal-based proteins to more sustainable plant-based protein sources represents a fundamental shift in how we approach nutrition. By using crops directly for human consumption, plant-based proteins improve protein efficiency and avoid losses from animal feed conversion. This not only helps address climate change, as plant-based proteins generally have a lower environmental impact (see figure) but also contributes to animal welfare.

Plant-based proteins is one of Meelunie's top five material topics (see section 2.5 Impacts, Risks & Opportunities). They present an opportunity for us to develop innovative, nutritious solutions while decreasing our carbon footprint. We believe we can accelerate the protein transition by helping meet the growing demand for plant proteins and diversifying our protein portfolio. By investing in research and development, we strive to develop innovative plant-based proteins that offer better functionality, nutrition and/or taste.

We are dedicated to raising awareness about the benefits of plant-based proteins and actively advocate for their inclusion in diets (see section 5.3 Collective Action).

Environmental Impact per 100g protein

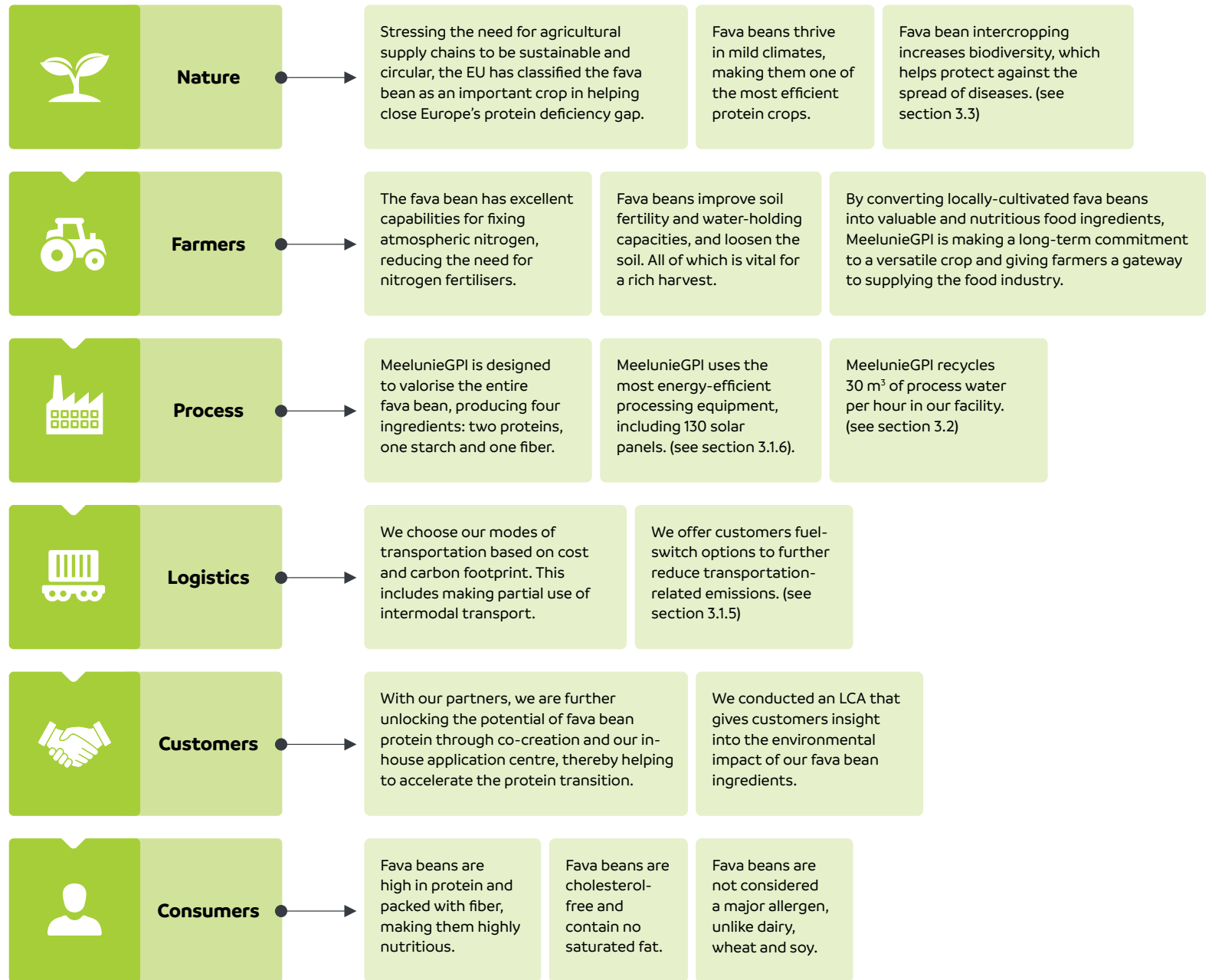


SOURCE: POORE & NEMECEK, 2018

3.4.1 The game changer; fava beans

In 2025, we launched four highly innovative fava ingredients from our fava bean proteins factory MeelunieGPI in Denmark, where sustainability is fully integrated into our business model. We have developed a process methodology that improves the fava bean's taste and neutral appearance without harming the nutritional or functional properties of its fractions, resulting in perfect ingredients for a wide range of food applications, from meat and dairy alternatives to protein bars and sports nutrition, thereby improving the accessibility of our plant-based proteins.

The figure shows how and why our fava bean value chain is a sustainable solution in the protein transition:



4. Growing Together

Social Impact

Ambition

Meelunie's purpose goes beyond simply making a profit. We aim to make a difference, in today's and tomorrow's world. That begins with ourselves, by giving colleagues equal opportunities regardless of background and being socially engaged with the communities where we operate. As a family business going back over 150 years, we have always cared for our people and value chain partners. By building on this legacy, with a sustainable agenda for the future, we believe we can remain relevant for the next 150 years and beyond.



SDG 3 Good Health & Well-being: We foster workplace happiness and strive for self-development within an entrepreneurial mindset.



SDG 12 Responsible Consumption and Production: We translate customers' needs into healthy, high-quality, plant-based, low emission ingredients that nourish and protect.

Growing Together

Social Impact

Achievements

TRAINING AND DEVELOPMENT

- Organised several (strategic) work sessions with Meelunie Positive Impact team, and together developed a roadmap to 2050;
- Completed annual sustainability training for all colleagues;
- Included sustainability training in onboarding of new colleagues;
- Sustainability data collection training for our global quality team.

TALENT

- Multicultural event in our Amsterdam office;
- Extended our workforce characteristics reporting.

COMMUNITY INVOLVEMENT

- Created internal awareness and engagement by supporting several public organisations, such as Green Business Club Zuidas;
- Renewed partnerships with FairClimateFund (see section 4.2.4);
- Started a cooperation with NGO Wilde Ganzen.

Mid-Term Goals

- To offer an attractive, inclusive workplace for all colleagues and be a trusted partner for all;
- Employee-run local initiatives across all Meelunie offices and throughout the value chain.

Lessons learned

- Developing a 100% positive impact mindset with all Meelunie employees requires continuous attention and guidance;
- Workers and communities in the value chain require more attention;
- We need to keep better track of employee training and development.

Next steps

- Conduct research on workers and community in the value chain;
- Update Employee Handbook;
- Analyse the gender pay gap and address if necessary;
- Define what 'inclusion' (as part of DE&I) means for us and translate that into action;
- Continue extending our Meelunie Positive Impact team to more international offices;
- Continue expanding sustainability and diversity training for colleagues to grow a sustainable mindset internally;
- Continue engaging Meelunie offices and employees in our Positive Impact activities;
- Organise sustainable and/or social activities for all offices;
- Use gamification for the science behind climate change and empower colleagues to take action;
- Improve tracking of training and development.



4.1 Own Workforce



Our people are our greatest asset, making our own workforce one of Meelunie's top five material topics (see section 2.5 Impacts, Risks & Opportunities). We are committed to creating a workplace where everyone feels safe, valued, supported and inspired to grow. This is anchored in our Employee Handbook, which outlines policies, programmes and benefits designed to empower and care for our team.

The handbook includes our grievance procedures, and we work to identify HR issues that need addressing and measure our corporate culture through an annual anonymous survey of all employees.

Based on the survey results, along with our roadmap towards B Corp recertification (see section 2.2 B Corp) and employee feedback in general, we have identified the following challenges:

- Communication
- Diversity, Equity & Inclusion
- Talent Development
- Employee Onboarding

Talent Dynamics

	FTEs Workforce size measured in full-time equivalents.	Headcount Workforce size measured in number of people.	Employee Growth Increases in workforce, reflecting overall expansion.	Employee Retention Employees who remained at Meelunie, indicating stability and satisfaction.	Employee Turnover Employees who left Meelunie, highlighting potential workforce challenges.
Office	130	136	10%	88%	12%
Production	39	39	95%	70%	20%
Total	169	175	22%	85%	13%

	Average age Average age of Meelunie workforce.	Average Tenure Average years employees have worked at Meelunie.	Full- (vs. Part) Time	Permanent (vs. Fixed-Term) Contract
Office	39	6.1	91%	85%
Production	51	1.3	100%	97%
Total	42	5.1	93%	88%



4.1.1 Diversity, Equity & Inclusion

We know from experience that a diversity of talent not only creates an open and inclusive work culture but also contributes to an innovative, insightful and productive organisation. Meelunie's employees come from all over the world yet feel connected to one another. Together, we represent a wide range of ethnic and educational backgrounds, gender identities, nationalities, languages, cultures and beliefs.

We do this through our presence at trade shows globally, and by taking lunch and walks together. A diverse team helps us better understand our customers and the many regions of the world where we operate. It also helps us navigate this challenging world and keeps us vibrant, inclusive and forward looking.

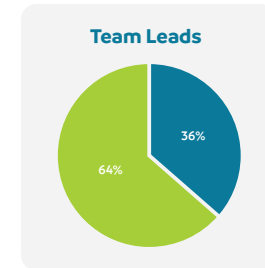
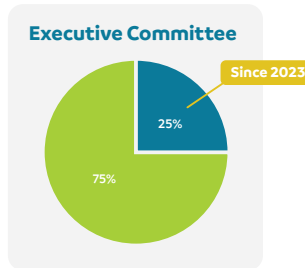
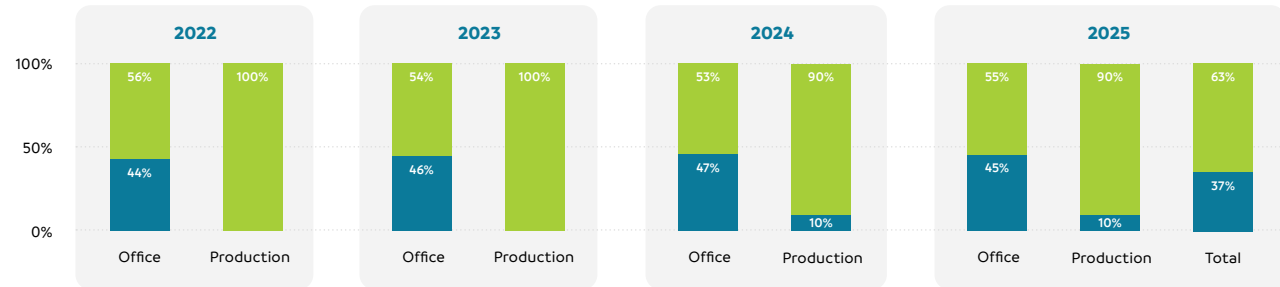
4.1.2 Talent Development

We provide annual training to help employees reach their full potential. Most office employees participate in at least three mandatory sessions: quality management, sustainability and corporate culture (including ethics). This equates on average to three hours training per employee per year. It excludes individual courses, onboarding and new employee on-the-job training.

We empower employees to take charge of their personal and professional talent development and pursue learning opportunities. Last year we spent €188K on mandatory and voluntary training provided by external educational organisations - approximately €1,500 per FTE. Recent training topics include negotiation, big data and language courses.

Gender Diversity

● Female ● Male



"At the annual multi-cultural event colleagues share a bit about their backgrounds and cultures. It's great for getting a richer understanding of one another, as we touch on everything from traditions and customs to local dishes. An opportunity to really connect with colleagues - and most important, have some fun together!"

Calvin Coolen
Multi-Cultural Event Team Lead

Different Nationalities and Cultures

30+

Different Languages

20+

4.2 Community Involvement

From supporting climate initiatives in our sourcing regions to empowering young people in our own neighbourhoods, we invest in communities near and far. By sharing knowledge, creating opportunities and taking action, we work with colleagues and partners to contribute to a more inclusive and sustainable future.

4.2.1 Community Action

In September 2025, we took part in CleansDay Amsterdam, the largest clean-up in the city's history. Over 30,000 people and 260+ organisations rolled up their sleeves. We got to work in the Zuidas area around our offices, helping reduce litter and raise awareness about waste and environmental responsibility.



“Every piece of paper or cigarette adds to the mess, and there were plenty! It felt great to join forces to help make our local community a bit better. Our most surprising find was a graduation congratulations card.”

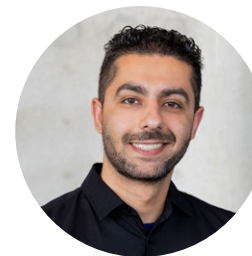
Agnieszka Zawistowska,
CleansDay participant



4.2.2 Inclusion for the Next Generation

Since 2021 we have supported LifeSkills, a foundation that helps 10-21 year-olds with life skills, self-confidence, personal growth and citizenship education. Participants generally live in socio-economically disadvantaged areas of Amsterdam, where many kids lack positive role models or the sources of inspiration and motivation most of us take for granted. To date, LifeSkills has supported over 2,000 young people. This year, we welcomed a group of them to our office to share our career paths with them.

We also contributed to jINC, an organisation that helps 8-16 year-olds get a good start in the labour market.



“My goal was to show young people that success doesn't follow one set path. My journey included detours and new choices, but by staying curious and embracing opportunities, I was able to grow. If you keep learning and put in the effort, you'll get there. Hard work pays off!”

Wais Basharat,
Presented his career path to students

4.2.3 Inspiring Future Talent

To inspire future talent about the protein transition and trade-off within sustainability we delivered a guest lecture at Rotterdam University of Applied Sciences in the Netherlands.

Danish climate and supply engineering students from VIA University College visited our fava bean proteins factory to learn more about our production processes, including wastewater management. They later conducted wastewater analyses and worked on solutions to optimise our treatment processes.



Initiatives like these encourage young minds to think critically about environmental and social challenges, and work to help bring about a more sustainable future. Ultimately, it's their future.



"Hosting the students was a great opportunity to share how sustainability is embedded within our fava bean proteins factory. Their enthusiasm, curiosity and fresh thinking are exactly what the industry needs to tackle challenges like wastewater treatment."

Jacob Andersen,
Hosted students at MeelunieGPI

4.2.4 Social Impact in the Cassava Communities

Since 2019, Meelunie has partnered with FairClimateFund, who focus on impactful projects that improve lives and reduce carbon emissions in countries vulnerable to climate change. Their projects adhere to both the Gold Standard and Fairtrade Climate Standard, ensuring high-quality interventions for inclusive community development. Through this partnership, actions equivalent to a reduction of 25,920 mt CO₂e have been achieved, positively impacting 29,296 households and strengthening long-term stakeholder engagements.

We also actively work to reduce our own carbon emissions (see section 3.1 Climate Action) as part of our Climate Transition Strategy and environmental stewardship commitment. For example, in recent years we have been investing in a cookstove project in Laos, where some of the cassava cultivated for our organic tapioca starch comes from, protecting vulnerable (farmer) families and nature.



"Our partnership with Meelunie demonstrates how targeted climate investments can strengthen both environmental outcomes and local livelihoods. By supporting cleaner cookstoves, we're reducing emissions while enabling women to live in safer, healthier conditions. It's a clear example of how collaboration can drive meaningful, measurable impact."

Neera van der Geest,
Managing Director at FairClimateFund

"We appreciate the vital role the cassava farmers in Southeast Asia play in the success of the Meelunie organic tapioca starch value chain. This project allows us to have a positive impact at a local level by supporting surrounding communities and helping combat climate change."



Michael Rots,
General Manager at Meelunie APAC



4.3 Quality Management



Quality management is one of Meelunie’s top five material topics (see section 2.5: Impacts, Risks & Opportunities), reflecting our commitment to safe, reliable, transparent production practices throughout our value chain.

Our Quality Assurance department ensures we comply with the highest safety standards and are certified by relevant auditing bodies. These include the IFS Broker certification for food safety and FSSC 22000 certification for MeelunieGPI as approved by the Global Food Safety Initiative (GFSI) framework, as well as GMP+ Feed Safety Assurance (FSA) for feed safety.

Our food-grade product portfolio is accessible to a broader range of people than ever, as reflected in our wide range of certifications:

- Non-GMO ingredients (24%): cultivated without use of genetically-modified seeds or organisms. Certified by The Non-GMO Project.
- Organic ingredients (3%): grown and processed without use of synthetic pesticides, fertilisers or GMO, benefitting local biodiversity and customer health. Certified by SKAL and OTCO.
- Kosher- and Halal-certified ingredients.
- Our plant-based single ingredients are inherently vegan, so don’t carry vegan certification.



“Food safety and quality means safeguarding the health and well-being of people across the world, by upholding universal standards for every customer and standing firm against fraud.”

Julie Marcos,
QA/QC Coordinator at Meelunie America &
Positive Impact Team Member

An example of Meelunie’s efforts regarding health & safety is the protection of our brands from counterfeit products. Imitation may be flattering but poses serious health risks for customers and consumers. We have taken various measures to safeguard the integrity of our brands, trust of our customers and health of consumers, including:

- Introduction of QR codes on our 25kg and 5kg Windmill packaging, backed up by QR scan campaigns, so customers can verify the authenticity of their purchases.
- Sharing tips on our social media WeChat account.
- Active collaboration with international authorities and investigative partners to dismantle counterfeit operations, leading to successful raids.
- Redesigned our packaging branding to make counterfeiting more difficult.

We engage with our customers, whose feedback helps shape our quality and safety practices (see section 2.3 Stakeholders). Under the GFSI standards, we have a formal grievance mechanism to address concerns. Complaints can be submitted via Meelunie account managers, and are logged and investigated following internal escalation protocols.



“Ensuring product authenticity is our priority. In Shanghai, we act promptly on every counterfeit lead to safeguard the Windmill brand. So chefs and culinary professionals can trust every bag of Windmill Potato Starch and create their dishes with confidence.”

Marvin Hu,
General Manager at Meelunie China



5. Our Future Heritage

Governance

Ambition

Building trust through collaboration is at the heart of Meelunie. We believe integrity requires collective action and mutual respect throughout our value chain. We work closely with partners to ensure sustainable sourcing, uphold ethical standards and comply with international regulations. We want every plant-based ingredient to embody our integrity. By driving shared action and embedding governance in everything we do, we try to use our entrepreneurship as a force for good.

17 PARTNERSHIPS
FOR THE GOALS



SDG 17 Partnerships:

We believe collective action is key to amplifying impact, accelerating change and achieving shared goals.

Our Future Heritage

Governance

Achievements

ECOVDIS

- Earned an EcoVadis Bronze Medal; entered top 35% most sustainable EcoVadis community companies worldwide.

B CORP

- B Corp preparation for recertification in 2027 by joining learning bootcamps (see section 2.2);
- Performed GAP-analysis for new standard and defined roadmap;
- Updated Executive Committee on recertification strategy.

SEDEX

- Coordinated multiple Sedex audits at suppliers;
- Launched more proactive approach to monitoring and evaluation in order to improve social working conditions;
- Registration of audit reports (SMETA & CAPR) in our ERP system;
- Received guidance on governance, processes and social conditions by joining UN Global Compact.

THOUGHT LEADERSHIP

- Participated in collective action sessions of industry partners, sustainability managers, B Corp community, Plant Based Foods Association and FairClimateFund;
- Organised student visits to our fava bean proteins factory;
- Delivered a guest lecture on sustainability;
- Gave two interviews on sustainability for academic theses.
- Added Supplier Code of Conduct to our Purchase Contract;
- Analysed supplier onboarding and review practices;
- Updated Ethical Marketing Awareness Guide;
- Made a competitor analysis as part of desk research for our materiality analysis review;
- Won an award for our sustainable stand at Bangkok FI Asia trade show.

Mid-Term Goals

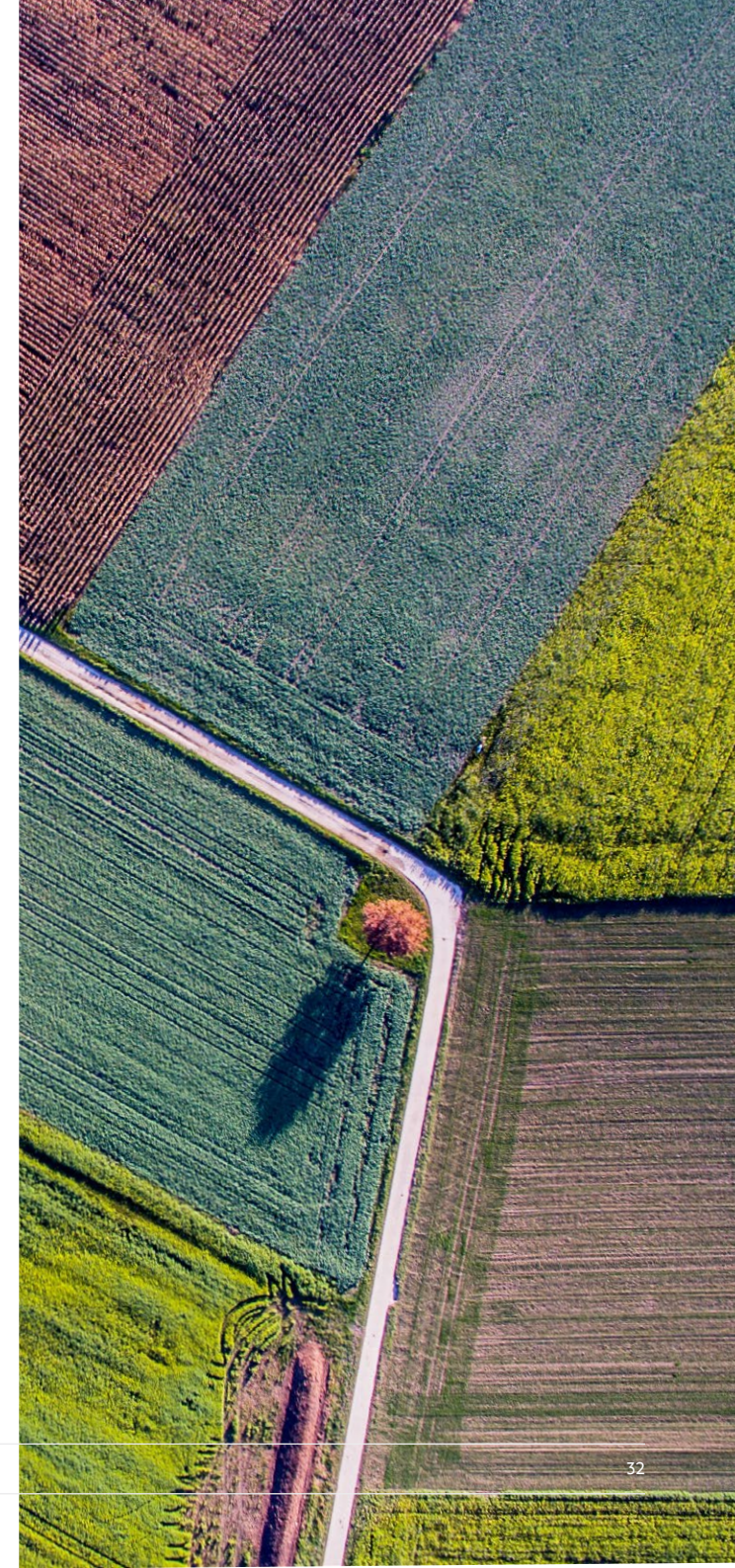
- Sustainability embedded in core (financial) processes;
- Positioning Meelunie as the go-to supplier and one-stop-shop for plant-based ingredients and sustainability.

Lessons learned

- B Corp, EcoVadis and UN Global Compact help identify blind spots and guide continuous improvement;
- Certifications are valuable, but should never replace our focus on creating real impact and change.

Next steps

- Execute roadmap towards B Corp recertification in 2027;
- Submit B Corp recertification in 2026;
- Update our EcoVadis assessment;
- Obtain Sedex certification for our fava bean proteins factory;
- Update our Supplier Code of Conduct;
- Set minimal sustainability requirements for new and current suppliers;
- Integrate Ethical Marketing Awareness Guide in Meelunie brand book;
- Make our collective actions more visible and create a Collective Action Awareness Guide;
- Inspire others to make a Positive Impact.





5.1 Business Conduct

At Meelunie, we foster a culture of integrity and ethical behaviour across our operations. This is anchored in a series of policies and practices:

- Our Code of Conduct, which is 100% signed-off, and Supplier Code of Conduct set clear expectations for employees and suppliers, covering topics such as human rights, conflict of interest and data privacy.
- We maintain a dedicated Anti-Bribery and Corruption Policy, which prohibits all forms of bribery and facilitation payments.
- To prevent financial crime, Meelunie embedded a Know Your Customer (KYC) Policy and has a Guideline on Sanctioned and High Risk Flows. This includes our business partner form and periodic Refinitiv World-Check screening for due diligence, which helps us identify fraud and sanctions risks.
- We pay taxes in the countries where our economic activities and transactions take place. To ensure compliance with local laws and regulations, we work with reputable tax and accounting firms.
- We have grievance mechanisms in place for employees and business partners (see section 4.1 Own Workplace and 4.3 Quality Management).










“We make sure every incoming and outgoing payment reflects Meelunie’s integrity. From KYC checks to verified bank details. These safeguards aren’t just rules. They’re how we actively protect our partners and stop fraud before it happens.”

Helene van Lijssel, Finance Manager

5.2 Sustainability Standards

By aligning with globally-recognised sustainability standards, we strengthen both our governance and our Plant Based Positive Impact purpose. These complementary standards address different dimensions of sustainability and together enable us to navigate rapidly evolving sustainability practices within our business ecosystem (see section 2.3 Stakeholders).

	<p>B Corp Demonstrates our determination to use our business as a force for good and provides a rigorous benchmark for continuous improvement (see section 2.2).</p> 
	<p>EcoVadis Offers sustainability ratings based on environment, labour & human rights, ethics and sustainable procurement criteria. EcoVadis adds a comparative, data-driven perspective to our sustainability performance.</p> 
	<p>UN Global Compact As a signatory, Meelunie commits to ten universally accepted principles on human rights, labour, environment and anti-corruption. Anchoring our governance in global norms and aligning us with the SDGs.</p> 
	<p>Sedex Provides a platform for ethical trade and supply chain transparency. For Meelunie, it ensures responsible sourcing, and ethical compliance and labour practices across our value chain, for now specifically in our corn and tapioca ingredients.</p>



“Our US commercial team introduced the EcoVadis assessment in direct response to local customer expectations. This bottom-up initiative has since been embraced by the company, as it enables us to better support our American customers with transparent, credible sustainability information, thereby strengthening our profile as a reliable, forward-looking partner.”

Jan van Vilsteren,
General Manager at Meelunie America

Collective Action

How does Meelunie view collective action?

"Real system change doesn't happen in isolation. We see engagement and stakeholder dialogue as an integral part of responsible governance. By participating in industry platforms, we help enable conditions that accelerate the protein transition and strengthen more sustainable food systems.

At the same time, collective action goes beyond roundtables and white papers. Every day, our plant-based ingredients enable tangible food solutions that help shift consumption patterns, from meat and dairy analogues to protein bars and sports nutrition. Through close collaboration and co-creation with our customers, we support the development of branded consumer products that make more sustainable choices accessible, affordable and scalable."



Gijs van Elst
Chief Innovation Officer at Meelunie,
on driving change through collective action.

How does Meelunie engage within the food business ecosystem?

"Meelunie engages with industry organisations focused on promoting and advocating plant-based food solutions and sustainable food systems. These include Dutch partners like Food Valley, the Protein Community and Green Protein Alliance, as well as the American Bakers Association and Plant Based Food Association (PBFA) in the US.

As a PBFA member, Meelunie participated in a PBFA-led initiative on Capitol Hill in March 2025 to advance policies that support the growth of the plant-based food industry in the US. During the event, our delegation engaged in nearly 30 congressional meetings, advocating for a fair and supportive legislative landscape."

What about our fava beans?

"MeelunieGPI is part of the Dutch Danish Fabapuzzle project, funded by Plant2Food, which brings partners together across the value chain to improve fava bean performance from seed to food, including resilience to climate stress. In addition, we engage with Danish partners such as Bælgfrugtpartnerskabet (Danish Legume Partnership) and TurboPlant."

"Such initiatives help create an environment that fosters innovation and lets consumers make informed choices that match their values. We're right behind PBFA's efforts to increase our industry's influence, so plant-based foods will be central to national policy discussions."

Joe Steckel, Advocate for plant-based food



"Through TurboPlant, we work with partners across the food business ecosystem to turn plant based innovation into market ready solutions, by focusing on collaboration, commercialisation and export. Initiatives like this help sustainable protein crops such as fava beans truly scale."

Ann Sofie Andersen, Advocate for plant-based innovation





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Meelunie BV

Fiscal year 2024–2025
October 1, 2024 to September 30, 2025

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