

Sustainability progress

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Forward-looking statements

This presentation includes forward-looking statements that are subject to risks and uncertainties, including those pertaining to the anticipated benefits to be realized from the proposals described herein.

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Our approach – The AAK House of Sustainability

Sustainability truly connected to our purpose and strategy



Better Sourcing

Main KPIs, progress and priorities

2025: 100% verified deforestation-free and conversion-free for palm and soy

+38%**
verified deforestation-free



Year	Percentage
2019	25%
2020	50%
2021*	63%




2025: 150,000 trees planted

+42,231
trees planted 2021*.
78,301 since 2019



Continue to increase our impact on women and smallholders

+8%**
346,370 women in our Kolo Nafaso program



*as of June 30, 2021 **as of end season 2021

SUSTAINABLE DEVELOPMENT GOALS

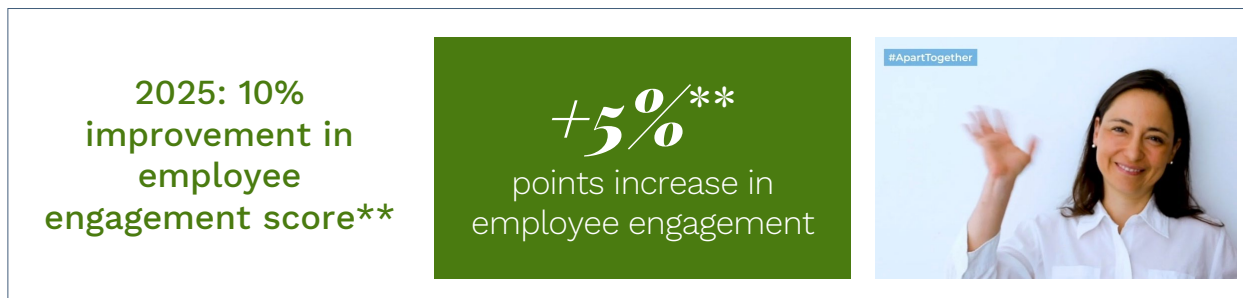
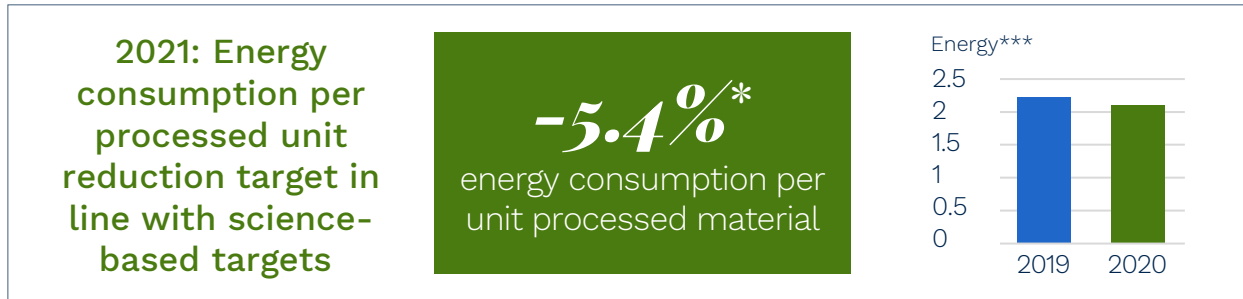


Initiatives

- Continue our strong supplier engagement to drive progress on verified deforestation-free
- Continue to scale our programs to empower smallholders and women to improve their livelihoods
- Established scope 3 baseline, working on science-based targets and implementation plans to drive progress accordingly
- Human rights due diligence of our supply chains turned insights into action plans for palm oil, and all other raw materials are next

Better Operations

Main KPIs, progress and priorities



*as of December 31, 2020 *** (GJ) consumption per unit processed material
 ** base year 2017 **** tonnes per processed unit

SUSTAINABLE DEVELOPMENT GOALS



Initiatives

- Continue to drive resource efficiency improvements globally through benchmarking and best practice sharing across all our sites
- Established baseline for scope 1+2, set science-based targets and established plans to drive progress accordingly
- Performed human rights due diligence of our full operation and will turn insights into action plans
- Continue to improve the safety and engagement of our people

Better Solutions

Main KPIs, progress and priorities

2021: Identify and share best practices on selling sustainable solutions

+23%*
increase in demand for RSPO-certified sustainable palm




Plant-based revolution – bringing new plant-based solutions to the market



2025: 50% of revenue contributing to science-based targets

+10%*
increase in revenue contributing to sustainable development



*as of December 31, 2020

SUSTAINABLE DEVELOPMENT GOALS



Initiatives

- Continue to advocate sustainable solutions in the market
- Integrate our customer-driven sustainable value propositions into our industry solutions
- Further strengthen our offering for nutritional solutions
- Continue our partnerships and expand our offering for plant-based foods

Everything we do is about
Making Better Happen™
...from plant to brand

Thank you