The things we value

Alpro has a clear mission statement that has remained unchanged for several years: “We create delicious, naturally healthy, plant-based foods, for the maximum wellbeing of everyone and with the utmost respect for our Planet”. This mission statement clearly reflects our ambition to be a top performer in offering state-of-the-art food solutions, while caring for people and planet.

Alpro’s mission statement is complemented by 5 performance-oriented values and 5 people-driven values, which are actively embodied

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PERFORMANCE-ORIENTED VALUES

Ambition

- Our growth vision and plans are stretching and grounded in the maturity of our business – we are aware that we are individually and collectively able and willing to realise it
- The trust in growing our business is grounded in the comfort of what we have realised over the recent years
- Our continued ambition challenges all of us to be mature in what we do – in business decisions, when delivering our tasks and also in dealing with collegiate interpersonal dynamics – for which we need a curious, learning, non-judgemental attitude
- We will benchmark ourselves in the market, broader then the Soy market, on 3-P driven KPIs
- Ambition is manifested and evaluated both against HOW we work (the process) and What we realised (Results)
- The will to go from ‘Good’ to Great’ always keeping an eye on the long ball
- Focus on the stretch target, go for the A+ plan
- Be brave enough to have a dream beyond our ambition
Leverage

- Multiply good practice, stop re-inventing and re-discussing
- Achieve more with less effort
- Action x Action= Action³

Professionalism

- Professionalism is about finding the right balance between perfectionism and pragmatism
- The right balance between professionalism and entrepreneurship delivers performance power in the market
- Entrepreneurship becomes powerful when grounded in pragmatic professionalism
- Act as if it is my company, my money, my people
- Deliver my work in line with all frameworks and regulations
- Do the right things and do the things right
- Clear focus to deliver high standard

Results

- Deliver short term outcome of a long term ambition
- Define our goals and measure our results in line with OGSM
- Challenge each other more in reaching results and provide help in case needed

Ownership

- Deliver! And in doing so,
- Be sensitive and responsive to the impact you (will) have on your colleagues
- Be holistic
- Owning my job means delivering the tasks and the decisions which belong to my role
- Allow others to assume the responsibility you have given them. Master as leader of people your personal urge for problem solving, decision making and compensating for others.
- Take full, personal responsibility and accountability for the end result in view of a deliverable
- When you start something, you give it everything. It is like a child to protect

**PEOPLE-DRIVEN VALUES**

Authenticity

- Be and act who you are, whenever and wherever you are, be and stay the “truly you” according to your own values
- Accept to be different and accept others to be different, each with his own personality
- Provide feedback in an open and honest way
- Be brave to show vulnerability

Leadership
Coaching 360 degrees around you is essential to grow maturity within individuals and in relationships. It has three purposes:

- Supporting the employee to discover, understand and manifest his/her potential
- Raising the comfort of the boss in ‘letting go’ – through sparring on what will come
- Grow the comfort amongst your peers – raise mutual understanding and comfort
- Stimulate Togetherness & Collaboration – feeling part of One Company – which is best served with an attitude of support and a style of inspiring and servant leadership
- Have the guts to decide when you have the role to decide! Have the guts to accept decisions taken by others! Actively invest time in growing trust in each other!
- Stimulate authenticity
- Be the inspiring example that drives results through others
- Guide, coach, manage
- Need to earn from the team and prove it, day after day
- Empowerment combined with accountability of results

Passion

- The positive inner driving force that radiates what you have to do: “a man’s got to do what a man’s got to do”
- The fire in the belly
- You can feel it from one another and it is contagious

Respect

- Understand before being understood – demonstrate active listening
- Respect follows what and how we contribute.
- Be considerate and profound in your reactions – master impulsive reactions – focus on what can be learnt, not on the ‘mistake’
- Authenticity – yourself as well as your colleagues – all have a unique manifestation and expression for which you are valued – and stimulated/supported to fully express this
- Hold each other accountable and demand from each other to deliver
- Recognize uniqueness and value of everyone, appreciative approach
- Be open for other options and opinions
- Active listening and consultative decision making
- Respect for yourself and your own opinions makes you authentic
- Trust is highest level of respect

Openness

- Open your mind to share and receive
- Dare to show your vulnerability
- Stimulate free sharing of opinions
- Openness is the foundation of trust