

SACRIFICE NOTHING

REPORT

# THE BUTCHER'S IMPACT



THE VEGETARIAN BUTCHER™

# ON A MISSION

**On Animal Day 2010, our company was founded by Jaap, a ninth-generation farmer and meat lover who struggled to become vegetarian. His aim – to release the animals from the food chain without having to compromise on meaty taste and texture – has remained the same ever since. We're creating the new meat – and it's at least as good as the original. It's plant-based meat that is comparable to animal meat in taste, texture, and nutritional value. For all meat lovers – from vegans to carnivores.**

We love driving this Food Revolution as a team, because we are working on stepping up our global impact. By making plant-based meat the standard, we are unleashing the largest food revolution of all time: a revolution that will release all animals from the food chain.

As an impact-driven business, sustainability is at our core. We are part of a movement to change the meat industry for the better – for the planet, the animals, and our health. Our take on impact and sustainability is reflected in our philosophy: 'Sacrifice Nothing'. Because to us, this isn't about ticking boxes. It's about unleashing a revolution, without having to sacrifice a bloody thing.

The biggest impact we are driving is removing animals from the chain. However, as you will see in this report, our commitment goes way beyond that, from sourcing to logistics and packaging.

There are hurdles along the way in the food revolution. But nothing has ever been accomplished by following the herd. We are outspoken and will stand on the frontline, speaking up on matters like subsidies and European Parliament voting. We are serious about these issues because plant-based meat will not become the standard without effort. I invite you to read all about how we are stepping up 'The Butcher's Impact'.

We have expanded rapidly and have succeeded in transitioning The Vegetarian Butcher from a local Dutch brand to a global one. Looking ahead to the next decade we are passionate to fulfill our mission, tantalizing taste buds worldwide and truly making plant-based the standard. Our products are now sold in over 30,000 retail outlets, covering 45 markets and counting.

*Join the Revolution  
and Sacrifice Nothing!*

Hugo Verkuil, CEO The Vegetarian Butcher



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Because tasty meat  
doesn't need animals

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# IMPACT HIGHLIGHTS

*Let's make global impact while we release animals from the food chain. Welcome to the biggest food revolution of all time!*



In November 2020, Unilever announced a new annual global sales target of € 1 billion from plant-based meat and dairy alternatives, within the next 5 to 7 years

*“If everyone became vegetarian, food-related emissions would drop by 60%.  
If the world went vegan instead, emissions declines would be around 70%.”*

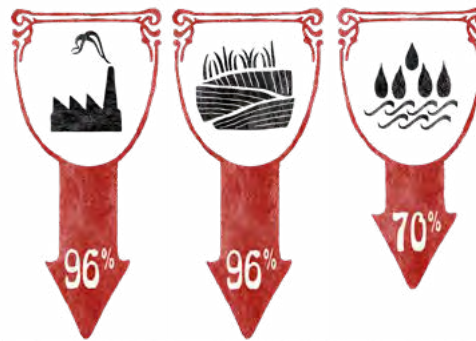
Marco Springmann,  
research fellow at the Oxford Martin  
School's Future of Food

*“It is up to us to make healthier and plant-based options accessible to all.”*  
Hanneke Faber, President  
of Unilever's Foods &  
Refreshment Division

**70%**  
The Vegetarian Butcher reached growth peaks of 70% in 2020



Relative impact of The Vegetarian Butcher's vegan raw burger compared to beef



Lower global warming impact    Lower land use    Lower water consumption

The Vegetarian Butcher switched to 100% recycled PET plastic for all chilled plastic packaging halfway through 2021. This way, 210 tons of plastic can be recycled per year!



**CHAPTER 1**

Because tasty meat  
doesn't need animals

It's time for the biggest food revolution of all time – a revolution that will fundamentally change the way people look at meat. The impact we strive for is big. Real big.

# REAL BIG



## SPARKING THE FOOD REVOLUTION



**Animal meat has been in the middle of our plates for ages. Many of us love meat for its taste and texture. And in many cultures, it is a key element of our favourite dishes. Imagine sinking your teeth into a juicy burger, or smelling sizzling bacon and a hotdog topped with mustard. Mouth-watering, right?**

At The Vegetarian Butcher, we believe there is nothing wrong with meat's taste and texture; it's the production method we challenge. We believe there is a way we can produce meat in a more efficient, animal-friendly and environmentally friendly way and cut out the middleman. Just like work horses were once replaced by tractors, there is a new technology on the horizon in the meat industry.

All our lives, we were taught that meat has to come from animals. Yet, the aspects of meat that meat lovers cherish - the flavour experience, the cooking experience, its sensorial aspects – are not necessarily linked to the meat coming from animals. We don't love meat because it comes from animals, but despite that.

Be it for ethical, health or environmental reasons, many people feel like they should eat less meat. Our fundamental belief is that we don't have to do without meat. By creating the best meat without the animal, perfectly replicated in flavour, texture and nutrition, we are paying a true tribute to meat. So, we don't have to sacrifice our traditions or taste. And we don't have to sacrifice our health, the planet or animals, either.



### Everybody can be part of our food revolution

All meat lovers, from carnivores to vegans who don't want to miss out, are invited to the table. Here, plant-based meat is at least as delicious as old-fashioned meat, yet without the downsides.

You see, we know the meat lover, because at The Vegetarian Butcher we are meat lovers. We offer the real experience, so that every meat lover can make the transition to the new, plant-based meat. Like our founder Jaap, who still is very much a meat lover – just one who switched to vegetarian meat.



*“We believe taste is key, so from the start we worked with chefs and product developers who really understand the specific qualities of meat. This allowed us to create an entirely new generation of plant-based meat that has a familiar taste, texture and look.”*

Jaap Korteweg, founder

# RELEASING THE ANIMALS FROM THE CHAIN

## Slicing out the middleman

So, we can feast without the beast, but why would we? Traditionally, animals are fed soy and grains. They grow over time and are eventually slaughtered and used for their meat. The Vegetarian Butcher realized that we could cut out the middleman (be it a pig, chicken or cow) and produce meat directly from legumes. Shortening the food chain creates a win for all: we cut out a lot of greenhouse emissions in the chain, which is beneficial for animal welfare, health and the world food supply.





## But how?

To shorten the food chain by replacing the animal, we needed to find new methods. We looked for a machine which could replicate the muscles and animal structure that an animal grows in its lifetime. But how? Meat consists of mostly protein, water and fat, organized in a specific way in the animal. For many of our products, the way to mimic this structure technologically is extrusion. Essentially, extrusion is a way of imitating the structure of meat. This happens by taking a vegetable protein, such as bean flour, and applying pressure, high temperature and movement. This way, we restructure the plant protein into the same general structure of animal protein. The end result is the hero of all our vegetarian meat, Textured Vegetable Protein (TVP).

## Creating the meat we love

The Vegetarian Butcher's technology was developed in close collaboration with Wageningen University and we continue to invest in the science that enables our machines to be programmed to mimic any animal protein – chicken, beef, fish, pork, you name it. The ingredients we use for our plant-based meat are pretty simple. Besides the textured vegetable protein, the other two main ingredients are fat (for juiciness!) and water. And depending on the function and taste of the product we're going for, we use different natural flavours and colours, fortifications (like iron and B12) and binders (like starch and methylcellulose). That's it!



*Shortening the food chain by taking the animal out*



*“Why use the poor chicken as a machine to produce meat when you can use a machine to produce ‘meat’ that seems like chicken?”*

Mark Bittman, The New York Times

### Choosing the process

Vegetarian meat makes the move towards a more plant-based diet easier. All packaged foods go through a process. For animal-based meat, this happens when it goes into the factory; for our plant-based meat, it's when we recreate the muscle structure that an animal has. To do this, we use quite simple techniques like heating, grinding, cooling and mixing. Both animal-based meat and plant-based meat result in a protein product, it's a case of choosing between the two.

### A tale of innovation

Leapfrogging the meat industry would not be possible without innovation. We carefully select how we produce our meat and are constantly looking for ways to improve it. Therefore, we spend a great deal of resources to make our meat meatier. Only through extensive research and development, can we further craft our products, develop new ones and evolve technologies.

The Hive is Unilever's Global Foods Innovation Centre, next to Wageningen University (that's right, it's in the city with the most Dutch name possible). It provides us access to the world's best technologies and food ecosystem. The Vegetarian Butcher had already partnered with the university before our acquisition, and since we became part of the Unilever family in 2018, the possibilities have expanded tremendously.

For The Vegetarian Butcher, The Hive employs butchers and PhD students, who are collaborating inexhaustibly on breakthrough technologies to lead our industry disruption. The Hive houses laboratories, test kitchens, a pilot plant and everything else we need for it to function as our Innovation HQ. In 2019, Unilever invested €85 million in The Hive.

Did we already mention our kitchen might be one of our favorite areas? That's where the magic happens and where we spend many hours on finding even more golden nuggets while developing the perfect recipe. Our chefs form a very important part in the R&D development team of The Vegetarian Butcher.



### Fuelling the food revolution

To unleash a true food revolution, we need to build a movement. Our ambition might seem a bit megalomaniac to some, but we're dead serious when we say: we want to become the biggest butcher in the world.

### How we challenge the status quo

In addition to the chefs we work with, many of our consumers and followers are also great ambassadors. They play a crucial role in our (ethical) campaigns. For instance, they showed overwhelming support during Schnitzelgate, when we launched our 'I am not confused' (because plant-based meat is not bought by mistake) campaign. In 2020, we responded to the European Parliament regulation discussion around names for plant-based products, with a visual petition and an AR filter on Instagram. We expanded the petition to a real-world outdoor campaign on voting day in Brussels. When the ban was rejected, it marked an important step for the plant-based food revolution. It was heart-warming to see so many voices and faces that helped us speak out and be on the frontline.



### How we fuel discussions

You may also remember the time we showed our interest in becoming part of a German Butcher's Association – we offered to help shape the future of meat in the industry. Kudos to all the progressive Germans who stood behind the idea and showed their support on social media.





**The butcher's community**

We fundamentally believe that together with our community we can ignite a food revolution. Each member of this community is unique, but we share a few characteristics. Firstly, we are not afraid to swim against the stream. Revolution was never started by walking in line. As the butcher's crew, we have rebellion in our DNA. Secondly, we believe small, everyday choices add up to big impact. And thirdly, a hint of humour never hurt anybody. Indeed, our Little Willies made headlines in The Sun in the UK, because of their ability to make British shoppers giggle.



## Becoming the world's biggest butcher

We are on a mission to become the world's biggest butcher, as this is how we will create the most impact. The last several years have been quite the ride, as we have been growing exponentially. In 2012, Dutch supermarkets started selling The Vegetarian Butcher products. Six years later, we were the fastest-growing vegetarian brand in The Netherlands.

Our 2018 acquisition by Unilever was the next step towards becoming the world's biggest butcher. By then, our brand was distributed in 4,000 outlets. And reaching scale is what we did: by the time we celebrated our tenth anniversary in 2020, our products were sold in over 45 countries and in more than 30,000 retail outlets worldwide.

In mid-2019, we started expanding in Europe via Unilever Food Solutions. By early 2020, we had expanded into the UK and German retail markets. Spain, Eastern Europe and the Nordics followed shortly after. We also stepped into Latin America and Asia, with launches in Brazil, Hong Kong and Singapore.



*A selection of markets we entered lately  
(2020/2021)*

## Unilever's 'Future Foods' ambition

In 2020, Unilever announced a new annual global sales target of €1 billion from plant-based meat and dairy alternatives, within the next five to seven years. That growth will be driven by – among other brands and products – the further roll-out of The Vegetarian Butcher. The target is part of Unilever's 'Future Foods' ambition, which has two objectives: to help people transition towards healthier diets, and to help reduce the environmental impact of the global food chain.



*“Less than a year after acquiring  
The Vegetarian Butcher in the Netherlands,  
we are excited to partner with the iconic  
Burger King brand across Europe.”  
(2019)*

Hanneke Faber,  
President Unilever Foods & Refreshment

## Meat to please you, partner

Partnerships and collaborations are crucial for any revolution, including ours. Many changes in eating have started in an out-of-home environment. After all, if you want to become the biggest butcher, you'd better be where people eat. That's why we work with strategic partners, chains and restaurants – big and small – to grow the revolution. A few examples:



### Marley Spoon

Our packs are also part of Marley Spoon's meal kits, delivering the new meat directly to houses in several countries across Europe.



### Burger King's plant-based Whopper

We were able to work together with Burger King on developing the plant-based version of their iconic Whopper burger. Now these burgers are sold all over the world: in Europe, the Middle East, Asia and South America. We did not stop there: we also added Plant-based Nuggets and Plant-based Long Chicken to the menu in selected countries.



### Telepizza's Vegan range

At the start of 2021, this pizza chain introduced their first ever vegan range with our products, all over Spain. ¡Hurra!



### Mora 'bitterballen'

With Dutch brand Mora, we developed a vegetarian version of one of the Netherlands' favourite snacks: the 'bitterbal'. Hacking the local favourites for sure with this one.



### BAVET's Bolo Bastard & The Holy Mary

Speaking of traditional top dishes: in 2020, Belgian spaghetti concept BAVET put two new spaghettis on the menu, with our vegan Mince as a star player.



**CHAPTER 2**

For all meat lovers, from  
vegans to carnivores

# PIONEERING FOR A FOOD REVOLUTION

**We're hacking the meat market with new meat.  
The only thing we slaughter, is prejudice.**

On the 11th of September 1962, a boy is born on a farm in the province of Noord-Brabant in the Netherlands. The little guy, called Jaap Korteweg, is destined to take over his parents' farm and become a ninth-generation farmer. And that's exactly what he does, after his 18th birthday in 1980. After being knocked unconscious by a large dose of pesticides on the land, he opts for organic farming, becoming the first farmer in Brabant to do so. He starts growing organic potatoes, onions, carrots and green herbs.

When swine flu breaks out in the Netherlands in 1998, Jaap is asked to store tens of thousands of animal carcasses. He declines, and soon after, he makes a decision: to stop eating animals. He does not want to take part anymore in an industry that he feels is failing.

Sticking to his ideals quickly turns out to be challenging, as his love for meat has far from vanished. No, his cravings for the taste and texture of meat are not going anywhere.

**Jaap realizes he needs something to satisfy his cravings. Without having to sacrifice animals.**

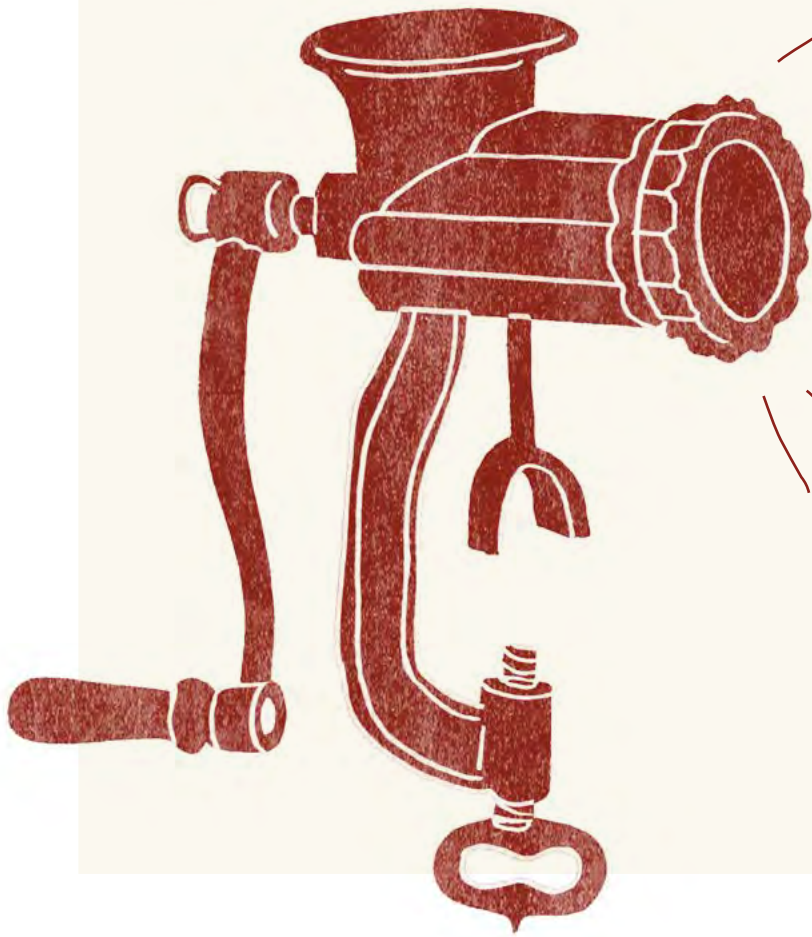
At a campsite in France, Jaap meets Niko Koffeman. Niko is a senator for the Dutch political party Partij voor de Dieren (Party for the Animals), a lifelong vegetarian, and a campaign strategist. 'What if we start a factory for vegetarian meat?', they dream out loud. 'Meat doesn't have to come from animals, right?' Seven days later, The Vegetarian Butcher sees the light of day.

Our goal was clear from the start:

*“Creating the new meat,  
at least as good as the original.”*







**JUST LIKE HORSES  
WERE ONCE REPLACED  
BY TRACTORS, THERE IS  
A NEW METHOD ON  
THE HORIZON IN THE  
MEAT INDUSTRY**

### **Raising the bar and funds for vegetable protein**

Niko and Jaap start working with vegetable protein producers and scientists, to take these proteins to the next level. At the same time, they work with chefs to capture the taste and texture of meat in plant-based products. And then, in 2013, The Vegetarian Butcher launches its very first product: the mc2-burger. The name is a tribute to Albert Einstein. Einstein embraced vegetarianism as early as 1930 – a true innovator.

By then, the founders of The Vegetarian Butcher are actually getting closer to their goal of becoming the biggest butcher in the world. In 2015, they run a crowdfunding campaign to help fund their own factory. They hope to raise €1 million in three months but reach €2.5 million in three weeks. The crowdfunding campaign is recognized as one of the most successful ones ever, worldwide.

The Vegetarian Butcher's remarkable growth does not go unnoticed. Jaap receives the Entrepreneur of the Year Award twice and finishes in the top five of the Dutch newspaper Trouw's Sustainable 100 of for three years. Time to raise the steaks again: The Vegetarian Butcher becomes revolutionary. With the goal to unleash the biggest food revolution of all time, by releasing all animals from the food chain.

### Step into the butcher's shop

The times are a-changing, but style and taste shouldn't. Meat lovers enter our world and feel welcomed by true butchers with knowledge and passion about the ingredients we use. They're surrounded by the traditional meat products we all know and love – a tribute to meat.

To us, true butcher's craftsmanship is the passion for ingredients, the knowledge of products, and being able to give personal advice and share the tastiest recipes. We aim to give every customer a delicious taste, provide the best cuts and keep every meat lover satisfied. The meat machines we use are for the best chops without the flesh of an animal. We're sharpening our knives to slice a different, yet delicious kind of meat!

### We love (almost) everything about meat

The butcher for the future captures the nostalgic taste of the past. With the same level of quality, and with the same love and pride for our meat, but with different ingredients and a visionary outlook.

### Changing the system without changing tradition

With our broad butcher's range, we are showing the world that there's no need to compromise on great taste. We make sure there is something for every meat lover and every traditional meat moment. We offer meat lovers an effortless transition to plant-based meat and make it 'the new normal'. Anyone can hack their most popular times to reach for meat – dinner, lunch, breakfast or snack time.



*We make iconic meat products that are relevant to the market. From Italian meatballs to German bratwursts, we make it possible to hack every single tasty local dish. Chicken curry, beef burger or Shepherd's Pie? There's nothing you can't make with The Vegetarian Butcher.*



## TRANSFORMER OF THE YEAR

And also, in 2020, we won the title of Transformer of the Year in the Dutch Marketing Awards. We loved the jury comments: "Since its acquisition by Unilever, they have become the darling of the food giant, transforming Unilever itself into a global player in vegetarian meat. In doing so, they are unleashing a worldwide food revolution." Honestly, we couldn't have said it better ourselves.



## CHICKENED OUT BURGER

In Germany, our Chickened Out Burger won a PETA award for best chicken alternative in 2020.

## SUSTAINABLE BRAND

In 2021, we came in as the highest newcomer in the Sustainable Brand Index™, ranked #2 by Dutch consumers in Europe's largest brand study on sustainability. Elected by Dutch consumers when it comes to the environmental and social responsibility of brands in the Netherlands.

## VEGETARIAN BRATWURST

In 2016, our vegetarian bratwurst won a bratwurst competition in the UK.

# THE BUTCHER'S WALL OF FAME

And now for something we are really proud of, because we believe the proof is in the (black) pudding: an exclusive peek into our trophy cabinet. Our brand has been heralded by industry figures, including a jury of butchers, culinary journalists and Michelin-star chefs. We won't boast about all of the awards ("as there are more than 25!" boasted the butcher), but here are a few of our favourites through the years.

### Chefs and The Vegetarian Butcher: when 1+1 equals 3

Chefs are key to our success – firstly, in the development of our products. Worldwide, Unilever employs more than 300 chefs in 75 countries for research and development. These chefs are essential for the creation of our products. In addition, chefs support our customers in developing menus and recipes, and they are involved in tastings with customers and product preparation guides.

**Today**, eating out is all about the experience and guests are also becoming more conscious about what they eat. New proposals fill the restaurants: vegan and vegetarian dishes are becoming an essential part of the menu.

**Secondly**, chefs play a crucial role not only in the dishes they serve, but also how they structure the menu. By simply being integrated into the regular menu, vegetarian dishes can be ordered up to twice as often, compared to when they appear in a separate “vegetarian” section of the menu.

**Thirdly**, they help people make the switch. Every chef wants to offer their guests the tastiest mouth-watering dishes. We make it easier for them to replace the animal meat in their top dishes with plant-based meat. We would love to see every chef who serves meat lovers hack their meat dishes with our new meat. That’s why we provide recipe inspiration and demonstrate how the new meat is delicious, easy to prepare and super-nutritious. By offering tasty vegan and vegetarian dishes, these restaurants are providing benefits for the environment\*, overall nutrition\*\* and animals\*\*\*. And offering tasty vegan and vegetarian dishes on the menu.

\* **HOW?** Read more on page 25.

\*\* **WHAT?** Read more on page 31.

\*\*\* **NO, REALLY?** Read more on page 34.



*“This is more tender than pork  
and juicier than chicken!”*

Ferran Adrià,  
El Bulli, Barcelona

### Sharing is caring

The Vegetarian Butcher is redefining meat and serving the tastiest vegetarian meat available today. We always say: you have to try it to believe it. That is why we love expanding our community and engaging with meat lovers around the globe. We want to spread the word on what people think of our products, so we continue to gather tastemonials from butchers, culinary journalists and Michelin-star chefs.

Consumer tastemonials also play a crucial part in helping us convert visitors or followers into new customers. Their personal taste experience is an essential part of building up our business as they add legitimacy to our story and make others more willing to have a taste of our products too. So, while you may not want to share your food, feel free to share your juicy stories with the Butcher's community!





**CHAPTER 3**

All the upsides of meat,  
without the downsides

**Global food production is the single largest driver of environmental degradation. Changing our diets from animal meat to plant-based meat has to be a significant part of the solution.**

There are less than ten years left to meet the UN Sustainable Development Goals for 2030. Worldwide, more and more people are taking action to reach these goals. But our actions are not yet advancing at the speed or scale required. This decade needs to be one of revolution in many areas, if we are to achieve the goals by 2030.

To demonstrate the significant role of our diets in the climate issue, here are some facts and figures: The transformation of the global food system needs to be radical. As stated in research by Mertens et al. (2020), "replacing meat can be a cornerstone for reducing diet-related environmental impact." Replacing all animal meat in a diet with plant-based protein can lead to 20 to 30% lower greenhouse gas emissions.

Fortunately, an increasing number of people are aware of this and act accordingly. For example, in the UK, 36% of adults say they have limited their animal meat consumption for environmental reasons. The vegetarian population worldwide is growing every year (Euromonitor, 2018).

**We are here to make sure everyone can switch to plant-based meat, without having to sacrifice a bloody thing.**

# THE FUTURE IS PLANT-BASED

OF MEAT

In 2050, the world population is expected to reach 10 billion. Producing sufficient food will become increasingly challenging, especially if too many plant proteins get 'converted' into animal proteins.



## A real shortcut

Releasing all animals from the food chain is not just good news for animals; it's also great news for our planet. Taking animals out of the equation makes the food system more efficient and more environmentally friendly.

Let's give an example. To produce beef, cows need to be constantly fed for years. Today, 75% of soy is used to feed animals.\* This soy is then indirectly consumed by people through meat and dairy intake. On average, European consumers eat 61kg of soy per year.\*\* Two thirds of this in the form of animal meat such as chicken, pork and beef. Only 6% of the soy grown globally is consumed directly as whole beans used to make products like our plant-based meat, or products like tofu.

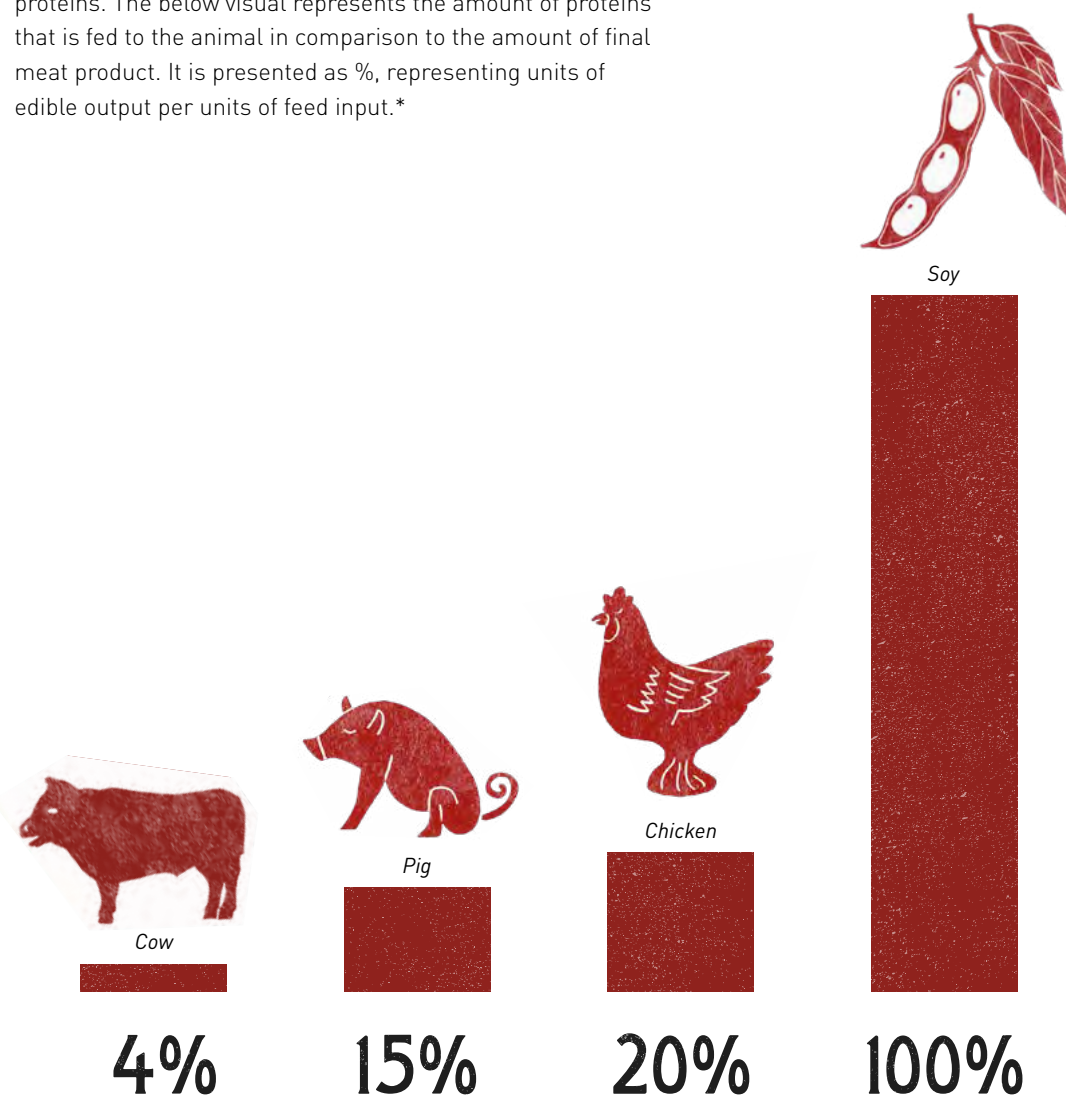
Instead of feeding legumes to animals and making meat out of these living creatures, The Vegetarian Butcher makes plant-based meat directly from Non-GMO legumes. By doing so, this significantly reduces the pressure on our ecosystems. By reducing the amount of soy that is otherwise used for animal feed, we can switch to direct consumption of legumes like soy and gain efficiency. What makes it even better: it will enable us to feed more people with the same amount of natural resources.

\*Soy Scorecard – Assessing the use of responsible soy for animal feed. Published May 2016 by WWF – World Wide Fund for Nature, Gland, Switzerland.

\*\*The hidden world of soy. WWF Report: [hiddensoy.panda.org](http://hiddensoy.panda.org)

## Plant-based food efficiency

To understand this in a bit more detail, let's look at how the efficiency of different animal products relates to the use of proteins. The below visual represents the amount of proteins that is fed to the animal in comparison to the amount of final meat product. It is presented as %, representing units of edible output per units of feed input.\*



\*Creating a sustainable food future. A Menu of solutions to feed nearly 10 billion people by 2050. World Resources Institute, July 2019.



## Take our word for it... or these numbers!

We can ask you to trust us that releasing animals from the food chain is beneficial for the planet. But we've got some numbers up our sleeves to back up our claims.

To produce beef, cows need to be constantly fed for years. To raise cows, large amounts of land, which can be associated with deforestation, are needed for their feed, as well as massive amounts of water: more than 15,000 litres per kilo of animal meat.

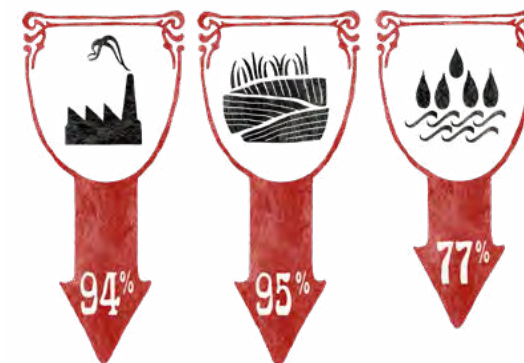
We had the impact of our most-loved products analyzed\* and compared to their non-veg alternatives. If you decide to spice up your dinner tonight with plant-based meat instead of the animal version, what difference would that actually make?

To measure this, we used a life-cycle analysis, which is a scientific methodology used globally, to understand the environmental impact of products across their life cycle, from the growing of the crops, through their processing, transport and transformation into a finished product at factory.

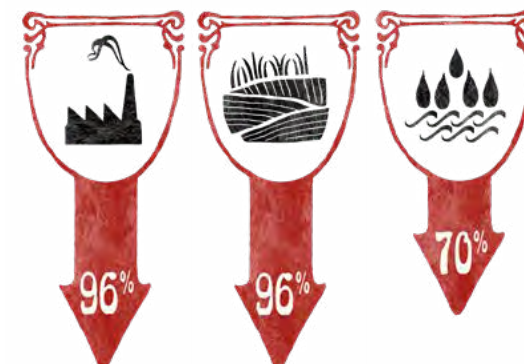
*\* Study completed by Unilever's Safety & Environmental Assurance Centre (SEAC), following ISO14040/44 standards but without external peer review. Results are generic for all markets in Europe but there will be marginal variation for specific countries. Results based on current recipes, ingredient sourcing and processing technologies.*



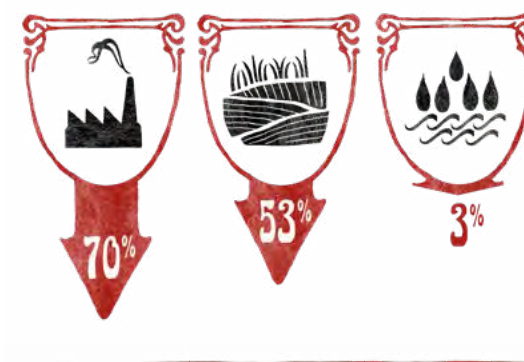
Relative impact of The Vegetarian Butcher's vegan mince compared to beef



Relative impact of The Vegetarian Butcher's vegan raw burger compared to beef



Relative impact of The Vegetarian Butcher's vegan chicken compared to chicken



Lower global warming impact

Lower land use

Lower water consumption

## Finding the perfect source

Globally, our food supply chain requires functioning natural ecosystems. When sourcing unsustainably, over time, these resources get degraded. Eventually, they disappear or stop functioning properly. Therefore, the ability for people to eat food that comes off that land decreases or disappears as well. That is why we want all the ingredients for our food revolution to be sourced as responsibly as possible. Becoming a part of Unilever helps us act on this goal, as Unilever has grown its sustainable sourcing experience and policies over the last decades.

Giulia Stellari (Director of Sustainable Sourcing, Unilever) states: "The Unilever Sustainable Agricultural Code (SAC) is at the foundation of our efforts for our responsible. This code is designed to ensure that our agricultural sourcing activities minimise impacts from land use, or land use change, on biodiversity, people and ecosystems. We are working with farmers and suppliers to raise the social and environmental standards in our supply of raw materials by using certifications that are approved by third parties. That way, we continuously work on creating a secure, sustainable supply of materials from farms where natural ecosystems are protected and restored for the future growth of the food revolution."

Fulfilling all the SAC's requirements and sourcing all our ingredients sustainably, is a detailed and complex process with many hurdles to overcome. Going through it helps our brand step up to the high bar Unilever has set for sustainability. We aim to enable local communities to protect and improve their wellbeing and environment, produce crops with high yield and nutritional quality to meet existing and future needs, while keeping resource inputs as low as possible. Also, we want to ensure that any adverse effects on soil fertility, water and air quality, and biodiversity from agricultural activities are minimised and optimise the use of renewable resources while minimising the use of non-renewable resources.

## Protecting our forests

Forests are essential to life. They are the lungs of our planet and help to regulate our climate. They're second only to oceans as the largest global store of carbon. Therefore, our goal is a deforestation-free supply chain. In June 2020, Unilever announced they will achieve this goal by 2023, starting with five key high-deforestation-risk commodities: palm oil, soy, cocoa, paper and tea. The Vegetarian Butcher fully embraces this goal for our sourcing of soy and palm oil. We want to use the latest knowledge on which natural fats are the most responsible to use, in terms of land use, deforestation and wildlife protection.

The soy we use is Non-GMO and originates from low-deforestation areas, like Canada, China, Serbia and the United States. We use palm oil that is Roundtable on Sustainable Palm Oil (RSPO)-certified. Besides this, we work on increasing traceability and transparency in the supply chain and support industry transformation through sector-level engagement.

## Having the right partner

When on a mission, finding the right partners will help to become even more impactful. Therefore we partnered up with two food tech companies to help us drive this mission: Algenuity and ENOUGH. As for Algenuity's approach: Microalgae have been consumed globally for many years, yet they can have a green colour and a bitter taste and smell. Algenuity has developed an innovative technology to overcome this barrier and provide plant-based ingredients that are sustainable, natural, non-GMO and protein-rich with neutral flavours. ENOUGH, on the other hand, produces ABUNDA® mycoprotein, a complete food ingredient containing all essential amino acids, as well as being high in dietary fibre. Using a unique zero-waste fermentation process to grow high quality proteins based on natural fungi, it brings a fantastic result to the table: the process uses 93% less water, 97% less feed and 97% less CO2 than beef. In the future, The Vegetarian Butcher will implement these technologies into our products, so you can enjoy all the taste without the sacrifice!



# OPTIMISING ALL OUR OPERATIONS

**The biggest positive impact The Vegetarian Butcher can make is through unleashing the food revolution and releasing all animals from the food chain. While we work on our plans for world domination, we also want to optimize the impact in other areas of our operations. Together with Unilever we will achieve zero emissions across our operations by 2030.**

## Logistics and transportation

To further reduce our own operation's foodprint, we search for ways to optimize our logistics. For instance, by simplifying our supply chain. Nowadays, many of our products are produced in our own factory in Breda, the Netherlands. Our Breda factory is also where we produce our main ingredient: textured-vegetable protein. A focus point for the future is how we will reduce our CO<sub>2</sub> emissions throughout the food chain. For instance, how do we shorten our transportation routes? As we have to transport our products chilled, and deep-frozen, it's extra impactful to shorten our routes and work with full truckloads. By using materials that are widely collected and recyclable at scale, the recycling system becomes more efficient and cost-effective for all.

## Manufacturing

We have a regional approach to manufacturing. With partners around the globe, we find ways to produce our products in the regions. Thereby we leverage our internal products and process knowledge to create agility and amazing tasting products at the same time.

## Distribution

Distribution is also driven locally. With Unilever's frozen supply chain, we tap into an existing network. Also, we partner with experts in chilled packing and distribution for our chilled portfolio to make sure we have best-in-class solutions in place.

## Packaging materials

We are constantly working on creating more recyclable packaging and including more recycled materials. Also, we are committed to reduce the packaging material per product as much as possible, while maintaining the main functionality of the packaging. We aim to have fully recycled and/or recyclable materials for all our packs by 2025.





### It's what's on the outside that counts, too

The Vegetarian Butcher's packaging vision is to pack the new meat as part of a circular system, so we've just (halfway 2021) switched to packing our chilled retail products in a 100% post-consumer recycled PET tray. And our very cool frozen boxes in retail? These are made from carton that is recyclable.



We want to make real impact on the recycling system by sticking to our four principles:

- 🍃 Supporting recycling systems at scale, so sustainable materials become the standard, affordable for all
- 🍃 Turning 'waste' into value – by buying postconsumer used materials for our packaging
- 🍃 Preserving food, so we can prevent food waste
- 🍃 Using what's there – let's recycle materials that have already been created, before we create new materials



## CHAPTER 4

Because plant-based meat  
can be a nutritious treat

As we all know, a healthy lifestyle includes a healthy diet. But there are as many opinions about what 'healthy' means as there are meat cuts. Consequently, there are a lot of assumptions on the (un) healthiness of plant-based or vegetarian diets. **We've been in the business of butchering plant-based meat for over ten years now, and let us tell you:**

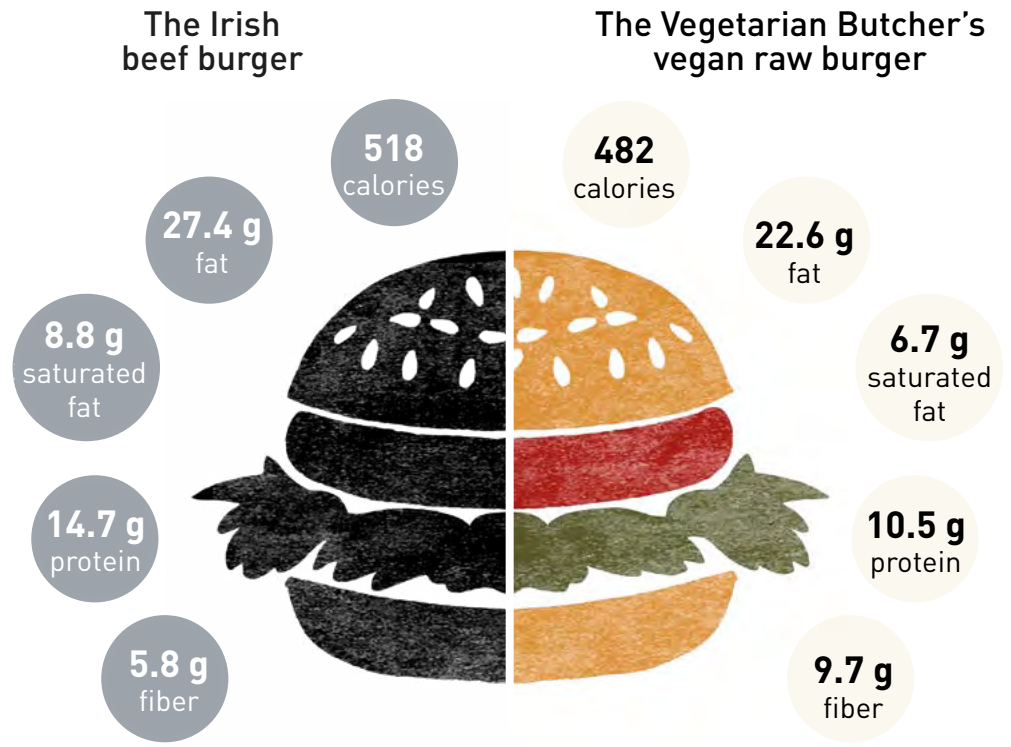
# WE SERVE MEAT WITH BENEFITS



## We will not compromise

When you change your diet and decide to have more plant-based foods, it's important to make sure you're still getting enough of the right nutrients. Actually, plant-based diets often comply better with dietary guidelines, as they usually have a lower calorie intake, a higher fibre intake, better fats and more diverse dietary choices. Yet, for some nutrients, such as vitamin B12, iron and proteins, it does require extra attention to get enough. That's where our meat with benefits comes into the equation.

Let's make that a bit more concrete. What if you put our burger on the grill tonight, instead of a beef burger. What difference does that make?



## Holding ourselves to the highest standards

In 2020, our global nutrition team developed our internal plant-based meat standards. These are criteria for the nutritional value of our products that we set ourselves based on extensive research. Of course, the criteria are based on the nutrition recommendations of the World Health Organization and in line with organizations like the Dutch Nutrition Center.

As part of our nutritional standards for plant-based meat, we aim to have at least 20% NRV (Nutrient Reference Values) of proteins per 100g in our products and at least 3g of dietary fiber per 100g. For micronutrients like Iron and Vitamin B12, the ambition is to have a minimum of 15% NRV per serve. The salt levels of our products should not exceed 450mg per 100 grams. Also, saturated fatty acids (SAFA) levels should stay within 3 grams per 100 grams and the total calories per serve should remain within 300Kcal per serve. We are already well in line with these criteria for most of our products. We are working on salt reduction throughout our product portfolio to further improve the nutritional profile of our plant-based goodness. But, as you can probably imagine, it's quite the challenge to make tasty, plant-based bacon without a dash of salt.

### I love it. What's in it?

As you can see, plant-based meat can become an essential part of a balanced diet. As a recent study states: "adopting meat replacers holds the potential to achieve additional benefits, without compromising nutrient quality." (Wageningen University, August 2020). So what ingredients are these wonderfully beneficial products made of?



*Soybeans are a good source of high quality protein, fiber, vitamins, minerals and healthy, unsaturated fatty acids.*

1

### Plant-based proteins

The soy base for that tasty, meat-like bite. Also known as a high-quality plant protein.

2

### Vegetable oil

To add a bit of juiciness.

3

### Carbohydrates

For the perfect texture, keeping all ingredients together.

4

### Vitamins and minerals

Making sure our products are delicious and don't let you compromise on important nutrients.

5

### Spices

Delivering the meaty taste and colour.

Through a simple process that involves **procedures like** heating, grinding, cooling and mixing, we turn high quality ingredients into our plant-based meat.

### **Soy: our daily dose of protein**

Proteins are essential for our health, which is why plant-based proteins are the basis of all our products. We mostly use soybeans, because they are very nutritious. Soybeans are a good source of high quality protein, fiber, vitamins, minerals and healthy, unsaturated fatty acids.

On the other hand, allergy to soy is a common food allergy. That is why it's important we always declare the presence of soy in our products.

### **Soy is the most widely grown legume**

As we're meat lovers, we want our plant-based meat to be as close to animal meat as possible, in both taste and texture. We mostly use soy, but we are always exploring other possibilities. No matter how much we compare, soy comes out as one of our favourites. It has a meat-like structure, a low environmental impact (read more in [Reducing our Foodprint](#)), and a high nutritional value.

### **No more animal ingredients**

When we talk about 'unleashing all animals from the chain', we actually mean all animals. Not just animals kept for their meat, but also those for eggs (chickens). But honestly, we haven't fully cracked that one yet.

We invent and develop our products using only vegetarian ingredients. We want our plant-based meat to be at least as good as animal meat. It is not yet always possible to go entirely vegan. For some products, we use relatively small amounts of animal products, such as (organic/free-range) eggs. They help us create the meat-like structure of our products and convince every meat lover. And if more meat lovers make the switch, we have a bigger impact.







**CHAPTER 5**

Because they don't belong  
in (food) chains

**The Vegetarian Butcher is on a mission to make plant-based meat the standard. We are unleashing a revolution, which will in turn release all animals from the food chain.**

Why should these animals be released? For us, the answer to that question is simple: we care about animals. Not sentimentally, but ethically. And now that we know we can make our broad butcher's range without involving the animal, why wouldn't we do it?

High-pressure agriculture deprives animals of living a natural life. A free life. Most farm animals spend their days in cages, crates or sheds.

**Every pack counts**

**A bit of the math...**

- 🍖 a cow amounts to 264.7 kg of meat
- 🍖 a chicken to 1.69 kg of meat
- 🍖 a pig to 91.2 kg

Our products can let many animals off the hook. Our Food Service pack of 1.75kg plant-based chicken will release one chicken from the chain. For the consumer packs, 11 packs will do the same.

Together, we can release them all!



*“Is this the end of meat?”*

The Independent

*The Vegetarian Butcher says:  
It's only the beginning. Let's make  
global impact while we release  
animals from the food chain.  
Welcome to the biggest food  
revolution of all time!*



*“They said: It could never be done, plant-based food will  
always taste like plants. They said: We must sacrifice it all.”  
The Vegetarian Butcher says: Sacrifice Nothing.*

This is our ode to all The Vegetarian Butchers and our growing community of rebels, pioneers and lovers of the new meat, who make this revolution happen every day.

# WE'RE TAKING ALL ANIMALS OUT

CAN WE COUNT YOU IN?



*The only butcher loved  
by people and animals*

Follow us:    

Want to know more? Visit our website and don't hesitate to contact us through [info@thevegetarianbutcher.com](mailto:info@thevegetarianbutcher.com) or via our social channels.