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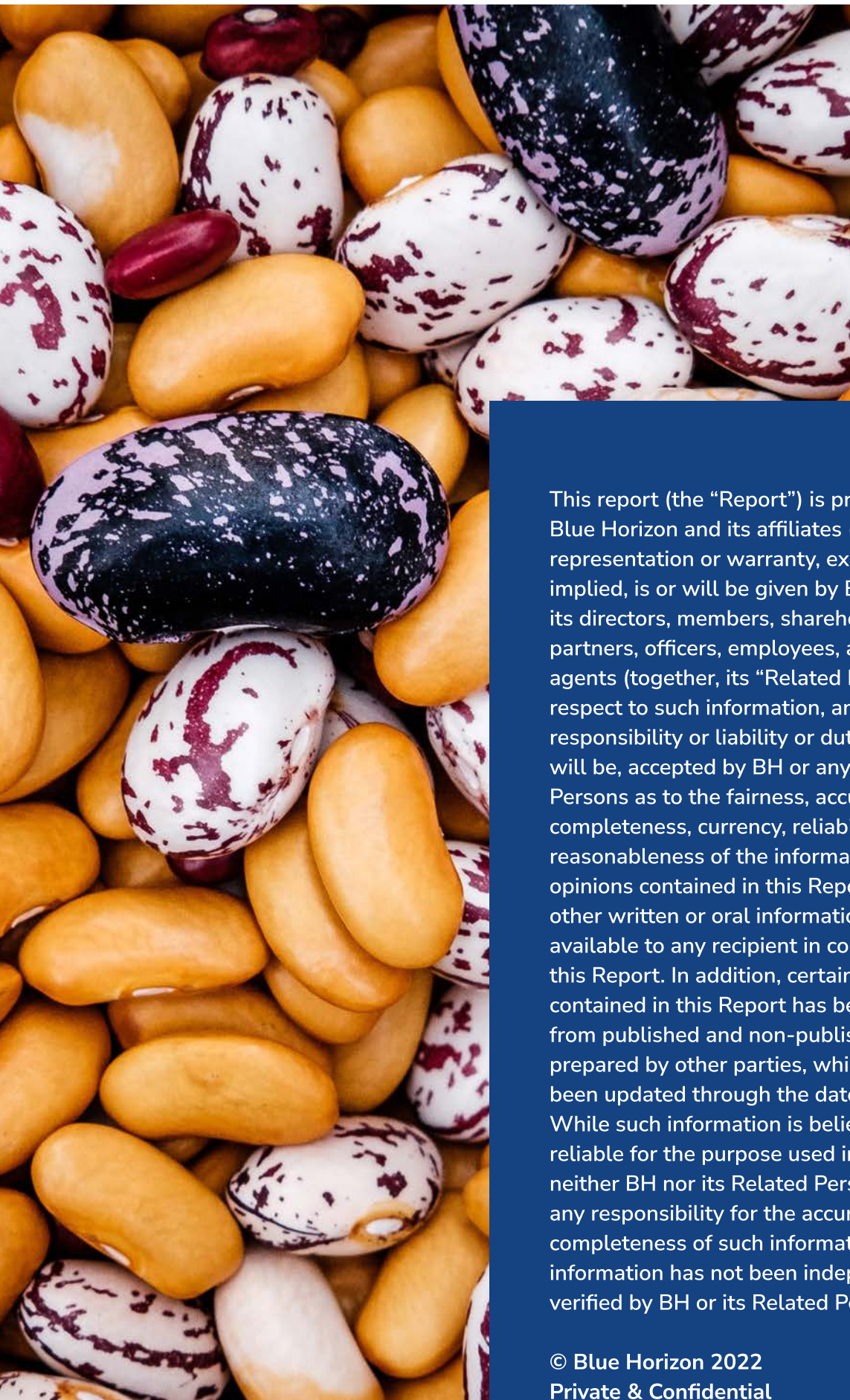
blue  
horizon

# INVESTING FOR A SUSTAINABLE FOOD SYSTEM

Annual Impact & ESG  
Report 2021







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# OUR MISSION IS TO ACCELERATE THE TRANSITION TO A SUSTAINABLE FOOD SYSTEM THAT DELIVERS OUTSTANDING RETURNS FOR INVESTORS AND THE PLANET

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Blue Horizon was founded in 2016 to invest in alternative protein start-ups with a mission to take animals out of the food chain. Since then, we have morphed into a global leader in impact investing, focusing on the transition to a sustainable food system. We are driven by our conviction that the acceleration of the global transition to a Sustainable Food System will deliver outstanding returns for investors and the planet.

We leverage our Impact Quality Model (IQM) to derive a Theoretical Impact Value for each portfolio company, which allows us to be able to calculate an Impact Quality Rate of Return (IQRR™) over time.

Our portfolio extends from seed investments in innovative, early-stage start-ups to emerging global leaders. We back and support promising ideas and growing companies aligned with our values and mission. We take a lifecycle approach to

companies we invest in, with the resources and conviction to support the founders' progression from idea inception to exit.

Our companies disrupt the unsustainable business models in agriculture, food production and distribution and offer visionary solutions at the intersection of agriculture, technology and biology.

We invest with a mission to deliver a Double Positive, with a focus on both attractive financial returns for investors, and measurable positive impact returns for the planet, humans and animals.

During 2021, we formalized our proprietary Impact & ESG framework and started quantifying our Impact & ESG assessments across our portfolios from Seed to Growth. Our proprietary framework measures Impact and ESG from two separate lenses: Impact is evaluated by looking at *what* a company does in terms of the impact of its products or services on the planet, humans, and animals; and ESG is measured by looking at *how* a company operates in terms of the execution on the delivery of its products or services.



Our proprietary Impact & ESG assessment process is integrated into our investment process from pipeline building through our investment decision and ownership to exit. The process tends to start relatively qualitative and evolves into a quantifiable model, where we assign both Impact Quality (IQ) score and ESG score for each company at the time of investment that we reassess formally on an annual basis.

As we use our Quantified Market Model (QMM) for identifying attractive investment opportunities, we leverage our Impact Quality Model (IQM) to derive a Theoretical Impact Value for each portfolio company, which allows us to be able to calculate an Impact Quality Rate of Return (IQRR™) over time, similar to an Internal Rate of Return (IRR) for an annualized financial return on an investment. Each investment's theoretical impact value enables us to calculate an indicative Impact on Capital Employed (IoCE™).

Each investment's theoretical impact value enables us to calculate an indicative Impact on Capital Employed (IoCE™).

By 2050, our planet may need to feed 10 billion people, a resource demand that requires a transformative systems change. Our mission is mass adoption, and we are uncompromising on achieving a systemic change to our food system. We are not looking for the next best thing; we are looking for people, ideas, and companies that change everything.

We look forward to continuing to evolve our approach to maximize our positive contribution in the transition to a Sustainable Food System and will publish an annual Impact and ESG report.

**The Blue Horizon Team**

**60+**  
COMPANIES  
FUNDED

**>10x**  
MARKET PENETRATION  
OF ALTERNATIVE  
PROTEINS BY 2035

**53%**  
FEMALE  
FOUNDERS

**>3x**  
TARGET INVESTMENT  
RETURNS

**42%**  
REVENUE GROWTH  
(INVESTMENTS)

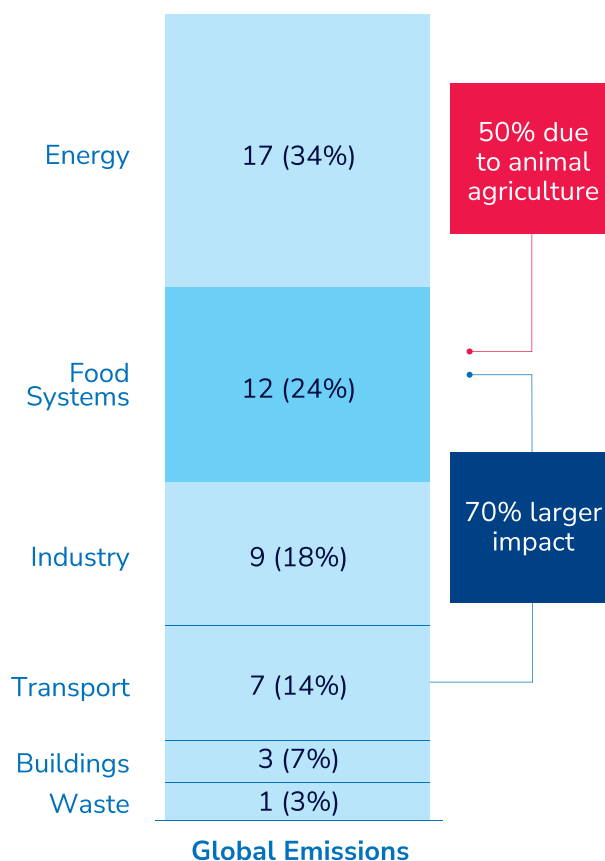
**3**  
UNICORNS FUNDED  
SO FAR

# BLUE HORIZON INVESTMENT THESIS

Our guiding investment objective across all our investment strategies is to achieve longterm financial returns and sustainable positive impact on the planet, humans and animals by investing in companies that offer solutions in the transition to a **Sustainable Food System**. We define the Sustainable Food System as technology enhanced food production and delivery on par with incumbent food products in terms of cost, taste and nutritional value, with higher resource efficiency and lower negative externalities.

Without urgent and deep emissions reduction, certain regions, especially those in polar and already warm areas, face temperatures beyond historical highs in the coming decades. Global ecosystems are expected to be at high risk in the very near term at 1.2°C global warming levels due to mass tree mortality, coral reef bleaching, large declines in seaice dependent species, and mass mortality events from heatwaves<sup>1</sup>. The climate crisis caused by global warming is a real threat for our planet, and thus for humans and animals. The global food system accounts for 24%<sup>2</sup> to 34%<sup>3</sup> of the global GHG emissions; of which 50% is caused by animal agriculture.

## Global GHG Emissions by Sector G-tonnes CO<sub>2</sub> equivalent



Source: IPCC AR5

\*Food System emissions refers to contribution from Agriculture, Forestry and Land Usage in IPCC AR5 report. More recent European Commission paper estimates Food System emissions at 34% of total anthropogenic GHG emissions.

- 1 IPCC AR6 WGII
- 2 IPCC AR5 2014.
- 3 Crippa et al., 2021. *Food systems are responsible for a third of global anthropogenic GHG emissions. Nature Food.*

Our investment thesis rests on our conviction that the global food system, worth USD 8 trillion, is at an inflection point. The COP26 Global Summit shed the spotlight on the global food system as the key missing element on the way to Net Zero<sup>4</sup>, particularly as the global population continues to increase towards 10 billion<sup>5</sup> and rising disposable incomes increase the propensity to consume animal proteins, which only multiplies the unsustainability of the current construct.

The COP26 Global Summit shed the spotlight on the global food system as the key missing element on the way to Net Zero.

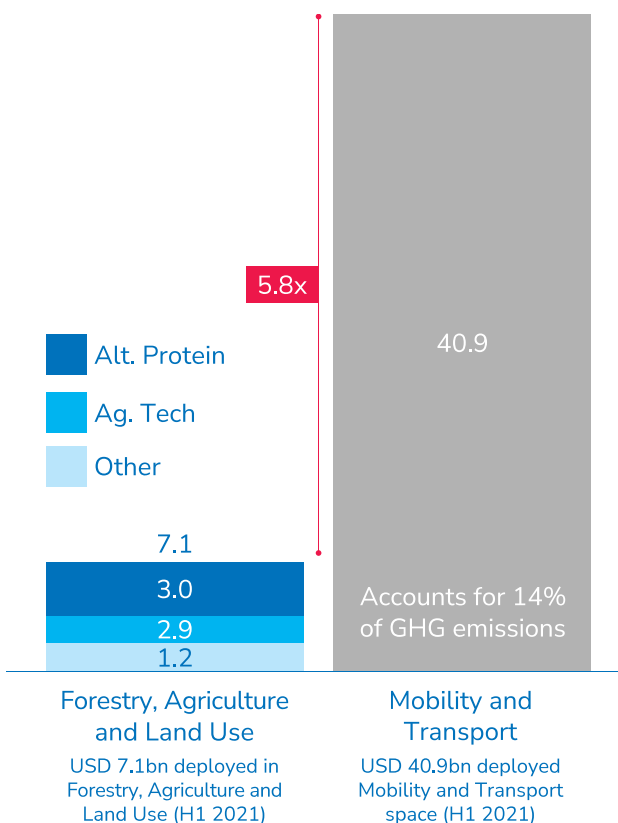
Feeding 10 billion people by 2050 sustainably requires transformative change. Global climate change has also negatively impacted arable land and habitats, severely disrupting our ecosystem. As a result, we believe that this is a sector that requires immediate attention and capital. Our mission is achieving systemic change to our food system, and our objective in this transition is mass adoption. Transition to a Sustainable Food System also touches on all the 17 UN Sustainable Development Goals (UN SDGs). When we compare the potential impact of the food system transition to the amount of capital deployed, the opportunity to generate attractive financial returns is especially illuminated. In the first half of 2021 alone, USD 41.0 billion was deployed into the transition of mobility and transportation systems compared to only about USD 6.5 billion deployed into the transition of food systems, including forestry, agriculture and other land use (AFOLU)<sup>6</sup>.

4 Net Zero is defined as completely negating the amount of GHGs produced by human activity, be it through reducing emissions or implementing methods/technologies to absorb carbon dioxide from the atmosphere, direct carbon removal. Carbon Trust. 2019.

We believe a significant amount of additional capital is required to transition to a Sustainable Food System globally to reduce the GHG emissions towards Net Zero.

Innovation will accelerate this transition: a broad range of bio-technologies are delivering increasingly tastier and more nutritious food at lower environmental impact and are rapidly scaling up. In many cases, these products have a short line of sight to parity with traditional production systems on cost, taste and yield, whilst delivering significant environmental and consumer advantages. In the upstream value chain, the economic balance is shifting away from

Capital Raised/Deployed (H1 2021)  
USD billions



5 UN. 2019. Growing at a slower pace, world population is expected to reach 9.7 billion in 2050 and could peak at nearly 11 billion around 2100.

6 PwC State of Climate The 2021 Report.



synthetic fertilizers and chemical pesticides to sustainable biological solutions, as well as from wasteful and resource-intensive methods to more efficient precision agriculture. In the downstream, a renewed focus on food sustainability and safety is driving innovation in processing, packaging and waste management<sup>7</sup>.

Similarly, consumers are increasingly embracing sustainable foods. For example, based on our proprietary research with the Boston Consulting Group, alternative proteins alone are forecasted to capture 11% of the USD 2 trillion global meat and dairy market<sup>8</sup> by 2035 in the base-case growth estimate, which is 4 times bigger than the software market. We expect mass adoption to happen within the decade as these more sustainable alternative protein options continue to outperform their conventional counterparts. We believe that, by 2035, at least every 10th portion of meat, eggs, and dairy consumed around the globe will be an alternative protein product<sup>9</sup>. Based on our proprietary research conducted with MSCI, the publicly listed food industry has USD 295 billion of Value-at-Risk in the 1.5°C climate scenario. This risk could be mitigated if food companies shifted revenue opportunities to mostly traditional plantbased and alternative proteins in the food value chain, minimizing risks presented by the climate transition.

Since 2016, we have successfully invested in sustainable food companies due to breakthroughs across agriculture, biology and technology that accelerate the development of new products as well as production and delivery methods. Our target sectors include,

7 See inter alia: <https://www.mckinsey.com/business-functions/sustainability/our-insights/feeding-the-world-sustainably>

8 BCG x Blue Horizon, 2021. *Food for Thought*.

9 IPCC AR6 WGII

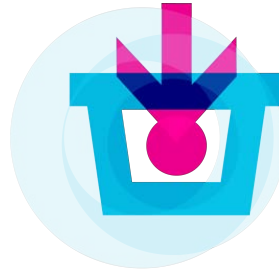


Our target sectors include, but are not limited to, sustainable food products that contribute to the replacement of animal-based products, sustainable food production, sustainable food packaging and delivery, and business models that address food waste and recycling.

but are not limited to, sustainable food products, sustainable food production, sustainable food packaging and delivery, and business models that address food waste and recycling. We invest holistically in a Sustainable Food System, with an end-to-end approach extending beyond consumer food products, and ranging from better crop practices to sustainable packaging and more innovative distribution. As bio-technology evolves, we also look into sectors that are leveraging the similar bio-technologies used in the food system transition, such as healthcare and pharmaceuticals. Our investment thesis is backed by powerful consumer, regulatory and technological changes and a rapidly scaling set of companies.

Alternative proteins are forecasted to grow from 2% of the USD 2 trillion global meat and dairy market to 22% by 2035.

We capitalize on our domain expertise and network to unlock investments in the companies leading the transition and seek to support their market adoption and growth. We take a lifecycle approach to support our portfolio companies by investing throughout their growth cycles and helping them scale up their operations and market reach by offering strategic advice, impact management, talent management, supply chain optimization, operational planning and execution, M&A support and capital market access. Our proprietary Impact & ESG framework, which is aligned with the UN SDGs, is clearly differentiated and gets us privileged access in most unique and attractive investment opportunities as it is also a key value driver for our portfolio companies.



● SEED



● VENTURES



● ROLL-UPS



● GROWTH

# BLUE HORIZON INVESTMENT STRATEGIES



## Blue Horizon Seed

Blue Horizon started with making seed investments in some of the most innovative companies in the transition to a Sustainable Food System. Today, those companies are some of the most successful and recognized names in the sector, including Beyond Meat, Impossible, and Eat Just. Blue Horizon Seed (BHS) strategy focuses on backing mission-aligned visionary founders and game-changers working at the intersection of biology, technology and agriculture.



## Blue Horizon Ventures

As the companies operating in the Sustainable Food System matured with larger funding rounds, Blue Horizon Ventures was formed to support the growing need for capital and hands-on value creation for the companies in the sector. Blue Horizon Ventures focuses on early technologies that have a clear go-to-market strategy and focus on impact.

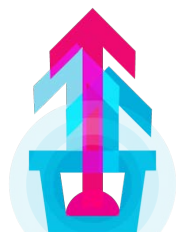






## Blue Horizon Roll-Ups

Blue Horizon supports the creation of world-leading platforms through acquisition, consolidation and growth. Recognizing the lack of global players in alternative chicken, Blue Horizon created the leading global player LIVEKINDLY Collective (LKC) in a roll-up strategy through a series of growth-stage acquisitions in regional markets. By consolidating mission-aligned companies and partnering with a traditional food industry player, Blue Horizon differentiated itself in the market as an entrepreneurial investor/operator with the ability to drive and develop the market.



## Blue Horizon Growth

Convinced by the success of LIVEKINDLY Collective and the attractive investment pipeline with privileged access to opportunities, Blue Horizon Growth was launched to deploy larger investments into growth-stage leaders of the Sustainable Food System. With the launch of Blue Horizon Growth, Blue Horizon has established a multidisciplinary team, comprised of investors, scientists and operators with global experience in private and public markets, ESG and impact investing, investment banking, consulting, and the food industry.



# BLUE HORIZON APPROACH TO IMPACT & ESG

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## OUR CORE BELIEFS

1. In the transition to a Sustainable Food System, impact and financial returns are complementary and mutually reinforcing — we strive to drive a Double Positive on top-tier impact and financial returns, which we measure by the IQRR™ and IRR of our investments.
2. Our investments should make net positive impact on the planet, humans and animals.
3. Our portfolio companies should be mission-aligned and focused on the long-term, with sustainable business practices and operations, measured by ESG factors.

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# OUR IMPACT AMBITION

We strive to deliver positive and measurable impact on the planet, humans and animals, and apply our impact lens to quantify our impact targets.

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## PLANETARY IMPACT

Supporting the transition towards a Sustainable Food System, while reducing adverse planetary impact like GHG emissions and optimizing the use of scarce natural resources like land and water.



## HUMAN IMPACT

Promoting mass access to high-quality, nutritious and tasty food for a growing global population, contributing to food-based solutions to human health challenges, and addressing risks posed by zoonotic disease and microbial resistance linked to agriculture.



## ANIMAL IMPACT

Promoting a healthier biosphere through biodiversity and animal welfare and providing alternatives to animal-based agriculture and production systems.



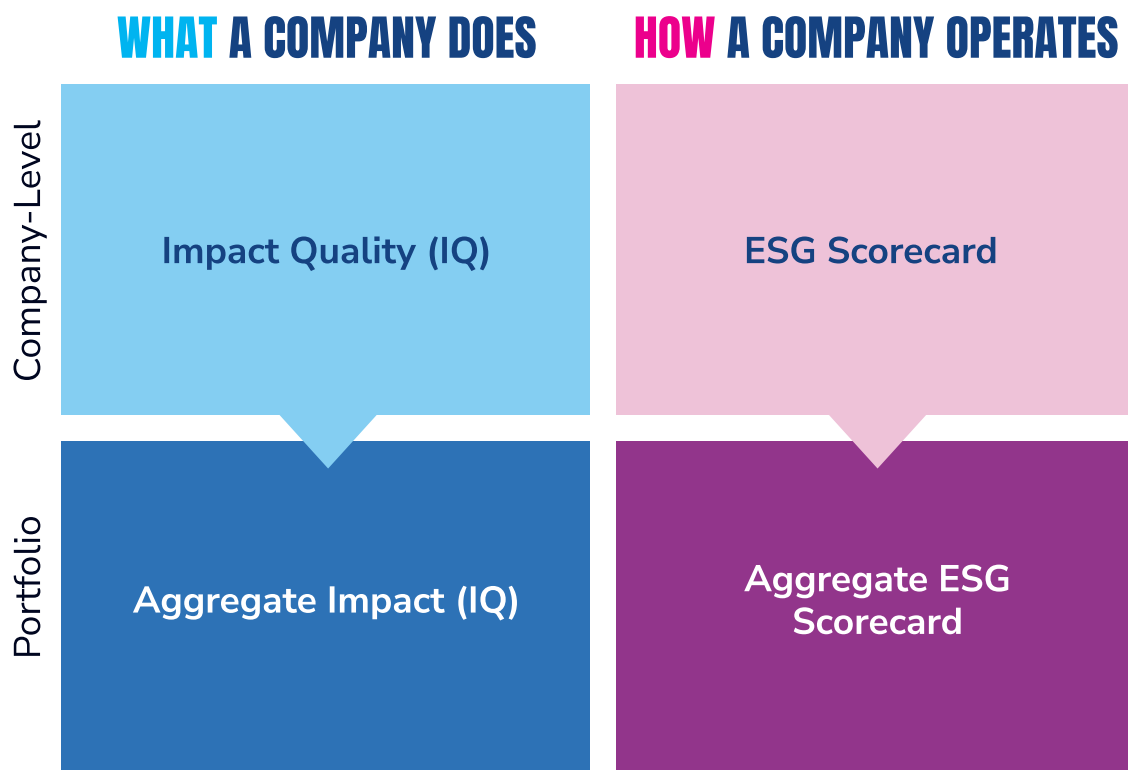
# FOCUS ON **WHAT** A COMPANY DOES AND **HOW** A COMPANY OPERATES

We established our proprietary Impact & ESG framework that affords us the flexibility to consider relevant and material impact of a business through a bottom-up assessment of its products and services as well as a top-down standardized assessment of its operations from ESG perspective appropriate for its life-cycle stage. Our framework is both transparent and quantitative and allows us to engage more thoughtfully with our portfolio companies and support them in their journey.

- **Impact Quality** is calculated by ascribing a theoretical economic value to planetary, human and animal impact of a company's products, which will be used to calculate an Impact Quality Rate of Return (IQRR™) based on our invested capital.
- **ESG Scorecard** is used to assess the Environmental, Social and Governance performance in the operations of a company.

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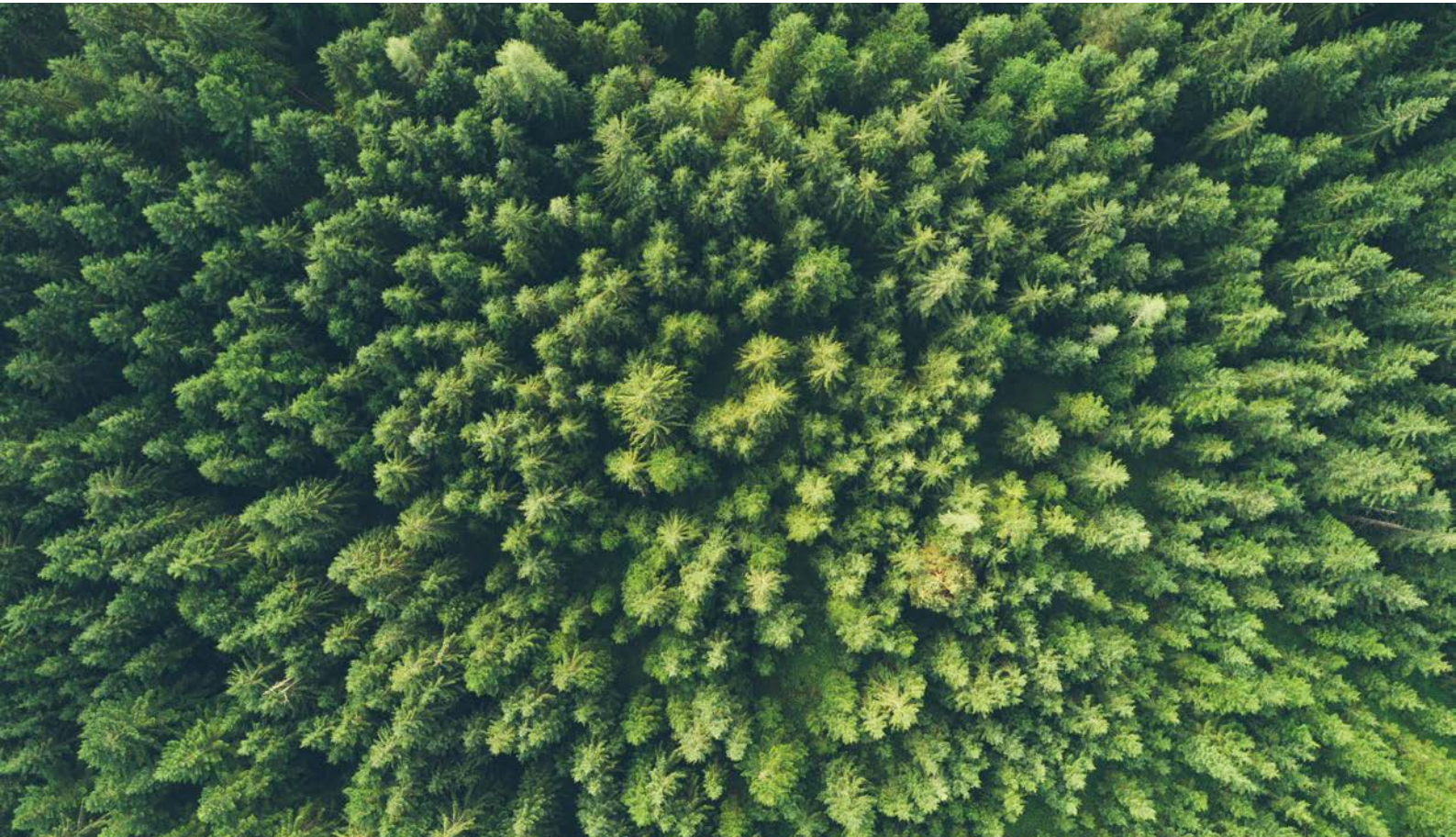
Assessing Impact & ESG at the company and portfolio level



# MEASURE AND MONITOR KPIs FOR IMPACT & ESG

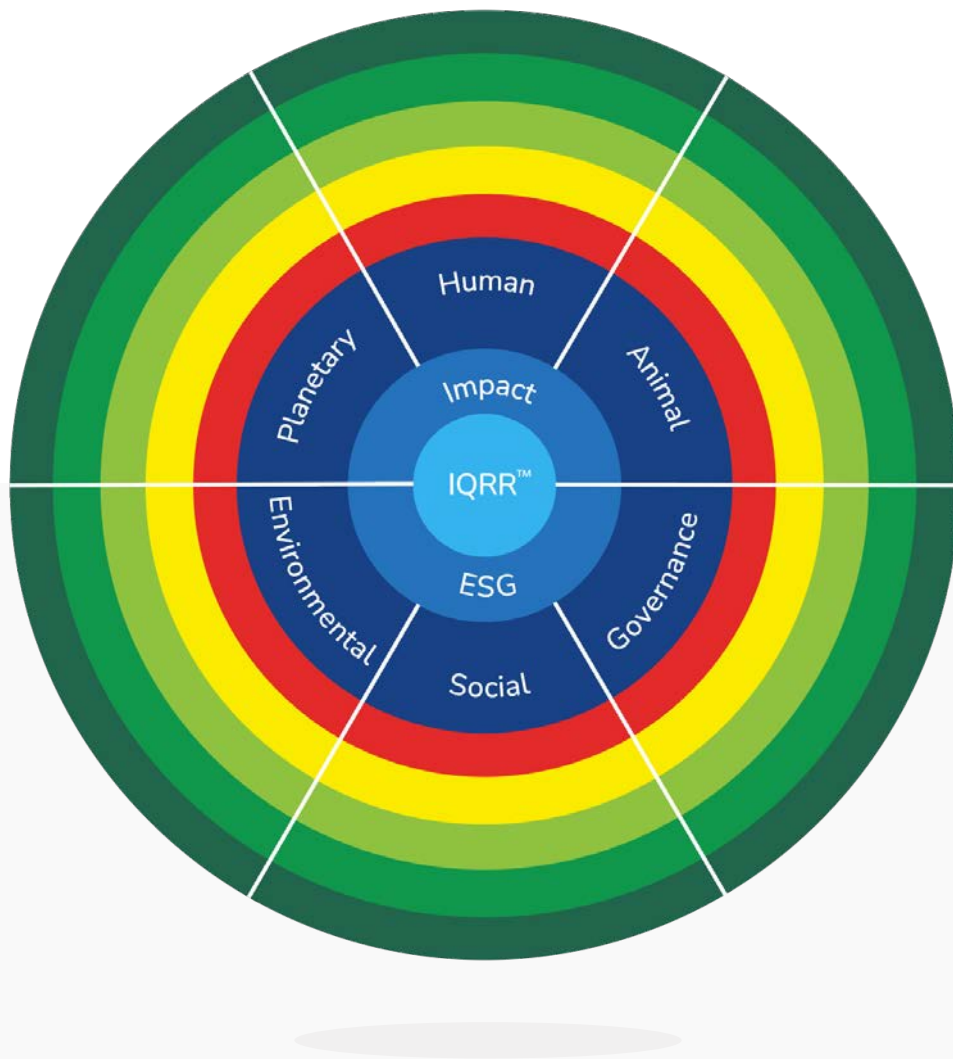
- Our robust and proprietary **framework** seeks to measure and monitor relevant and material KPIs for Impact & ESG
- Alignment with the **17 UN SDGs** is a natural output of our framework and investment process
- Our Impact & ESG assessment is a key value-add to our portfolio companies and is highly appreciated by management teams
- **Blue Horizon is a signatory to UN PRI** since 2021
- Our Impact & ESG framework naturally aligns and is compliant with **SFDR 9**
- Blue Horizon is a participant in the **ILPA's ESG Data Convergence Initiative<sup>1</sup>**

1 The ESG Data Convergence Initiative seeks to standardize ESG metrics and provide a mechanism for comparative reporting for the private market industry. See for more details: [https://ilpa.org/ilpa\\_esg\\_roadmap/esg\\_data\\_convergence\\_project/](https://ilpa.org/ilpa_esg_roadmap/esg_data_convergence_project/).



# BLUE HORIZON IMPACT & ESG FRAMEWORK

We believe an Impact and ESG framework is best leveraged by taking a more customized bottom-up approach to *what* a company does in terms of the impact of its products or services, and a more standardized top-down approach to *how* a company operates in terms of its approach to ESG factors in its management and operations.





## Impact Framework

We evaluate and measure the **Impact Quality (IQ)** of a company by analyzing **what a company does** and the impact its products or services have on the planet, humans and animals. We measure Impact through a combination of qualitative and quantitative scorecards and assessments, both before and after an investment is made. Our assessment begins relatively qualitatively when we identify the company for our pipeline and becomes increasingly quantitative during our investment decision. Post investment, we engage external experts for a more scientific quantification of Impact, which we measure as Impact Quality (IQ) by calculating the Impact Savings a company provides by replacing or disrupting current available products or services, i.e. compared to status quo. We use common set of impact metrics at the Fund level to measure the portfolio IQ score.

We consider a range of issues including the following criteria when evaluating a company's impact on the **Planet, Humans** and **Animals**:

- Supports the **transition to a Sustainable Food Ecosystem**;
- Promotes **responsible consumption**;
- Addresses **UN SDGs**; and
- Strives to **reach measurable impact goals** defined in our framework, including:

- **Reducing greenhouse gas (GHG) emissions and achieving Net-Zero in the food system through the transition to a Sustainable Food System**;
- **Promoting biodiversity and efficient use of land** by taking animals out of the food system;
- **Reducing water, air, and land pollution** through a shift to sustainable agricultural practices;
- Encouraging **efficient use of natural resources and protection of the environment**;
- **Supporting human health** with access to affordable nutrition and healthier food.

Blue Horizon's Impact assessment quantifies the impact of a company's activities, including outcomes enabled within its value chain.



## Environmental, Social and Governance Framework

We evaluate and measure the **ESG Score** of a company separately by analyzing its management policies and practices and internal operations. We consider this by looking at **how a company operates**. We measure ESG factors through a standardized and uniform approach across all of Blue Horizon's investment opportunities. We combine qualitative and quantitative scoring, considering the company's growth profile, across the three ESG dimensions: Environmental, Social and Governance. We aggregate the standardized ESG metrics at the Fund level to measure the portfolio ESG score.

ESG assessment evaluates a company's management, operations and structures to manage risks and encourage responsible and sustainable business practices.

We consider a range of issues including the following criteria when evaluating a company's ESG score:

- Seeks **best practices** in ESG standards;
- Conducts its business in alignment with the **UN Global Compact's ten principles, and PRI's six principles<sup>1</sup>**;
- Commits to **continuous improvements** and evidence-based data collection at **measurement, monitoring, and reporting** of relevant ESG factors;
- Promotes **implementation and improvement** in ESG standards;
- Is **objective, consistent and fair with all stakeholders**, including employees, customers, investors, portfolio company teams, partners, supply chain and communities.
- Promotes best-in-class **Environmental (E) practices of**:
  - *Minimum environmental footprint and energy use, and promotion of renewable energy use;*
  - *Minimum water use and food waste;*
  - *Phasing out of plastic packaging and use of efficient resources and shift to bio-materials.*
- Promotes best-in-class **Social (S) practices** through:
  - *Gender diversity, ethnic diversity, wage fairness, occupational health & safety, and quality training;*
  - *Product safety measures, customer welfare, community welfare, good labeling practices, supply chain traceability, and fair trade.*
- Promotes best-in-class **Governance (G) practices** through:
  - *Mission alignment, sustainability policy, good business ethics, integrated financial reporting, stakeholder engagement, certifications, strong governance structures and culture of dialogue.*

1 The six United Nations Principles for Responsible Investment are guiding principles of possible actions for incorporating ESG issues to investment practices. See for more details: <https://www.unpri.org/about-us/what-are-the-principles-for-responsible-investment>





# THOUGHT LEADERSHIP

## Environmental Impacts Of Animal And Plant-Based Food\* [October 2020](#)

With the support of PricewaterhouseCoopers, Blue Horizon analyzed the cost of consuming animal proteins versus the plant-based alternatives, across different meat categories and geographies. The data from the study formed the basis for Blue Horizon's proprietary Quantified Impact Model, which is used to calculate Theoretical Financial Impact of potential investment opportunities.

The report explores and compares the environmental impact of different animal products (chicken, egg, pork and beef) to substitutes produced from alternative proteins. The analysis explores the environmental impacts of greenhouse gas emissions, land use, and water consumption. According to the study, plant-based protein alternatives are 38-91% less land intensive, 53-95% less water intensive, and 69-92% less emission intensive compared to animal-based comparables.

[Read the report](#)



## Food For Thought: The Protein Transformation [March 2021](#)

Blue Horizon collaborated with the Boston Consulting Group (BCG) in this first-of-its-kind report on plant-based, microorganism-based, and animal-cellbased alternative proteins. The report was based on proprietary research and analysis, and more than 40 interviews with industry veterans, researchers, and entrepreneurs.

The report reveals that, by 2035, the market for alternative proteins is expected to grow from the current 13 million metric tons a year to 97 million metric tons, capturing 11% of the overall protein market in a base case scenario. Accelerated technological innovation and regulatory support could raise the growth to 22% of the market. Europe and North America would reach "peak meat" by 2025, and the consumption of animal proteins would actually begin to decline, with Asia still growing. Every 10th portion of meat, eggs, dairy, and seafood eaten around the globe would be made from alternative proteins, with the market for alternative products reaching at least USD 290 billion by 2035.

[Read the report](#)



## **The Protein Transformation: A Critical Driver Of The Net-Zero Economy** [January 2022](#)

Blue Horizon collaborated with MSCI to explore the Value-at-Risk in the food value chain in public markets due to dependency on animal protein by analyzing revenue. The report outlines that in a 1.5°C climate scenario, food companies not involved in plant-based and alternative proteins could be overvalued with USD 295 billion Value-at-Risk. This loss could be mitigated if food companies shifted revenue opportunities to mostly traditional plant-based and alternative proteins in the food value chain, minimising risks presented by the climate transition.

Other notable outcomes reveal that companies generating more than 50% of their revenue share from traditional plant-based and alternative proteins have on average 95% lower value chain climate transition risk. Companies involved in traditional plant-based and alternative proteins are more likely to focus on comprehensive, science-based carbon reduction targets across the full value chain.

**[Read the report](#)**

The market for alternative proteins is expected to grow 10x by 2035 and reach at least USD 290 billion in size, in our base case scenario.

Public food companies not involved in alternative proteins could face USD 295 billion Value-at-Risk.



# BLUE HORIZON IMPACT SUMMARY

## Impact Assessment

Impact is at the core of Blue Horizon's mission, and our greatest impact is the impact of our capital deployed. Our most differentiated value creation is supporting our portfolio companies in measuring and managing their impact on the planet, humans and animals. We assess our investments' impact and ESG performance rigorously and hold them to high standards based on the growth stage they are in.

We underwrite all our investments with our Dual Mandate in mind, targeting top-tier financial and impact returns. Therefore, the aggregated impact of our portfolio companies makes up the impact of our capital. Our 55 portfolio companies enable a range of positive impacts on the planet, humans and animals, which make it challenging for us to aggregate key indicators across the entire Blue Horizon portfolio across strategies and vehicles. Nevertheless, we are proud to support our portfolio companies in the achievement of their specific impact KPIs, which are described and measured in our 2021 Impact and ESG Report.

**3,109**  
tCO<sub>2</sub>e\*  
SCOPE 1

**8,701**  
tCO<sub>2</sub>e\*  
SCOPE 2

**3M**  
ANIMAL  
LIVES SAVED\*\*

\*Scope 1 and Scope 2 figures exclude Blue Horizon Seed portfolio.

\*\*This number does not double count companies overlapping in different strategies.

# BLUE HORIZON ESG SUMMARY

## ESG Assessment

As we expect from our portfolio companies, we monitor the environmental footprint of our operations with the objective to make environmentally conscious decisions whenever possible.

As a firm, we hire for talent first and location second, with remote working as our modus operandi.

**0 TONS**

CO<sub>2</sub>e  
SCOPE 1

**0 TONS**

CO<sub>2</sub>e  
SCOPE 2

**0 TONS**

CO<sub>2</sub>e  
SCOPE 3\*\*\*

**14**

NEW HIRES  
IN 2021

**43%**

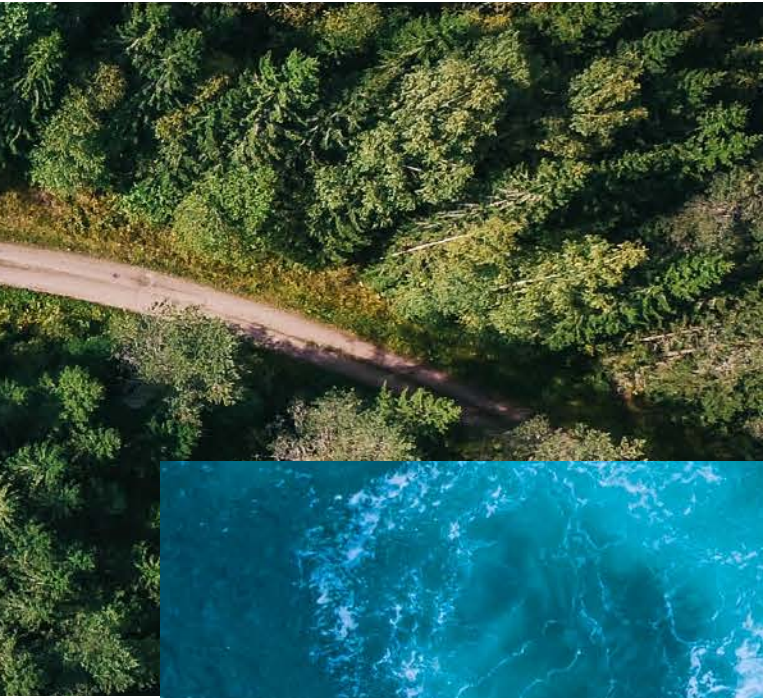
WOMEN

\*\*\*Blue Horizon's Scope 3 emissions amounted to 85 tons CO<sub>2</sub>e and were offset by South Pole.



**WE STRIVE TO BE  
A LEADER IN  
ENVIRONMENTAL,  
SOCIAL, AND  
GOVERNANCE  
BEST PRACTICES.**









**BLUE HORIZON SEED  
IS THE FIRST POINT OF  
ACCESS TO NOVEL  
TECHNOLOGIES,  
COMPANIES AND  
INNOVATORS WITHIN  
THE EMERGING  
SUSTAINABLE FOOD  
SYSTEM.**



## BLUE HORIZON SEED IMPACT SUMMARY

### Planetary Impact



**63%**

contribute to GHG emissions reduction

**50%**

contribute to resource consumption reduction

### Human Impact



**34%**

directly improve human health

**81%**

contribute to a plant-based diet

### Animal Impact



**100%**

of life on land or below water preserved or conserved

## BLUE HORIZON SEED ESG\* SUMMARY

### Environmental Responsibility



**81%**

actively manages its environmental footprint

**76%**

procure resources sustainably

**43%**

renewable energy consumption

### Social Responsibility



**16**

avg full time employees per portfolio company

**53%**

employees identify as female

**76%**

engage with their commercial stakeholders

### Governance Structure



**100%**

with a mission or value statement

**27%**

mixed-gender founders

**57%**

have policies in place to promote ethical and legal behavior

\*11 companies are not part of this analysis.



**BLUE HORIZON VENTURES  
FOCUSES ON EARLY  
TECHNOLOGIES THAT  
HAVE A CLEAR  
GO-TO-MARKET  
STRATEGY AND FOCUS  
ON IMPACT.**



## VENTURES IMPACT\* SUMMARY

### Planetary Impact



**170k**

tons of CO<sub>2</sub>e avoided  
= ~2.6 million trees saved

**47k**

hectares land saved  
= the size of Prague worth of land saved

**20M**

m<sup>3</sup> water saved  
= ~8,000 olympic sized swimming pools worth of water saved

### Human Impact



**53%**

directly improve human health

**74%**

contribute to a plant-based diet

### Animal Impact



**100%**

of life on land or below water preserved or conserved

**2.8M**

animal lives spared

## VENTURES I ESG\*\* SUMMARY

### Environmental Responsibility



**95%**

have policies or measures to manage its environmental footprint

**74%**

report on scope 1 and scope 2 GHG emissions

**43%**

renewable energy consumption

### Social Responsibility



**366**

net new hires  
= 245 new jobs created

**74%**

conduct annual employee feedback surveys

**15**

work-related injuries

### Governance Structure



**84%**

committed to their mission & values with a statement of purpose

**26%**

committed to corporate social responsibility

**25%**

women on the Board

**68%**

non-executives on the Board

\*The majority of this analysis excludes four companies, with projected impacts not included in portfolio totals.

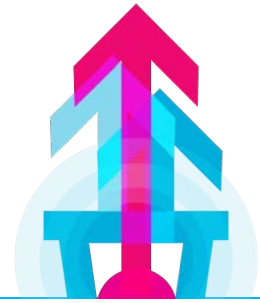
\*\*The majority of this analysis excludes four companies.





**BLUE HORIZON ROLL-UPS IS ONE OF THE WORLD'S LEADING PLATFORMS IN THE ALTERNATIVE PROTEIN SPACE AND IS A LEADER IN CHICKEN REPLACEMENT.**





## ROLL-UPS IMPACT SUMMARY

### Planetary Impact



**84k**

tons CO<sub>2</sub>e avoided  
= ~1.3 million trees saved

**16k**

hectares land saved  
= the size of Liechtenstein worth of land saved

**4.7M**

m<sup>3</sup> water saved  
= ~2,000 olympic sized swimming pools worth of water saved

### Human Impact



**29%**

directly improve human health

**100%**

contribute to a plant-based diet

### Animal Impact



**100%**

of life on land or below water preserved or conserved

**1.9M**

animal lives spared

## ROLL-UPS | ESG SUMMARY

### Environmental Responsibility



Company actively manages and reports on scope 1, scope 2, and scope 3 GHG emissions

**30%**

renewable energy consumption

### Social Responsibility



**125**

net new hires

**65%**

employees identify as female

**57%**

employees identify as URM

### Governance Structure



Mission & values  
"to make plant-based living the new norm, and shift the global food system to a sustainable one."

**18%**

women on the Board

**91%**

non-executives on the Board



**BLUE HORIZON GROWTH  
CONTINUES TO INVEST  
IN OUTSTANDING  
BUSINESSES ACROSS  
THE SUSTAINABLE FOOD  
SYSTEMS, AT THE  
INTERSECTION OF  
BIOLOGY, TECHNOLOGY  
AND AGRICULTURE.**



## GROWTH IMPACT SUMMARY

### Planetary Impact



**634k**

tons CO<sub>2</sub>e avoided  
= the size of 9.7 million trees saved

**139k**

hectares land protected  
= the size of Rome worth of land saved

**22M**

m<sup>3</sup> water saved  
= ~9,000 olympic-sized swimming pools worth of water saved

### Human Impact



**50%**

directly improve human health

**50%**

contribute to a plant-based diet

### Animal Impact



**100%**

life on land or below water preserved or conserved

**80KG**

kg fewer toxics (biodiversity)

**0.3M**

animal lives spared

## GROWTH ESG SUMMARY

### Environmental Responsibility



**68TONS**

CO<sub>2</sub>e  
Scope 1 emissions

**1KILOTONS**

CO<sub>2</sub>e  
Scope 2 emissions

### Social Responsibility



**~63**

total net new hires

**~0**

total work-related injuries  
100 % have a nondiscrimination policy in place

### Governance Structure



**80%**

non-executives on the Board

**25%**

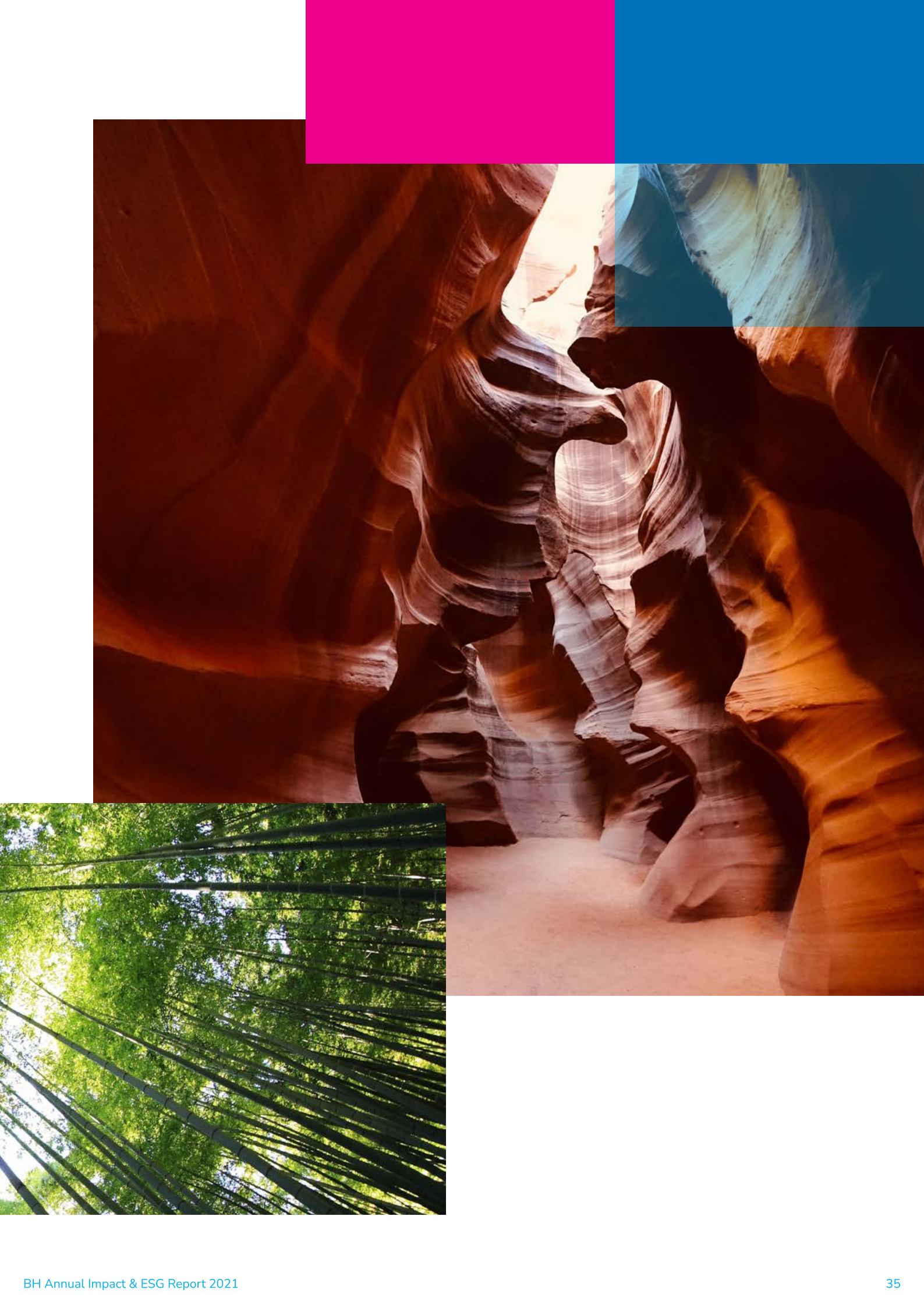
women on the Board  
100 % equity ownership for all employees



**SUSTAINABLE FOOD SYSTEMS WILL NOT ONLY END WORLD HUNGER AND LEAD TO A POSITIVE PLANETARY IMPACT, BUT THEY CAN HELP THE WORLD ACHIEVE CRITICAL PROGRESS ON ALL OF THE UN'S SUSTAINABLE DEVELOPMENT GOALS.**







# BLUE HORIZON PORTFOLIO<sup>1</sup> SDG ALIGNMENT

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1 Includes all investments from Seed to Growth



### Goal 1: No Poverty

Over the past few years, extreme poverty has increased, and it is forecasted that the global poverty rate will be at 7% in 2030. Sustainable Food Systems can contribute to eradicating poverty by creating good jobs, improving access to food, and supporting healthy communities.

Number of portfolio companies aligned **11**



### Goal 2: Zero Hunger

In 2019 and 2020, world hunger was exacerbated, and it is estimated that the prevalence of undernourishment increased to 10% between 2019 and 2020. Sustainable Food Systems are essential for ending hunger challenges and managing acute shocks, like disease outbreaks and extreme climate conditions.

Number of portfolio companies aligned **32**



### Goal 3: Good Health and Well-being

A decade of progress in reproductive, maternal, and child health could be stalled or reversed as health workers are in short supply in many regions. Sustainable Food Systems will support adequate nutrition, ensure healthy lives, and promote well-being for all ages.

Number of portfolio companies aligned **29**



### Goal 4: Quality Education

The COVID-19 pandemic has wiped out 20 years of education gains, with 9% of children in grades 1 through 8 falling below minimum reading proficiency levels in 2020. Sustainable Food Systems will enable students to have a healthy and balanced diet, which is critical to success at school.

Number of portfolio companies aligned **7**



### Goal 5: Gender Equality

Women have continued to be a minority in the labor force. Sustainable Food Systems can empower, support, and bolster women's livelihoods worldwide by providing food security.

Number of portfolio companies aligned **39**



### Goal 6: Clean Water and Sanitation

Billions of people still lack access to safe drinking water, sanitation, and hygiene. Sustainable Food Systems can ensure the sustainable use of water and increase safe access to drinking water while also reducing the amount of pollution in our natural water systems.

Number of portfolio companies aligned **20**

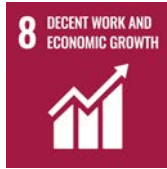




**Goal 7: Affordable and Clean Energy**

Accelerated action on modern renewable energy is necessary for the transition to a Net Zero economy. Sustainable Food Systems maximize the use of clean and renewable energy sources, reducing the food system’s negative environmental impact.

Number of portfolio companies aligned **16**



**Goal 8: Decent Work and Economic Growth**

The COVID-19 pandemic has led to 255 million full-time jobs losses, 4x more than lost during the global financial crisis. Sustainable Food Systems can create new jobs and support the incomes of billions of people around the world.

Number of portfolio companies aligned **14**



**Goal 9: Industry, Innovation, and Infrastructure**

Global manufacturing has fallen by 6.8% in 2020. Innovation is essential for scaling up manufacturing and infrastructure for Sustainable Food Systems to benefit people and the planet.

Number of portfolio companies aligned **24**



**Goal 10: Reduced Inequalities**

GINI index for emerging markets and developing countries has increased by 6% in 2020. Sustainable Food Systems can reduce poverty and provide jobs and income.

Number of portfolio companies aligned **19**



**Goal 11: Sustainable Cities and Communities**

Living conditions in slums and low-income housing remains dire. Sustainable Food Systems can ensure purchasing power and access to nourishing food for city dwellers.

Number of portfolio companies aligned **12**



**Goal 12: Responsible Consumption and production**

The global material footprint has increased by 70% between 2000 and 2017. By 2020, a total of 700 policies and implementation activities were reported under the 10-year framework of programs on sustainable consumption and production. Sustainable Food Systems reduce waste and spoilage and empower consumers to make smart choices in their food shopping.

Number of portfolio companies aligned **21**



**Goal 13: Climate Action**

GHG concentrations reached new highs in 2020, which requires economies to shift towards carbon neutrality. Sustainable Food Systems can reduce the negative climate impact by lowering emissions of GHGs, especially methane and carbon dioxide.

Number of portfolio companies aligned **50**



**Goal 14: Life Below Water**

Over three billion people rely on oceans for their livelihood, however the sustainability of the oceans is under severe threat due to marine pollution, oceans warming, eutrophication, acidification, and fisheries collapsing. Dead zones are rising at an alarming rate, from 400 in 2008 to 700 in 2019. Sustainable Food Systems ensure the long-term viability of the world's fisheries while also protecting the health of the ecosystems that host them.

Number of portfolio companies aligned **13**



**Goal 15: Life on Land**

More than a quarter of species assessed by the IUCN red list are threatened with extinction, and progress in safeguarding key biodiversity areas has stalled over the last 5 years. Sustainable Food Systems can reduce deforestation and support healthy terrestrial ecosystems while providing critical sustenance to people worldwide.

Number of portfolio companies aligned **42**



**Goal 16: Peace, Justice, and Strong Institutions**

The COVID-19 pandemic has intensified children's risk of exploitation, including trafficking and child labor. Sustainable Food Systems can reduce critical stresses facing families, communities, and nations around the globe, preparing the ground for peace and strong institutions to take hold.

Number of portfolio companies aligned **12**



**Goal 17: Partnerships for the Goals**

63% of low-income and lower-middle income countries need additional financing for data and statistics to face the challenges posed by the pandemic. Sustainable Food Systems can deliver tangible benefits to communities around the world.

Number of portfolio companies aligned **7**



# **ACCELERATING THE TRANSITION TO A SUSTAINABLE FUTURE**

Blue Horizon Corporation AG 2022  
ANNUAL IMPACT & ESG REPORT 2021



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