Foodera Technologies

UNLOCK THE POTENTIAL

FOODERA TECHNOLOGIES IMPACT REPORT

>2025

MANIFESTO

WHEN YOUR JOB IS TO PUT FOOD ON THE TABLE FOR MILLIONS ALL OVER THE WORLD,YOU NEED A PARTNER WHO'S ALREADY THINKING AHEAD. A PARTNER WHOSE AMBITION MATCHES YOURS. WHO TREATS YOUR BUSINESS' PRODUCTIVITY LIKE IT WAS THEIR OWN. WHO'S CONSTANTLY LOOKING FOR BETTER AND PROVEN WAYS TO PUSH PERFORMANCE FURTHER.

FROM FABRICATION SHOPS OVER 100 YEARS AGO TO SOLUTIONS THINKING THAT REDEFINES INDUSTRY STANDARDS,
WE'VE BUILT OUR BUSINESS ON WORLD-CLASS DESIGN AND ENGINEERING, AND THE DEEPEST CUSTOMER CONNECTIONS.

TODAY, WHETHER IT'S ENABLING A CUSTOMER TO RUN 25 TONNES OF FRIES PER HOUR, 24 HOURS A DAY, FOR 21 DAYS STRAIGHT, ELIMINATING WASTE, OR CO-CREATING WITH CUSTOMERS TO REDESIGN ENTIRE PRODUCTION SITES, WE'RE ALWAYS FEEDING OUR PARTNERS WITH CONSTANT IMPROVEMENT.

LINE BY LINE. DAY BY DAY.

SOLUTIONS THAT PUSH YIELDS HIGHER.
AND EVOLVE AT THE SPEED OF NEED.
TRANSFORMING UPTIME, EFFICIENCY, OUTPUT, SUSTAINABILITY.
WITH RELATIONSHIPS THAT RUN AND RUN AND RUN. JUST LIKE OUR LINES.

OUR STRENGTH IS THAT WE'RE BUILT DIFFERENT.
BUILT TO BRING EDGE AND ADVANTAGE.
BUILT TO CREATE WHAT'S NEXT.
BUILT TO MOVE THE LINE FORWARD.
BUILT TO SHAPE THE FUTURE OF OUR FOOD SYSTEM FOR GENERATIONS.

BUILT TO LEAD.

COLOFON

Unlock the potential is Foodera Technologies' 2025 impact report.

Caldwell
1704 Industrial Way
Caldwell, ID 83605
USA

Idaho Falls
255 E. Anderson St.
Idaho Falls, Idaho 8340
USA

Montfoort (Headquarters)
Waardsedijk Oost 28
3417 XJ Montfoort
Nederland

India
55, 2nd Floor, Lane-2, Western Marg
Saidullajab, New Delhi
110030 Delhi, India

China
Suite 810, Beijing Silver Tower
No. 2, Dong San Huan Bei Lu, Chao Yang District
100027 Beijing, China

Contact
www.fooderatechnologies.com

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FOREWORD

The past year has marked an important milestone in our journey. For many years, Kiremko, Idaho Steel and Reyco worked closely together, serving customers across the global food processing industry. Today, we are taking the next step: three strong companies moving forward as Foodera Technologies: one organization, united by a shared purpose and a common ambition.

Each of our brands has built a strong reputation over decades. That will not change. What does change is the strength we gain by bringing our knowledge, talent and innovation together under one group identity. By combining our capabilities, we can move faster, innovate more effectively and support our customers even better than before.

At the same time, we are setting a clear direction for the future. Sustainability and ESG (Environmental, Social, Governance) are central to that path. Our technologies help customers reduce waste, improve efficiency and use resources more responsibly. In that way, the work we do every day contributes to a more sustainable food system.

Most importantly, our future will be built by our people. Across our factories, offices and project teams around the world, I see dedication, craftsmanship and passion. Together, we have the opportunity to grow, to innovate and to shape the future of food processing.

I am confident that the best of our journey is still ahead of us.

GERARDO CHIAIA
CEO FOODERA TECHNOLOGIES

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01

INTRODUCTION

SHAPING THE FUTURE OF FOOD PROCESSING

CEO GERARDO CHIAIA ON THE AMBITIONS OF FOODERA TECHNOLOGIES

With Kiremko, Idaho Steel and Reyco now united under one group, we have entered a new phase. A phase defined by a clear purpose, ambitious sustainability commitments, and a shared vision for the future of food processing. This is more than an integration. It is the foundation for building a stronger, more scalable platform one that unlocks the full potential of food processing and extends beyond it.

BRINGING THREE STRONG COMPANIES UNDER ONE ROOF

The acquisition by Investindustrial marked a pivotal moment. It brought together three highly respected companies with complementary strengths, deep expertise, and long-standing customer relationships.

Integrating these organizations is a transformation journey. One of our first priorities has been to establish a unified group identity, including a new name, a shared digital presence, and aligned communication.

At the same time, the strength of each brand remains essential. Kiremko, Idaho Steel and Reyco will continue to operate as leading food processing equipment specialists within a broader, unified platform.
By combining innovation, talent and experience, we are accelerating our ability to deliver value as one team, with one shared purpose.

A CLEAR AMBITION: SHAPING THE FUTURE OF FOOD PROCESSING

Today, less than 4% of the global population feeds the other 96%. As a technology partner in food processing, we play a critical role in enabling this system. Our responsibility is clear: to help customers produce more and better quality food, more efficiently, with less waste.

Potato processing remains our core representing approximately 95% of our activities. But our ambition goes further. We are building a broader food processing platform, expanding into adjacent categories. This allows us to apply our expertise, technology and capabilities to a wider set of challenges in global food production. By doing so, we help shaping the future of food processing equipment and services.

OUR STRATEGY IS GROUNDED IN BOTH MARKET OPPORTUNITY AND STRUCTURAL TRANSFORMATION

The global market for potato processing equipment alone represents around $2 billion, with annual growth of 5–6%. Beyond this, the broader food processing equipment market is significantly larger, offering substantial headroom for expansion and long-term value creation.

To capture this opportunity, we are focusing on strengthening our leadership in core segments such as fries, flakes, snacks and specialty potato products, while simultaneously expanding into adjacent food categories, including fruits and vegetables. At the same time, we are transforming our service model moving from a reactive aftermarket approach to a more proactive, high-value lifecycle partnership with our customers.

In parallel, we see a clear opportunity to play a leading role in consolidating a highly fragmented industry. Through targeted acquisitions, we aim to broaden our capabilities, accelerate innovation, and strengthen our global footprint.

Together, these strategic priorities position us to significantly scale the business and create a stronger, more resilient platform by 2030.

ENGINEERING SUSTAINABILITY ACROSS THE VALUE CHAIN

Sustainability is no longer optional it is central to how our customers operate and how we create value. Our impact begins the moment a potato enters the processing line. From that point forward, our technology directly influences yield, efficiency, and resource consumption.

Even small improvements can have a significant effect. A 1% reduction in waste on a line processing 50 tons of potatoes per hour translates into substantial impact over the lifetime of that installation. Our responsibility is therefore clear: to maximize yield while minimizing waste, and to achieve this with the lowest possible use of energy, water, and other resources.

We define this approach as engineering sustainability, embedding efficiency, responsibility, and performance into every solution we design.

DRIVING SMARTER, MORE INTELLIGENT PRODUCTION

The future of food processing is no longer purely mechanical; it is increasingly digital.We are investing in smarter, more connected production systems that optimize performance in real time, reduce inefficiencies, and support operators through data-driven insights.

One example is advanced oil management technology, which extends oil lifetime while simultaneously improving product quality. By integrating automation, sensors, and data across the entire production line, we enable our customers to achieve higher yield, lower operational costs, and more consistent output.

A TRUSTED PARTNER THROUGH THE VALUE CHAIN

Achieving our ESG-ambitions requires collaboration across the entire ecosystem. Our customers' sustainability goals are closely aligned with ours, and the next step is extending that alignment throughout the supply chain.

We are strengthening our global supply chain leadership to ensure closer alignment with ESG-standards, greater transparency, and more resilient and responsible sourcing practices.

This is essential to delivering meaningful, long-term impact not only within our own operations, but across the entire value chain.

Our ambition is to shape the future of food processing by combining engineering excellence with sustainable innovation.

FROM AMBITION TO EXECUTION

ESG is not just a framework. It is a driver of our performance and culture. Growth plays a key role. It creates opportunities for people to develop, take ownership, and build long-term careers.

At the same time, ESG extends beyond the organization itself. We represent around 600 families and nearly 2,000 people connected to our business.

We have a responsibility to our employees, as well to the communities we operate in. Supporting those communities strengthens engagement, pride, and long-term success.

We help our customers produce more with less optimizing yield, reducing waste, and supporting global food supply.

INNOVATING HOW WE WORK

Innovation today goes beyond engineering, it is about how we combine mechanical expertise with advanced digital capabilities. We are evolving towards AI-enabled systems, predictive maintenance, and smarter service models that enhance performance across the entire production lifecycle.

This shift allows us to move from reactive support to proactive value creation, helping our customers operate more efficiently and with greater confidence. We are creating an environment where our people can grow, innovate, and take on new technological challenges, strengthening both our capabilities and our culture.

ULTIMATELY, EVERYTHING COMES DOWN TO EXECUTION. OUR CUSTOMERS RELY ON US FOR PERFORMANCE, RELIABILITY, AND TRUST.

DELIVERING ON THAT PROMISE CONSISTENTLY IS WHAT DEFINES US.

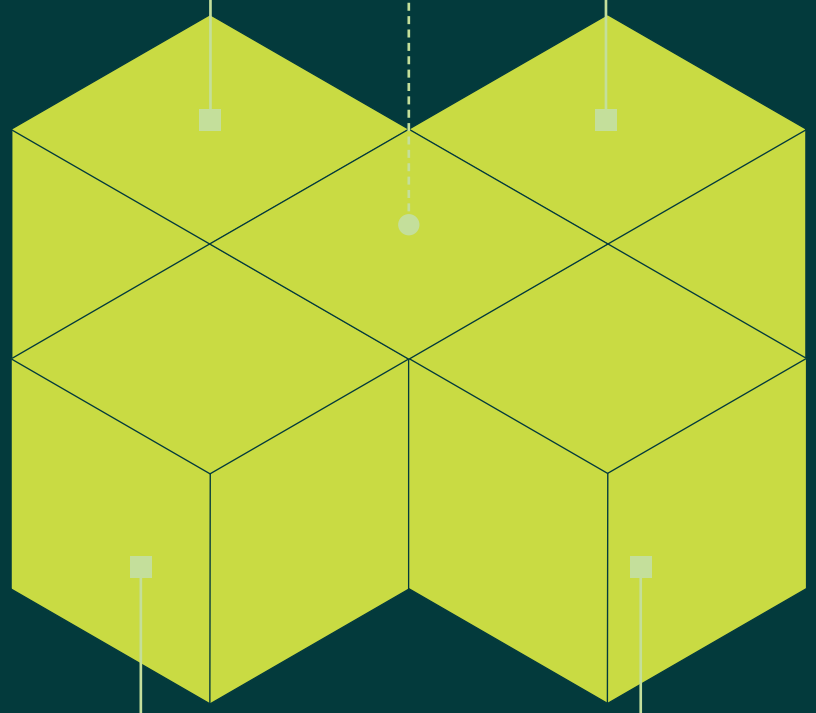
VISION 2030

INNOVATION & SUSTAINABILITY

- Higher-performing products powered by digital and automation
- Reduced waste and ESG-leadership

CULTURE ONE TEAM

- One team with clear accountability
- Leadership that drives execution



OPERATION EXCELLENCE

- Competitive cost and speed
- Scalable, predictable execution

COMMERCIAL EXCELLENCE

- Disciplined pricing, key account, and aftermarket management
- Strong sales execution with high-quality backlog

Sustainability is embedded in everything we do at Foodera Technologies. Guided by our purpose and Vision 2030, we are shaping the future of food processing through responsible engineering, continuous innovation, and close collaboration across the value chain.

At Foodera Technologies, sustainability starts with unlocking the full potential of every potato. Through engineering excellence, we design processing solutions that enable our customers to transform agricultural products into safe, high-quality food while minimizing environmental impact.

We believe meaningful progress is created through the combination of technology, partnerships, and people. Every design decision influences resource efficiency, every partnership strengthens the resilience of the food system, and every employee contributes to delivering more sustainable outcomes for our customers.

By combining deep process expertise with a clear commitment to responsible engineering, Foodera Technologies supports global food production while protecting natural resources and ensuring food safety for generations to come.

VISION 2030

With Vision 2030, Foodera Technologies sets a clear long-term direction focused on sustainable growth, technological leadership and operational excellence.

Our ambition is to become the global benchmark for responsible productivity in food processing by combining engineering expertise, digital innovation, and a unified global organization.

By 2030, we will operate as one integrated company, bringing together the strengths of Kiremko, Idaho Steel, and Reyco into a single high-performing platform. This integration enables us to deliver more consistent, scalable, and innovative solutions that help customers produce food more efficiently while reducing energy use, water consumption and waste.

At the same time, we are building a resilient, future-ready organization. We are strengthening our global operations, expanding lifecycle and service capabilities, and embedding sustainability into every aspect of our business. In doing so, we create lasting value for customers, employees, and partners while contributing to a more sustainable global food system.

OUR SUSTAINABILITY AMBITION

Aligned with our purpose and Vision 2030, Foodera Technologies aims to lead the transformation toward more sustainable and efficient food processing. Our ambition is to reduce the environmental footprint of our own operations while enabling our customers to produce food more responsibly through advanced processing technologies.

By 2030, we aim to reduce CO_2 emissions from our own operations (Scope 1 and 2) by 68% and ensure that production and office waste is diverted from disposal through reduction, reuse, and recycling. At the same time, we continue to develop solutions that help customers lower energy consumption, reduce water use, minimize food waste, and maintain the highest standards of food safety and product quality.

Achieving this ambition requires more than technology alone. It depends on the expertise of our people, strong partnerships across the value chain, and a culture that continuously seeks better and more responsible ways of working.

Through this integrated approach, Foodera Technologies delivers measurable environmental progress while supporting the production of safe, high-quality food for a growing global population.

OUR PURPOSE

OUR PURPOSE IS TO HELP FEED THE WORLD WHILE PROTECTING RESOURCES AND ENSURING FOOD SAFETY FOR CURRENT AND FUTURE GENERATIONS.

A STRONG ORGANIZATION BUILT FROM THE CORE

The global food processing industry is rapidly evolving, driven by increasing pressure on energy consumption, emissions, water use, and food waste. These dynamics are accelerating the demand for more efficient, sustainable, and scalable processing solutions.

Foodera Technologies responds to these shifts by combining engineering excellence, innovation, and sustainability into fully integrated processing solutions.

By embedding sustainability into our design processes, operations, and partnerships, we strengthen our organization, enhance customer performance, and create long-term value across the food value chain. Our business model integrates engineering, equipment manufacturing, and lifecycle services into one cohesive platform for value creation.

OUR PRODUCTS, MARKETS AND CUSTOMERS

Foodera Technologies delivers advanced processing technology to potato processors worldwide, ranging from global food manufacturers to regional producers. Our offering includes integrated processing lines and stand-alone equipment across key product segments such as French fries, flakes, formed products, chips, fresh-cut and pre-cooked products, and specialty potato applications.

Our solutions are designed to maximize raw material yield while minimizing the use of energy, water, and other resources, directly supporting both operational efficiency and sustainability targets.

Our customers operate in a highly competitive environment where product quality, food safety, operational efficiency, and sustainability are critical success factors. We enable them to meet these requirements by delivering reliable, high-performing, and future-ready processing solutions.

VALUE CREATION

Foodera Technologies creates value through the design, engineering, manufacturing, and delivery of integrated processing solutions that cover the full production flow from raw material intake to finished product.

Our differentiation lies in combining deep process expertise with advanced engineering capabilities. This enables us to continuously improve performance while reducing environmental impact. Our technologies support customers in increasing yield, lowering energy and water consumption, reducing waste, and maintaining the highest standards of food safety and product quality.

Beyond equipment delivery, we increasingly focus on lifecycle value creation. Through spare parts, maintenance, upgrades, and performance optimization, we support customers throughout the full lifecycle of their operations maximizing uptime, extending asset life, and improving efficiency over time.

By integrating sustainability into engineering and product development, we create solutions that deliver both economic value for customers and measurable environmental impact across the food chain.

OPERATIONAL EXCELLENCE AND COST EFFICIENCY

Operational excellence is a key driver of our long-term competitiveness and scalability. We continuously improve performance by optimizing processes, strengthening cost discipline, and enhancing execution across our global operations.

Our focus is on increasing efficiency across engineering, manufacturing, and supply chain activities while maintaining the quality and reliability expected by our customers. Structured initiatives in procurement optimization, pricing discipline, and margin management ensure that growth is supported by a financially sustainable operating model.

At the same time, we are expanding our lifecycle service offering. Aftermarket services and spare parts provide recurring revenue streams while strengthening long-term customer relationships and operational performance.

STRENGTHENING CORE FUNCTIONS

To support future growth, Foodera Technologies is strengthening key organizational capabilities. We are transforming our finance function and building a future-proof IT infrastructure that enables better data management, digital integration, and operational transparency.

We are also implementing an integrated organizational structure that enhances collaboration across regions and functions. Targeted recruitment and external expertise are leveraged to accelerate transformation and ensure execution quality.

STAKEHOLDERS

Foodera Technologies creates long-term value through strong, transparent relationships with its stakeholders including customers, employees, suppliers, shareholders, and the communities in which we operate.

We collaborate closely with customers to develop solutions that improve operational performance while reducing environmental impact. At the same time, we work with suppliers and technology partners to strengthen responsible practices, drive innovation, and enhance supply chain resilience.

Through this integrated approach, sustainability, innovation, and profitability reinforce each other creating lasting value for all stakeholders and supporting the long-term development of the global food industry.

HUMAN CAPITAL

Foodera Technologies' success is driven by the expertise, commitment, and collaboration of our people. With nearly 500 employees across Europe, the United States, China, and India, we combine deep engineering knowledge with operational excellence and a strong culture of innovation.

Our employees play a central role in delivering excellent engineering and building long-term customer partnerships. We invest continuously in talent development through structured programs, leadership development, and technical training aligned with our growth strategy.

By fostering a culture of collaboration, accountability, and continuous improvement, we empower our people to contribute to the sustainable success of Foodera Technologies.

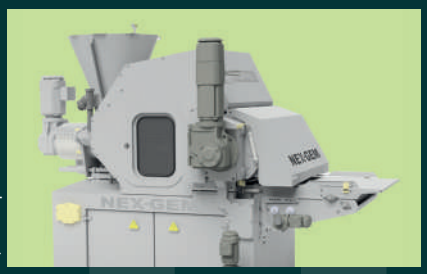
Aftermarket services and spare parts provide recurring revenue streams while strengthening long-term customer relationships and operational performance.

END-TO-END VALUE CHAIN: FROM CUSTOMER NEED TO LIFECYCLE VALUE

:/Identifying specifications

1/ Customer need & Solution definition

:/Blueprints



2/ Product design & Engineering

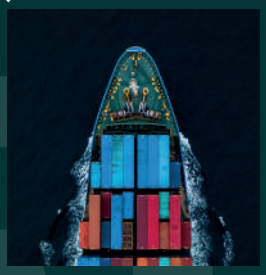
:/Sourcing

3/ Procurement

:/Assembly

4/ Manufacturing

:/Logistics

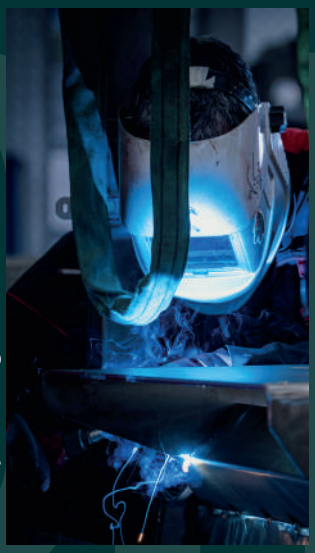


5/ Transport to customer

:/Commissioning

6/ Project Management, Installation & Commissioning

:/Lifecycle management



7/ Maintenance & Lifecycle Management

VALUE CHAIN

FROM RAW MATERIAL TO END PRODUCT

:/Agricultural Production

1/ Cultivation

:/Preservation

2/ Raw material storage

:/Logistics

3/ Transport

:/Manufacturing

4/ Processing

:/Preservation

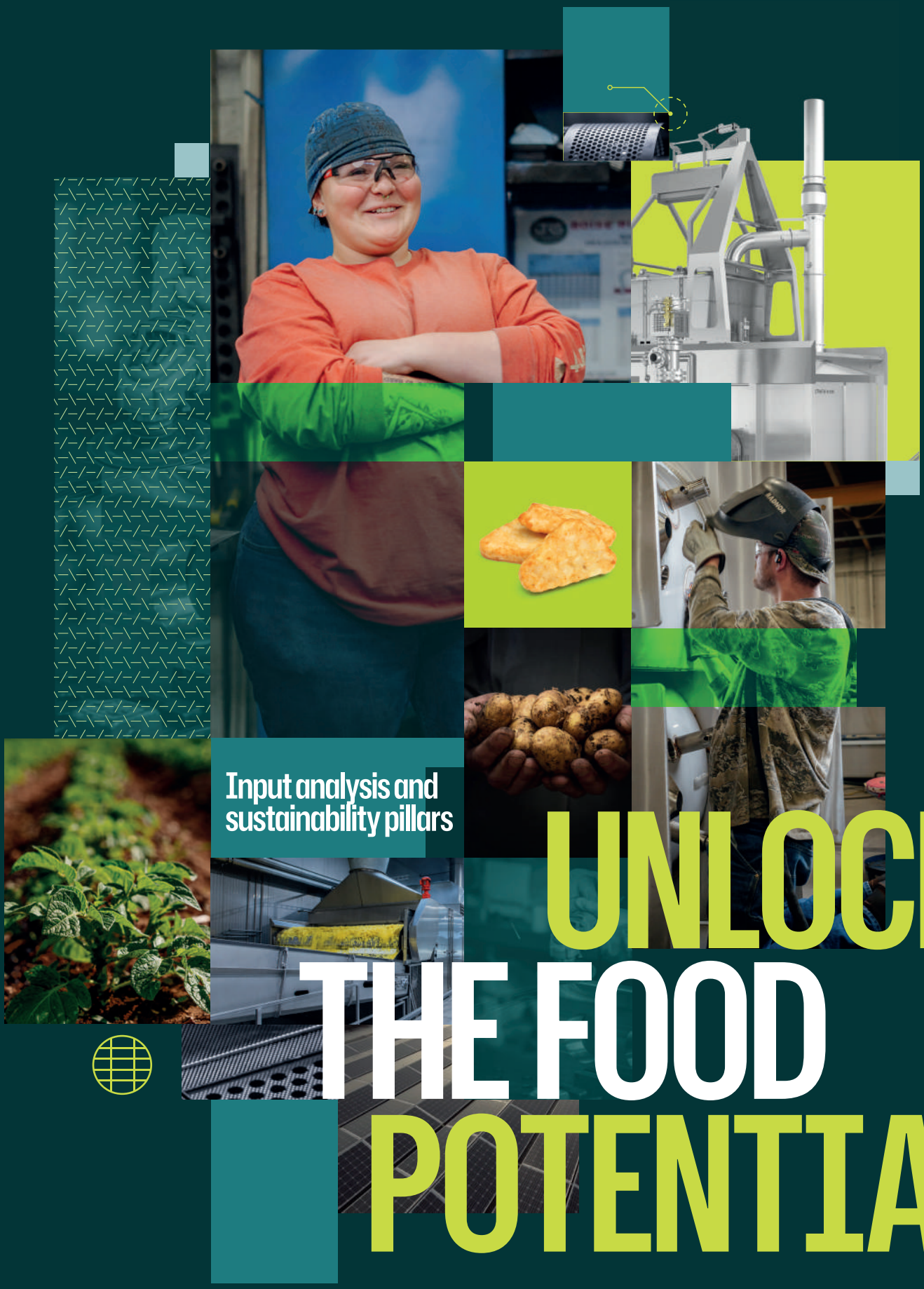
5/ Warehousing finished goods

:/Logistics

6/ Transport

:/Downstream Distribution

7/ Go-to-market



Input analysis and sustainability pillars

UNLOCK THE FOOD POTENTIAL

This impact report revolves around one central theme: Unlock. With our technology and expertise, we aim to unlock the full potential of food processing, from a simple product such as the potato to complete value chains.

For us, sustainability goes beyond responsible use of the planet's resources. It also includes people: how we work together, how we create value, and how we contribute to a fair and future-proof food sector.

By unlocking this potential, we translate our ambition into our organization, our customers and our partners. In doing so, we contribute to a stronger sector and a better world.

This impact report outlines the key challenges, steps and solutions related to sustainability, environmental impact, business operations, and our commitment to people and society. It shows how our ESG-strategy takes shape in practice and the impact it has on our people, our organization and the world around us.

It all starts with our purpose, which is to help feed the world while protecting resources and ensuring food safety for current and future generations. A clear purpose that comes with ambitious sustainability commitments, and a shared vision for the future of food processing.

This purpose forms the foundation for how we design our machines, how we continue to innovate, and how we work together with our customers to drive sustainable change. Because our customers also hold significant potential to create impact, and we continue to support and encourage this. It motivates us to keep improving and evolving every day across all areas of our sector.

Together, we are committed to unlocking the full potential, nothing more, nothing less. We are driven to continuously improve, becoming more sustainable and more efficient. This includes using resources responsibly, reducing energy and material consumption, and implementing working methods that support these goals. This report will delve into how we put this into practice.

SUSTAINABILITY
MEANS UNLOCKING
THE FULL POTENTIAL

We realize this through three sustainability pillars:

01

SUSTAINABLE OPERATIONS

/UNLOCK OPERATIONS

We focus on reducing our environmental footprint through energy efficiency and responsible material use, while creating a safe and resilient workplace for our people.

02

CUSTOMER IMPACT

/UNLOCK OUTPUT

We focus on designing machines that help customers process food more efficiently by reducing energy, water, and waste, while ensuring the highest standards of food safety, hygiene and reliability.

03

RESPONSIBLE PARTNERSHIPS

/UNLOCK PARTNERSHIPS

We build strong, transparent partnerships based on integrity and respect. Working closely with partners, customers, suppliers, and communities to create shared values and encourages joint innovation to achieve sustainable solutions.

DRIVING SUSTAINABLE OPERATIONS TOWARDS 2030

Within Sustainable Operations, our ambition is to reduce our environmental footprint while reinforcing a safe, resilient and future-proof organization. In 2030 we aim to source more renewable electricity at all our sites, achieve a 68% reduction in Scope 1 and 2 CO_2 emissions, and measure and define a target for emission reductions across the value chain (Scope 3).

We are also committed to responsible material use, with the objective to divert production and office waste from disposal and to structurally improve first-time-right performance in our production processes.

As an employer, our goals include a zero-accident culture with an LTIFR of zero, 100% of our employees completed annual health and safety training, continuous investment in vitality and personal development, and maintaining a stable workforce within a safe and inclusive working environment.

CUSTOMER IMPACT

Through Customer Impact, our ambition is to make sustainability performance at machine and line level measurable and actionable.
By 2030, we will measure product waste, oil, water and energy consumption of our frying, specialty and flake lines, forming targeted reduction plans based on these insights.
All core lines can be equipped with digital real-time monitoring solutions, enabling customers to optimize resource use and operational efficiency throughout the lifecycle of their production lines.

1/ SUSTAINABLE OPERATIONS

/ATTRACTIVE EMPLOYER

- Promote a zero-accident culture including a Lost Time Injury Rate (LTIFR) of 0 in 2030.
- 100% of employees will undergo annual health and safety training by 2030.
- Every year, we organize a vitality program focusing on themes such as exercise, nutrition, and work-life balance.
- By 2030, employees will spend an average of ≥15 hours per year on personal development training, in line with the strategic training plan.
- By 2030, we want to achieve a green score on the subject of "social safety" in the job satisfaction survey.
- 100% of our HR department and managers are trained in personal leadership, including social safety and unconscious bias.

/CLIMATE CHANGE

- Source renewable electricity for our production facilities.
- 68% reduction of emissions from own operations (scope 1&2) in line with the Paris Climate Agreement and Science Based Targets.
- Measure and reduce emissions in the value chain (Scope 3) and set a target.

/RESPONSIBLE USE OF MATERIALS

- Reduce our production and office waste (in kg) through reducing, reusing, and recycling.
- Measure first time right in our production processes.

GROUP GOAL

THROUGH STRUCTURED TALENT DEVELOPMENT, KNOWLEDGE SHARING, AND SUCCESSION MANAGEMENT, FOODERA TECHNOLOGIES INVESTS IN THE SUSTAINABLE EMPLOYABILITY OF EMPLOYEES, SAFEGUARDING CRITICAL KNOWLEDGE, AND ENSURING BUSINESS CONTINUITY.

2/ CUSTOMER IMPACT

/SUSTAINABLE PRODUCT DESIGN

- In 2030 we will measure product waste, oil, water and energy consumption of our frying, specialty and flake lines. Based on the outcomes of the measurements, reduction plans will be formed.
- 100% of our frying, specialty and flake lines can be equipped with digital technology for real-time monitoring in 2030. This option will be offered to our customers.
- Offering an integrated service for efficient use of production lines and two-way knowledge exchange.

3/ RESPONSIBLE PARTNERSHIPS

/CORPORATE CULTURE

- All employees receive online Code of Conduct training. All new employees receive this training during their onboarding.
- We organize 4 Town Hall Meetings per year for employees, which focuses on the standards and values of Foodera Technologies.
- Whistleblower policy and social safety code of conduct are implemented and actively communicated.

/PARTNERSHIPS

- 2026: ESG criteria have been established for suppliers, partners, and subcontractors with strategic and legal requirements.
- 2026: Determine supplier and partner engagement strategy based on supplier code of conduct and ESG criteria, including concrete objectives.
- Participate in at least one sector initiative , in the potato, food and education sector, to share knowledge.

/SOCIAL ENGAGEMENT

- Contribute annually to social projects in the areas of youth, sport, society and culture, technical education or sustainability.
- Engage in structural collaborations on educational initiatives, e.g. the TechnoHUB, to promote technical education at national level.
- Offering 10–15 internships and 1–3 vocational training places per year.

With Responsible Partnerships, we focus on integrity, accountability and shared value creation.

RESPONSIBLE PARTNERSHIPS

With Responsible Partnerships, we focus on integrity, accountability and shared value creation. Our goals include mandatory Code of Conduct training for all employees, active communication of whistleblower and social safety policies, and regular dialogue through structured Town Hall meetings. By 2026, ESG-criteria will be embedded in our collaborations with suppliers and partners, supported by a clear Supplier Code of Conduct. In addition, we commit to active social engagement through educational partnerships, internships and vocational training positions, participation in sector initiatives, and annual contributions to social and community projects.

THE FOUNDATION: DOUBLE MATERIALITY ASSESSMENT

In preparation for the requirements of the Corporate Sustainability Reporting Directive (CSRD), we conducted a double materiality assessment for Kiremko in 2024 to determine which ESG-topics are most relevant to our organization. We conducted an in-depth analysis of topics that affect our business operations (financial materiality) as well as our impact on the outside world (impact materiality). As part of this process, we also engaged with our stakeholders to validate our focus areas.

When the Omnibus came into effect in early 2025, it became clear that we are not required to report in accordance with CSRD. However, standing still is not in our nature. From 2025 onwards, we have continued to build on the outcomes of our materiality assessment, translating them into a focused ESG-strategy for Foodera Technologies.

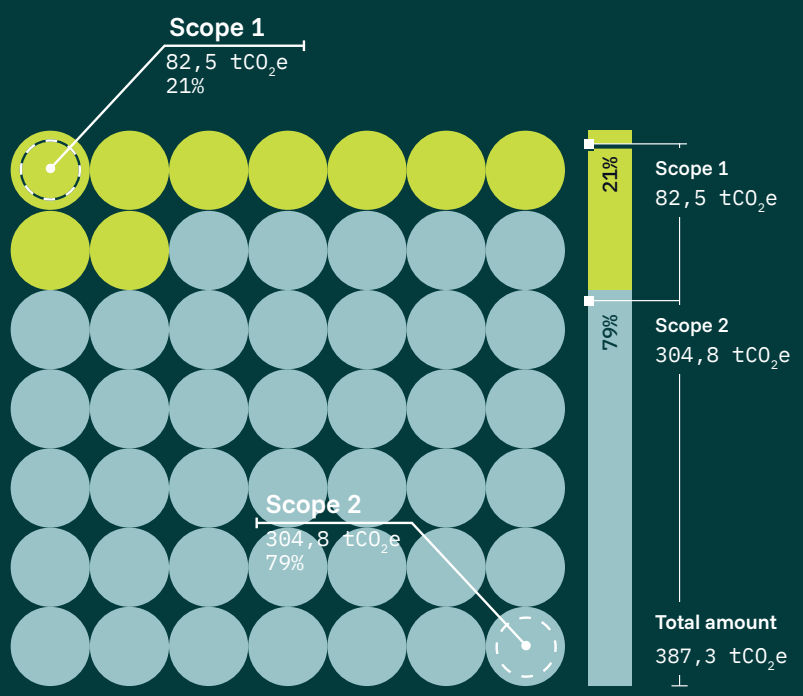
To arrive at this ESG-strategy, we reassessed our material topics based on an external analysis, complemented by interviews and workshops with employees across the organization. This allowed us to identify the most relevant and impactful topics, which form the foundation of our ESG-strategy. For these strategic ESG-topics, we have defined clear objectives and KPIs.

MILE STONES

* DATA ONLY FOR MONTFOORT FACILITY

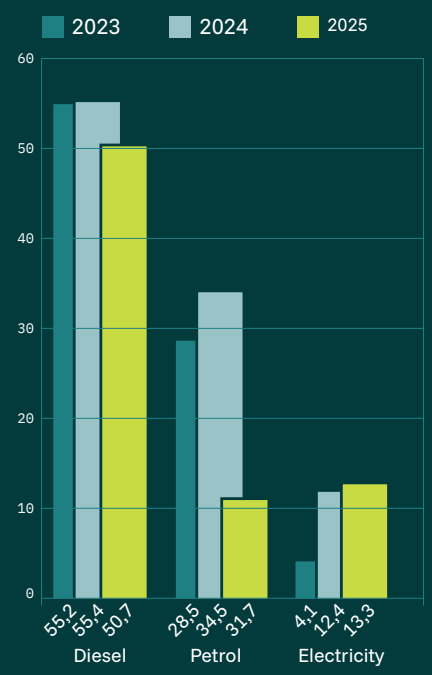
389.154 KWH	Solar energy consumed or energy used from solar panels
87 TRAINING PROGRAMS	Number of training programs developed by Kiremko Academy
72% REUSED WASTE	Percentage of our production and office waste is recycled/reused
3 FOOD CHAIN BASED 3 EDUCA-TIONAL BASED	Projects in which we join forces across the food chain and the education sector
100%	Sustainability is an integral part of every innovation process
0 LTIFR	Zero incidents resulting in staff absence due to injury (Lost Time Injury Frequency Rate)

SCOPE 1 & 2 FOOTPRINT



VEHICLE ENERGY USAGE

CO_2 EMISSIONS OF LEASE CARS IN TONNES



/UNLOCK_OPERATIONS

02

SUSTAINABLE OPERATIONS

PEOPLE

HEIDI OYOLA
DIRECTOR OF HR

WILLIE DE WITH
HR MANAGER

LEXI NELSON
HR MANAGER

MAKE THE DIFFERENCE

Our people are central to creating long-term value. Insight into who they are and what they bring helps us support their development, build an inclusive culture, and meet our social responsibilities. Attracting and retaining people is not just about offering a job. It is about creating an environment where employees enjoy their work, continue to develop themselves, and see a future within the organization.

A key theme for this year is succession planning. As part of this, development plans are being created for employees, particularly for those seen as talent being developed for future key positions. This focus on development is closely tied to long-term employability. By actively thinking about the next step for employees, the organization ensures continuity while also giving people perspective on their careers.

BUILDING CAREERS FROM THE INSIDE

Internal mobility plays an important role in this. Vacancies are often shared internally first, encouraging employees to take the next step within the company. It is not uncommon for people to start in one role and move into different positions over time. Offering those opportunities is seen as essential, both for the organization and for the employees themselves.

Listening is another important element. Employees are encouraged to share their ambitions and ideas about their development, either directly or through their managers. When people are able to work on something they are interested in and passionate about, they are more likely to bring their best selves to work. Development is therefore not only driven by organizational needs, but also by individual motivation.

LEARN, GROW, PROSPER, REPEAT

The importance of development has grown significantly in recent years. It is no longer just about salary; employees increasingly value opportunities to learn and grow. Continuous learning is becoming a standard expectation. To support this, different locations offer various forms of training and education. In some cases, external education is reimbursed, while in others the company directly invests in courses and training programs for employees, such as technical skill development. We ensure that 100% of our HR professionals and managers receive leadership training, with a focus on social safety and building and unconscious bias.

In the Netherlands, there is a dedicated focus on learning and development, including support for internships and ongoing training initiatives. One of the key tools in this effort is the internal academy, which offers a wide range of e-learning modules. Much of the organization's knowledge exists in the minds of its employees, and the academy is designed to capture and share that knowledge more broadly. There are active plans to expand this platform across the entire team, making it accessible to all locations.

All these efforts contribute to what is described as sustainable employability. By investing in development, creating opportunities, and supporting employees in their growth, the organization aims to keep people engaged and committed over the long term. This is not only beneficial for employees, but also for the company. Retaining people means retaining valuable technical knowledge and experience, which is often highly specific and difficult to replace.

MORE THAN JUST A JOB

Being an attractive employer ultimately comes down to having the right people in the right place, and ensuring they are happy in their work. Employees who enjoy their job are more likely to stay, perform well, and continue to grow within the company. This also helps to reduce turnover and the associated costs, while strengthening the organization as a whole.

At the same time, the organization is evolving into a more global structure, bringing together multiple companies under one umbrella. This creates both opportunities and challenges. There are regular conversations between the different locations to identify common ground and share best practices. While there are clear differences between countries due to culture, regulations, and local expectations, there is also a strong focus on aligning where possible.

I BELONG, YOU BELONG, WE ALL BELONG

Several initiatives already show how this collaboration is taking shape. The internal academy is one example, but there are many others. A shared employee app is used to communicate news across the Foodera team, helping employees stay informed and connected. Weekly updates highlight achievements and recognize employees, creating visibility across locations. There are also global newsletters, featuring stories, projects, and experiences from different teams.

These communication tools play a crucial role in building a sense of belonging. With employees spread across multiple locations, and even continents, it is not always easy to create a shared identity. Initiatives such as recognition posts, international project updates, and shared content help bridge that gap and make the organization feel more connected.

There are also efforts to align systems and processes. For example, there is a focus on bringing employees together on a single platform, making it easier to manage information and support collaboration. At the same time, local differences remain important, particularly when it comes to regulations, benefits, and employment conditions. Aligning these aspects is a complex process that requires time and careful consideration.

GROWING PEOPLE, NOT JUST ROLES

Employee well-being is another important topic. By organizing vitality programs, we encourage employees to stay active and healthy, for example through group activities like walking during lunch breaks. There are also ideas to expand these initiatives across Foodera Technologies, potentially combining activities between locations. All this is being reflected by our relatively high scores in our Employee Satisfaction Surveys, especially in the field of social security.

Support for well-being goes beyond physical health. Employees are offered access to professional coaching, where they can discuss both work-related and personal topics. This provides a space to reflect, receive feedback, and address challenges at an early stage. Similar support exists in other parts of the organization, such as employee assistance programs that offer counseling services. These resources are designed to help employees deal with issues before they become bigger problems, contributing to overall well-being and job satisfaction.

> **If people like to work at your company, they will stay at your company.**
>
> **HEIDI OYOLA**
> DIRECTOR OF HR

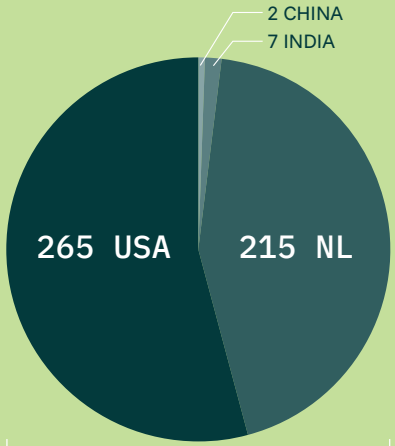
CONNECTING ACROSS BORDERS

Despite the geographical distance and cultural differences, there is a shared understanding of the importance of supporting employees. The underlying philosophy is consistent: when people feel supported and valued, they are more likely to perform well and enjoy their work.

Looking ahead, the focus is on further strengthening collaboration and creating a unified organization. Bringing people together, sharing knowledge, and learning from each other are seen as key drivers for improvement. At the same time, there is a strong sense that this process is still in its early stages. Many initiatives are just beginning, and their full impact is yet to be seen.

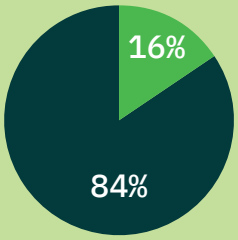
Ultimately, the ambition is clear: to build an organization where people can develop, collaborate, and grow together. By focusing on development, communication, and well-being, Foodera Technologies aims to create an environment where employees not only stay, but thrive, and where working together leads to better results for everyone involved.

> **There's a certain pride among the employees that they're part of this growing and global company.**
>
> **LEXI NELSON**
> HR MANAGER



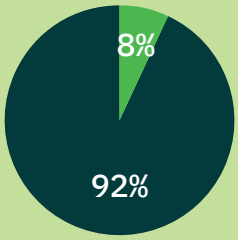
489 Total employees

Montfoort facility



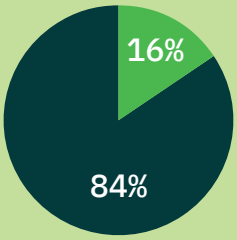
215 Total employees
34 Female - 181 Male

Idaho facility



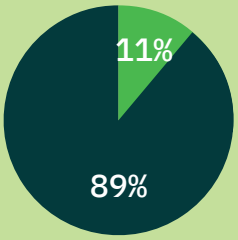
169 Total employees
13 Female - 156 Male

Caldwell facility



96 Total employees
15 Female - 81 Male

Asia facilities
(China & India)



9 Total employees
1 Female - 8 Male

Female
Male

WHAT OUR PEOPLE SAY

Employee quotes

I AM PROUD TO DESIGN MACHINES THAT REQUIRE LESS AFTERCARE AND MAINTENANCE.

I am most proud when our technical expertise and solutions lead to real improvements in our customers' work, making it faster, simpler, more reliable, and more future-proof.

I'm proud of how technical optimization directly contributes to both efficiency and sustainability.

I try as much as possible to bring our innovations to customers and bring customer input back into our organization.

Working well means working safely

SAFETY HEALTH AND WELL-BEING

SARAH ANKONE-VAN DAM
MANAGER QUALITY & SAFETY

Within Foodera Technologies, safety plays a central role. How do we position ourselves as an attractive employer, and when do employees feel comfortable in their workplace? Safe working practices, responsible working conditions, and social safety together form the foundation for an environment in which employees can function sustainably.

At its core, being an attractive employer means creating a work environment in which people can work well, and continue to work well over time. This starts with the basics: ensuring the right resources are in place, workspaces are ergonomically designed, and careful consideration is given as to how work can be carried out in a healthy and practical way. From well-designed office workspace to safe and effective solutions in production: we continuously look for ways to improve and enhance safety. The number of incidents should always be zero.

This applies both to the physical aspects of work and to how people feel within the organization. Social safety is just as important as technical safety. Employees should feel free to speak up, ask questions, and share concerns when something is not right. This requires a culture in which openness and trust are the norm.

THE BALANCE BETWEEN WORKPLACE AND INTERACTION

Within this broader vision of good employment practices, we deliberately approach safety in a comprehensive way. It goes without saying that safety should relate to machines, procedures, and personal protective equipment. But on the other hand, behavior, collaboration, and communication also play an essential role.

> **We are a pragmatic company, where safety simply has to be a priority. We are not going to achieve that through overregulation.**

We want people to think, 'This looks like a great company, I would love to work there.'

Healthy and safe working is a combination of HR and occupational health & safety (Arbo), in which both sides work together closely. Both perspectives together ensure that people work safely and feel safe among their colleagues.

An important part of this approach is actively involving employees in improving social safety. By regularly assessing employee satisfaction and reviewing workload and perceived pressure, insights can be gathered directly from within the organization. This input is then used to further improve processes and working conditions. For us, safety is continuously evolving.

MOVE A LITTLE, REST A LITTLE

Training also plays a key role. Health and safety training focuses on raising awareness of risks and promoting safe behavior in the workplace. For office employees, this includes screen work and preventing issues caused by sitting for long periods of time. It is therefore encouraged to move regularly and be conscious about taking breaks. In production, the focus is on physical strain, posture, and working safely with installations and machinery. In the factory, where standing and walking are already a large part of the day, taking time to sit and rest is important.

Health and well-being go beyond the work itself, also considering lifestyle and behavior surrounding work. For example, we consider how employees commute and how movement can be encouraged throughout the day. Simple initiatives, such as walking together during breaks, contribute to a healthier workday.

TRANSPARENCY BUILDS TRUST

Safety is also increasingly linked to learning and facilitating improvement. Reporting unsafe situations and near misses is actively encouraged. By identifying these situations, the organization can learn from them before something actually goes wrong. This reflects the idea that safety is not only about preventing incidents, it is also about continuously improving the systems around them.

We put significant effort into creating a work environment in which people can carry out their activities with confidence and return home safely at the end of the day. At Foodera Technologies, the focus is on people, on their work, and on the conditions in which that work takes place.

This approach delivers results: the Lost Time Injury Frequency Rate (LTIFR) in 2025 for the Montfoort, Caldwell and Idaho facilities were 0. This means that no work-related injuries resulting in absence were recorded over the total number of hours worked. This result underlines the strong focus on prevention, willingness to report, and continuous improvement of working conditions.

The combination of physical safety, social safety, training, and continuous improvement makes us an attractive employer, with employees often staying for the long term. Together with the engagement of our people, this shows that policy can provide direction and that culture is truly put into practice.

Montfoort	0
Caldwell	0
Eltopia	10,68
Idaho Falls	0
Total Time Injury Frequency Rate (LTIFR) Total	0,2

73% of the Montfoort Facility employees have completed health and safety training

BRIAN CARDWELL
DIRECTOR OF MANUFACTURING AND ENGINEERING NA

SARAH ANKONE-VAN DAM
MANAGER QUALITY & SAFETY

RADBOUD VAN DEN HURK
TRANSFORMATION PROJECT MANAGER

ENGINEERING SUSTAINABILITY INTO OPERATIONS

From smart choices in design to clever operational impact

In 2016, the organization shifted its focus toward developing a new state-of-the-art facility centered on sustainable manufacturing. This initiative laid the foundation for continued progress toward sustainability, which is now embedded in a broader ESG-framework. Within this framework, the ambition is closely linked to addressing climate change and promoting the responsible use of materials, with clear targets focused on reducing environmental impact. Quality, safety, efficiency, and environmental performance are integrated to support these goals and to ensure long-term progress across all operations.

Sustainable Operations became an increasingly important foundation for how the organization designs and operates its facilities, processes, and international collaborations. Within this framework, the focus lies on the technical performance of buildings and production systems, and on how the organization takes responsibility for people, the environment, and long-term operational resilience. In every new development, increasing attention is given to material selection, energy consumption, and the environmental impact of design decisions over time.

Within our production processes, we focus on energy efficiency, responsible material use, and minimizing waste. Standardization and smart design choices help improve consistency, reduce resource consumption, and support more sustainable manufacturing. At the same time, we continue to balance customization with efficiency, ensuring that our solutions remain both flexible and scalable without compromising sustainability or performance.

SUSTAINABLE FROM SCRATCH

With new buildings, sustainability has been integrated from the earliest design stages. The opening of the Montfoort plant in the Netherlands in 2016 marked the launch of a building that was far ahead of its time. This building is often referred to as an example of this approach, where deliberate choices were made that go beyond regulatory requirements. These include the use of solar panels, high-performance insulation, and integrated heat recovery systems.

Waste heat from compressors and server rooms, for example, is reused to heat the building, reducing energy loss and improving overall efficiency. By parking 120 cars on the roof of the building a smaller plot of land was needed. Around 50% of the energy needed for the entire complex comes from our own solar panels.

In the building, additional measures have been implemented that directly contribute to a healthier and more efficient working environment. Acoustic ceiling materials were installed to reduce noise levels in the production area, significantly improving working conditions. In the ventilation processes, warm air is extracted, filtered, and reused, ensuring that the factory air is cleaned of welding dust. Although more expensive than conventional alternatives, these solutions were deliberately chosen as part of a broader commitment to employee wellbeing and operational quality.

TRANSPARENCY STRENGTHENS THE TEAM

Another important aspect of the design is the connection between office and production areas. Transparency was a key design principle, reflected in the use of large glass surfaces between departments. This was done intentionally to increase visibility between teams, reduce the perceived distance between office and factory, and strengthen collaboration across functions.

This integrated approach extends beyond the physical building itself. Operational design also focuses on efficiency and collaboration between departments. Engineering, procurement, and operations teams are located close to each other to improve communication and reduce unnecessary movement and waste. The goal is to support faster decision-making and more effective cooperation on a day-to-day basis.

Across locations in the United States, similar principles are now being adopted, although adapted to local circumstances. There, the focus is strongly on centralization and collaboration between teams, bringing engineering, operations, and support functions into closer proximity. This has already led to improved collaboration and stronger internal alignment between departments that previously operated more independently.

We deliberately went a lot further than what is required by law, to create a safe, people-friendly and sustainable working environment.

RADBOUD VAN DEN HURK
TRANSFORMATION PROJECT MANAGER

ALIGNED ENERGY POLICIES & ON-SITE EFFICIENCY

Energy management is a central part of the Sustainable Operations agenda. Where Europe is often driven by regulation, cost and environmental responsibility, and the United States traditionally more by cost efficiency and productivity, regional approaches differ. Still, both perspectives are increasingly converging under market pressure and evolving customer expectations.

Across all regions, energy use at production sites is being analyzed in greater detail, with a clear focus on reducing overall consumption and improving efficiency through technical optimization and system improvements. This includes a stronger balance between renewable and non-renewable energy sources and a continuous effort to lower energy demand on site.

A concrete example is the use of heat recovery systems in production and office facilities. Air is extracted and passed through a heat exchanger, where it is reused: in winter to preheat incoming fresh air, and in summer to cool incoming air. On average, up to 80% of heat energy can be recovered. In addition, Thermal Energy Storage (TES) systems are used, where water from deep wells is applied for both cooling in summer and heating in winter, further improving energy efficiency throughout the year.

MANAGING MATERIALS AND WASTE

Besides the building, material use plays an important role in our operations. Material waste is becoming a more important part of sustainable design and production strategy.

There is a visible shift toward increased standardization of components and materials. Whereas in the past a high level of customization was common, there is now a growing push toward more standardized designs. This allows for better predictability in performance and energy consumption, while also reducing material waste and improving production efficiency.

LOCAL INITIATIVES, GLOBAL IMPLEMENTATION

Within the organization, there is a growing recognition that further standardization and data-driven decision-making will be essential in the next phase of development. One of the key ambitions is to move toward more unified global targets, rather than region-specific approaches. This would allow for better alignment across locations and provide a consistent framework for both internal operations and external communication.

This shift is also linked to the broader ambition of operating as a single global organization. By aligning standard processes, and measurement systems, the organization aims to improve efficiency while also strengthening its ability to communicate sustainability performance to customers in a consistent way worldwide.

NEXT STEPS

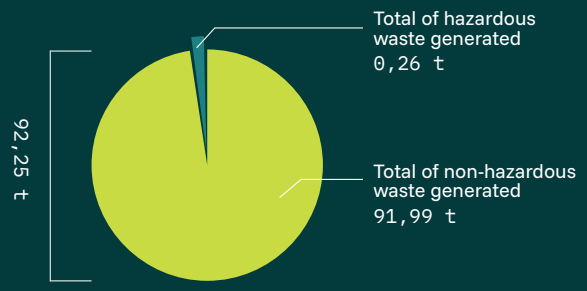
Ultimately, Sustainable Operations is not viewed as a standalone initiative, but as an integrated part of how the organization designs, builds, and operates across all locations. The focus is on continuous improvement, with sustainability embedded in decision-making at every level. The next steps are to further develop this approach across regions, strengthen data collection and reporting, and translate initiatives into a more unified global framework that supports both operational performance and long-term sustainability goals.

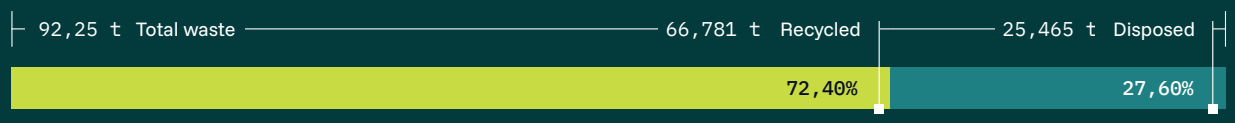
Renewable energy consumption (MWh)	389,154
Non-Renewable energy consumption (MWh)	881,189
Total energy consumption	1270,343
Scope 1	82,54
Scope 2	304,77
Total GHG-emissions (tCO_2e)	387,31

* DATA ONLY FOR MONTFOORT FACILITY

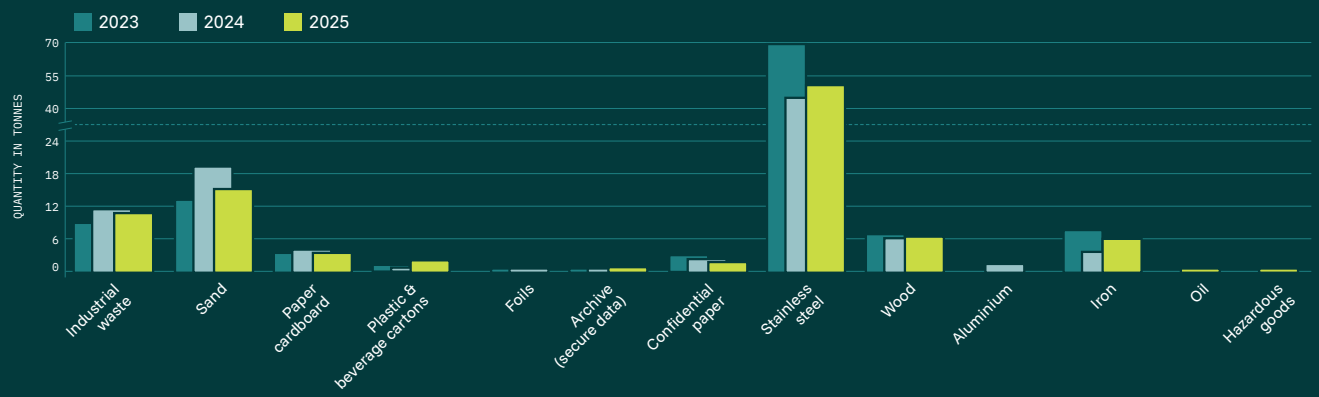
Part of us being one company now is that we are growing to one point of view and sustainability will play a key role in the aligning our teams globally.

BRIAN CARDWELL
DIRECTOR OF MANUFACTURING AND ENGINEERING NA





2025 WASTE STREAM



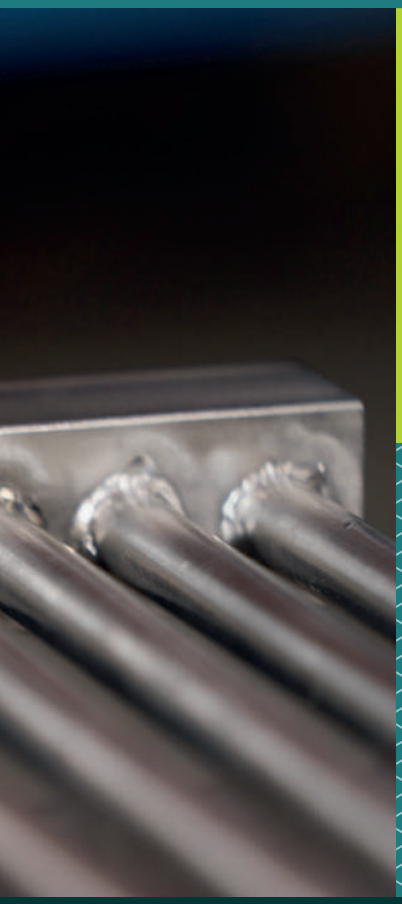
* DATA ONLY FOR MONTFOORT FACILITY

	Waste stream	2023			2024			2025		
		KG	Ton/kg	%	KG	Ton/kg	%	KG	Ton/kg	%
Non-hazardous	Industrial waste	9968,21	9,97	8,35	10491,00	10,491	11,62	10465,00	10,465	11,38
	Sand	13260	13,26	11,10	19520	19,520	21,62	14740,00	14,740	16,02
	Paper/Cardboard	3202,97	3,20	2,68	3858,40	3,858	4,27	3185,00	3,185	3,46
	Plastic & beverage cartons	648	0,65	0,54	633,00	0,633	0,70	925,00	0,925	1,01
	Foils	307,19	0,31	0,26	435,20	0,435	0,48	0,00	0,000	0,00
	Archive (secure data)	117	0,12	0,10	172,00	0,172	0,19	659,00	0,659	0,72
	Confidential paper	1700	1,70	1,42	1350,00	1,350	1,50	1060,00	1,060	1,15
	Stainless steel	68960	68,96	57,75	45040,00	45,040	49,88	50960,00	50,960	55,40
	Wood	6700	6,70	5,61	6190,00	6,190	6,85	6620,00	6,620	7,20
	Aluminium	0	0,00	0,00	140,00	0,140	0,16	0,00	0,000	0,00
	Iron	14550	14,55	12,18	2470,00	2,470	2,74	3090,00	3,090	3,36
	Oil	0	0,00	0,00	0,00	0,000	-	282	0,282	0,31
	Total	**119413,37**	**119,41337**	**100**	**90299,60**	**90,30**	**100**	**91986,00**	**91,986**	**100**
	* Colored contains minimal recycled content	96185,16	96,18516	76,77	60288,60	60,29	66,77	66781,00	66,781	72,60
Hazardous	Hazardous goods	0	0	0	0,00	0,00	0	260,00	0,26	100
	Total	**0**	**0**	**0**	**0,00**	**0,00**	**0**	**260,00**	**0,26**	**100**
Total	* Colored contains minimal recycled content	96185,16	96,18516	80,55	60288,60	60,29	66,77	66781,00	66,78	72,39
	Total	**119413,37**	**119,41**	**100**	**90299,60**	**90,30**	**100**	**92246,00**	**92,25**	**100**

* DATA ONLY FOR MONTFOORT FACILITY

Un
lock

We recover heat from baking vapors and reuse it to warm the air in the dryer, turning waste into energy savings.



the potential

JAY BOWMAN
ASSISTANT PRODUCTION MANAGER

PAPERLESS FACTORY

Reducing waste by digitizing our workflow

> The impact on efficiency is significant. Distributing drawings, regardless of size, now takes less than five minutes, while updates can be done in under a minute. This has reduced wasted time and improved the overall flow of information.

The transition to a paperless factory is a logical step within the broader ambition to operate more sustainably and responsibly. We aim to divert our production and office waste from disposal through reducing, reusing, and recycling waste. Driven by ESG-principles, reducing use of materials, and increasing efficiency mean minimizing environmental impact.

Paperless working is applied on several of our locations. The US factory started in early 2022 and operates fully paperless. In Montfoort they have also started. The original purpose was to simplify and speed up the dispersal of drawings. Previously, this was a time-consuming and manual process. Large drawing packages had to be printed, copied multiple times, organized, and physically distributed across different teams. Every revision meant repeating that entire process, with the added risk of missing someone.

The implementation started small. A single station was introduced to test the concept. Once that proved valuable, stations were gradually rolled out from team leaders to all team members. This phased approach made it possible to learn and adjust along the way.

THE BENEFITS OF WORKING WITH SCREENS

The benefits quickly became clear. With digital stations, everyone works from the same copy of the drawings. Any changes or revisions are immediately available to all team members. If needed, 3D models can also be shared directly at the workspace. This has significantly improved accuracy and consistency. Not having to make new prints also reduces waste.

Communication is another major advantage. Each station is equipped with Microsoft Teams and email, allowing employees to message or call anyone in the organization without leaving their workspace. What used to take a 15-minute walk across the facility is now being done instantly.

TRANSPARENCY ACCELERATES THE PROCESS

In addition, the stations provide access to production systems. Team members can view schedules, see due dates, and track the status of external components. Timekeeping is also integrated, allowing employees to clock in and out or switch work orders directly from their station. Other processes, such as quality assurance and redline procedures, have also been developed in digital form.

The impact on efficiency is significant. Distributing drawings, regardless of size, now takes less than five minutes, while updates can be done in under a minute. This has reduced wasted time and improved the overall flow of information.

CHANGING THE MINDSET

Whether enrolled in the Netherlands or in the US, the experience within the organization has been very positive. Employees have embraced the system and recognize how it makes their work easier and faster. At the same time, this way of working supports a more responsible use of materials. By reducing paper and minimizing waste within operations, it contributes directly to broader sustainability goals. It also encourages a more critical look at the use of resources coming into the organization.

/UNLOCK_OUTPUT

03 CUSTOMER IMPACT

OPTIMIZING CUSTOMER PRODUCTION PROCESSES

Customers as the driving force behind smart solutions

PIETER HILGEMAN
MANAGER PRODUCT DEVELOPMENT

DION DIJKSHOORN
PROJECT MANAGER INNOVATION

THROUGH IN-HOUSE INNOVATION

Innovation, sustainability, and digitalization come together within Product Development and Innovation. In this process, the organization is increasingly evolving from a machine builder into a technology partner, with software, data, and collaboration with customers playing a central role. As a result, innovative solutions are created with measurable impact, helping to make sustainability tangible and accelerate progress.

The Product Development and Innovation departments are closely connected and operate in a continuous process of development. New initiatives emerge both from customer needs and from technological opportunities identified internally.

CUSTOMERS AS A DRIVER FOR INNOVATION

With a team of around thirty specialists including developers, process technologists, software engineers, and product specialists, the Product Development department works closely with other departments across the organization. Customer input plays an essential role in this process and is structurally embedded in development activities.

During customer visits and trade shows, the team actively gathers insights into the themes and challenges shaping the market. When new developments come along, we involve our customers early on so they can contribute ideas regarding prototypes and potential solutions. It is also not uncommon for customers to approach us with specific challenges or ideas, leading to a collaborative development process in which both parties contribute to the final solution. Our goal is to offer integrated services to customers through a two-way exchange of knowledge, enabling Foodera Technologies to continue learning from customers and further strengthening innovation.

Through these collaborations, it becomes clear that customers are focused on a wide range of topics, including energy consumption, process optimization, and product quality. As an organization, we combine these signals and translate them into solutions that deliver broader value.

Customers benefit directly from this approach. Startups in particular benefit from the solutions and guidance provided. Larger industry players are increasingly confronted with regulations, causing sustainability and efficiency to become combined into a single challenge. Return on investment is often a key priority, with energy savings and waste reduction directly contributing to a stronger business case. As a result, sustainability is increasingly becoming a natural outcome of more efficient processes.

SUSTAINABLE AND EFFICIENT

Within the organization, a growing number of technical solutions are being applied that combine sustainability and efficiency within customer production processes. One example is energy recovery, where residual heat from production processes is reused to power other parts of installations, helping systems move increasingly toward a more circular model.

This approach starts at the foundation: through proper insulation, efficient motors, and smart energy management, overall energy consumption at the customer’s site can be further reduced and optimized. The focus is on creating systems with minimal energy consumption while maximizing energy reuse within specific processes.

Residual streams within customer production processes are also taking on a more functional role. Materials that were previously considered waste are now increasingly reused as input for other applications. By-products from one process become raw materials for another, helping customers gradually move toward a more circular production chain with minimal waste.

Our ambition is to make sustainability performance at machine and line level measurable and actionable. By 2030, we will measure product waste, oil, water, and energy consumption across our frying, specialty, and flake lines, enabling targeted reduction plans based on these insights.

FROM POTATO TO AI

When it comes to improving processes, digitalization is just as important as physical optimization. Data and AI are being used more frequently to better understand, predict, and optimize production processes. Where decisions were previously driven largely by experience and practical knowledge, the industry is increasingly shifting toward data-driven decision-making and computational models.

By analyzing and monitoring production processes at our customers' facilities, such as sorting and cutting raw materials in detail and in real time, small improvements can be implemented that have a significant impact on yield and waste reduction when scaled. Even small percentage improvements lead to substantial efficiency gains at large volumes. We aim to equip our core product lines with digital technology for monitoring processes on our customers' sites.

This development has led to the concept of the digital twin, in which entire production lines are digitally modeled and optimized. Software and data are therefore becoming increasingly important alongside the physical machine itself. The goal is to develop systems that can adapt to variations in raw materials and process conditions, such as differences in size, moisture content, or quality.

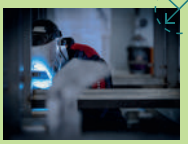
By using AI, these variations can be analyzed automatically, after which machine settings can be adjusted dynamically. This results in more stable processes, reduced waste, and higher, more consistent yields. It also enables faster, data-driven decision-making rather than relying on assumptions.

CROSS-BORDER INNOVATION

Innovation is increasingly developing on a global scale, although the driving forces differ by region. In Europe, innovation is often strongly influenced by regulations and energy policy, while in other parts of the world efficiency and cost reduction tend to play a larger role. At the same time, these differences are gradually converging.

Large international players are increasingly integrating sustainability into their strategies, both from a cost perspective and from a sense of social responsibility. This is creating a shared direction in which innovation is becoming more globally aligned.

Looking ahead, the future lies in fully data-driven production processes in which systems continuously optimize themselves based on real-time information. This requires strong integration between software, hardware, and data analytics. The organization is taking its first steps in this direction, with the clear ambition of producing as efficiently as possible while minimizing energy use and waste.

EVEN  SMALL PERCENTAGE IMPROVEMENTS LEAD TO SUBSTANTIAL EFFICIENCY GAINS AT LARGE VOLUMES.

We need to take the lead before things become mandatory.

TON HENDRICKX
GENERAL SALES MANAGER

SUSTAINABILITY AS A STRATEGIC ADVANTAGE

As General Sales Manager, Ton Hendrickx is responsible for sales, marketing, and innovation within the organization. "We are on the 'input' side of the business and engage directly with the customer." It is precisely there that sustainability has increasingly become part of the conversation.

Whereas ESG was rarely discussed explicitly just a few years ago, that is no longer the case today. We are receiving more and more ESG-related questions, including from customers who would not have asked them five years ago. Even if a client does not impose their ESG or ESG-related objectives, they will at the very least discuss them.

These objectives are becoming increasingly concrete and diverse. For example, they may relate to the water consumption of cutting systems and opportunities to recirculate water. Or ways to reuse heat from the fryer in other parts of the process, and how to operate emission-neutrally without creating odor, smoke, or noise pollution. Customers want to be able to build their factory next to a residential area, so to speak, without generating complaints.

REDUCING WASTE AS A CORE MISSION

This goes right to the heart of our mission: Unlock the food potential. Because when you get right down to it, it all comes down to reducing waste.

The numbers are impressive. A production line producing 25 tons of fries per hour requires approximately 50 tons of potatoes. A large portion of the loss consists of moisture that evaporates during the process. An enormous amount of energy goes into creating a fry. From steam peeling and blanching to drying, frying, and freezing. However, the alternative is less sustainable. In countries such as China, the world's largest potato producer, a substantial share of the 100 million tons of harvested potatoes spoils before it is consumed. Processing the potatoes dramatically extends shelf life. In essence, processing itself is already a form of sustainability: it helps prevent food waste.

SUSTAINABILITY MUST ALSO DELIVER VALUE

Sustainability is only truly embraced when it also makes economic sense. Energy savings, reduced water consumption, and heat recovery provide direct cost benefits. Legislation also plays an important role, particularly in Europe. Environmental requirements are significantly stricter than in regions such as the United States, where energy is still relatively cheap.

A good example is heat recovery from fryers. The technology has existed for many years, but in the past was applied only on a limited scale. As energy prices continue to rise, this solution has become far more attractive. There are now installations in which the dryer operates entirely on recovered energy from the fryer. These are solutions that are both economically and environmentally beneficial

INNOVATION WITH SUSTAINABILITY AS A GUIDING PRINCIPLE

Innovation has always been an important part of our organization. Today, sustainability has become a driving force within that process. There is no longer any innovation process in which sustainability is not an integral part. This helps customers achieve their own objectives. The Corda Invicta fryer is one example of this. Reduced oil consumption, energy efficiency, and footprint reduction were key criteria from the very beginning. In new developments, such as an innovative drying system, energy consumption and cleanability also play a major role.

Traditionally, dryers are energy-intensive and difficult to clean. So we continue to explore how these systems can operate more efficiently, with fewer chemicals and reduced impact on people and the environment. At the same time, innovation must remain market-driven. We do not develop ideas that customers ultimately will not use, which is why innovation is deliberately shaped around customer needs.

INSPIRING CUSTOMERS WHILE LEADING THE WAY

Not every customer is a pioneer. Some regions have yet to embrace sustainability. In certain cases, we take on the role of advisor and explain that a more sustainable solution may require a higher initial investment, but can prove significantly more cost-effective over the long term. This reflects the mindset of our organization and our deliberate commitment to sustainability. We want to demonstrate that we are a reliable partner in supporting each customer's ESG-ambitions. Not only because it is better for the environment, but also because it ultimately delivers economic value.

It is inevitable that sustainability will increasingly become a firm requirement. While customers currently take on a collaborative role on these topics, in the future, they will impose them as a standard. We need to be prepared for that.

What we aim to achieve through our mission is reducing waste.

/UNLOCK_PARTNERSHIPS

04 RESPONSIBLE PARTNERSHIPS

OUR COMPANY CULTURE IS

KEES VAN DER DRIFT
CHIEF FINANCIAL OFFICER

MARCEL VAN HUISSTEDEN
PRESIDENT, EMEA & ASIA PACIFIC

CONTINUOUSLY EVOLVING

Professional, yet people-focused

When three established companies come together as one organization with three strong brands under new ownership, change within the company culture naturally follows. That is why we continuously and actively guide the development of our culture, enabling us to grow as an organization and operate as one unified group.

A COMPANY CULTURE IN TRANSITION

A new organization brings with it an entirely new structure. It marks the beginning of a shared company culture in which people-focused values and performance-driven thinking go hand in hand. Company culture therefore becomes more important than ever. This does not mean that we simply copy an existing culture, but rather that we consciously decide what we want to preserve and what we want to improve.

A strong and effective company culture is shaped both by where we come from as an organization and by where we want to go as a business. Each of the three original companies has its own background and way of working. With Investindustrial, a new investor also becomes part of that dynamic. Ultimately, the new company culture will emerge from a combination of cultures.

PEOPLE-FOCUSED AND RESULTS-DRIVEN

Investindustrial focuses on family-owned businesses. That family-oriented character will certainly remain. At the same time, we are also taking steps toward greater efficiency and structure. We are, after all, evolving from a family business into a private equity. As a result, the organization will become increasingly performance-driven. Decision-making will rely more on data and facts, and less on intuition. This may make an existing culture more business-oriented and results-driven.

We are an organization in which people make the difference. This requires an environment in which people feel comfortable and at home. That human aspect must go hand in hand with clarity. Roles and responsibilities are explicitly defined and actively monitored.

ONBOARDING AS A FOUNDATION

The onboarding process remains an important one. It helps new employees understand the organization they are joining and how it operates. Part of this onboarding consists of basic training on processes and working methods. The technical side plays an essential role in this, ensuring that new employees understand what we do, how our machines operate, and what happens to the product throughout the process.

In the future, onboarding will be further expanded to include topics such as codes of conduct, policies for whistleblowers, anti-corruption, and compliance. Ultimately, the goal is to help people feel at home more quickly and better understand how they can contribute.

HUMAN RIGHTS

Within Foodera Technologies, human rights violations within our own workforce are unacceptable and fundamentally conflict with our values. We are committed to providing a work environment that is safe, respectful, and free from discrimination or abuse. Protecting these rights is a fundamental principle for us, with transparency in reporting and addressing potential issues being essential to maintaining trust and integrity. To date, no confirmed incidents related to human rights have been identified.

CREATING CONNECTION THROUGH TRANSPARENCY

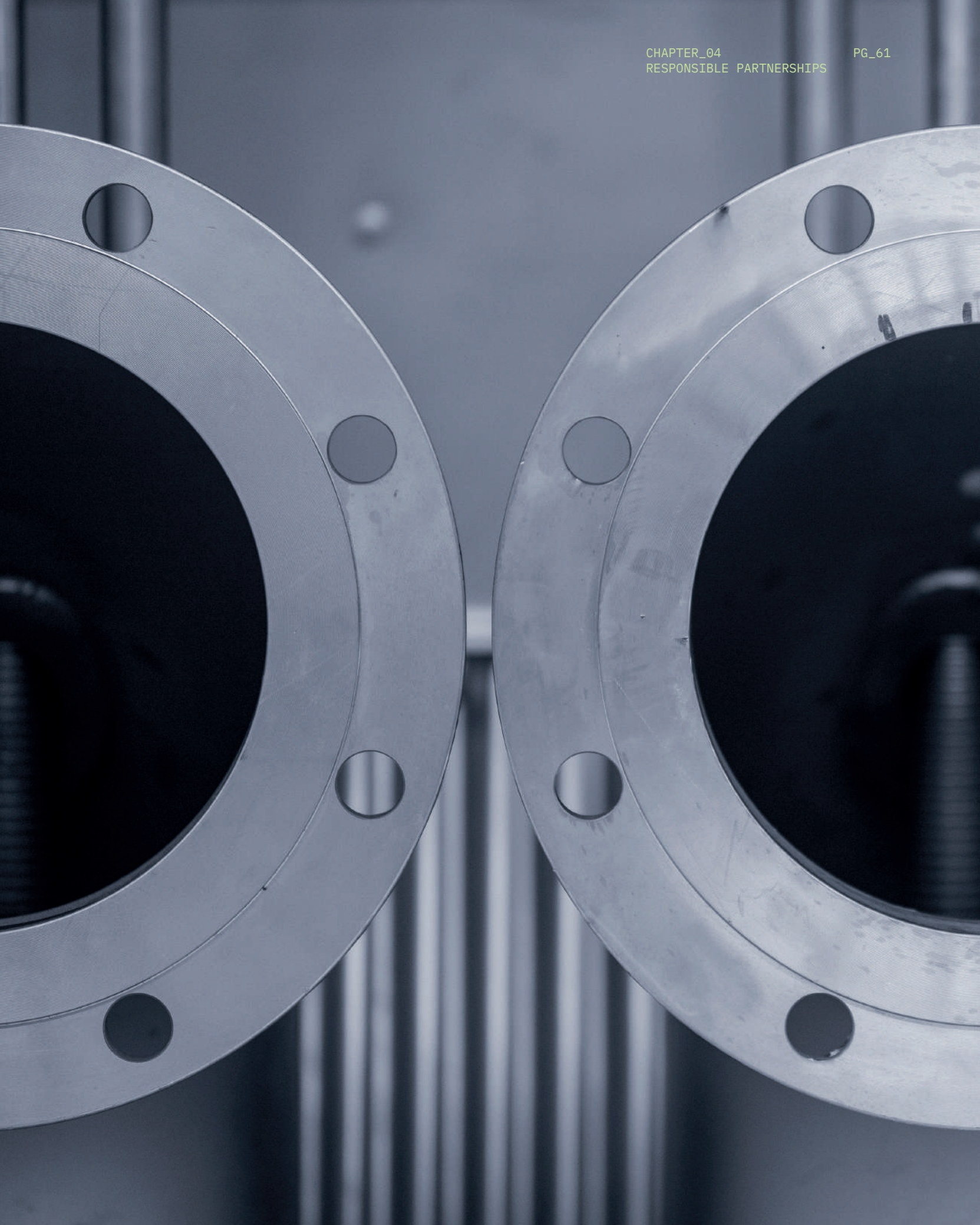
Town hall meetings have also become an established part of the organization. During these sessions, employees are updated on where we stand as an organization. These town halls are organized four times a year and cover a wide range of topics: results, developments, strategy, and new initiatives. The goal is to have everyone remain in touch with the broader story of the organization. There is always room for questions, either in advance or during the sessions. This input is used to drive further improvements.

STRIVING FOR THE RIGHT BALANCE

The transition toward a new organization brings both challenges and opportunities. All in all, we are building an organization that is both people-focused and results-driven. On organization that focuses on clarity and accountability, in which people feel at home. It is an essential company culture, that we shape together, and one that will play a defining role in our success as a team.

> The human side must go hand in hand with a clear business mindset.

IT'S ABOUT TRANSPARENCY. PEOPLE NEED TO UNDERSTAND HOW THE COMPANY IS PERFORMING AND WHERE WE ARE HEADING.



JON CHRISTENSEN
PRESIDENT AMERICAS

KEEPING WHAT MATTERS, CHANGING WHAT'S NEEDED

Building a shared culture across borders

Employees get the chance to work on a global scale and a global stage, and travel and help customers around the world.

Strong communication is the foundation of a connected organization. As Foodera Technologies expands, more focus is placed on keeping employees informed, involved, and aligned across all locations. This is shaping a more transparent and connected way of working.

BUILDING ON TRANSPARENCY

The aim is not only to inform, but also to listen and build trust. Especially because many employees have been with the companies for a long time and are very involved in what is happening. We started town hall meetings, where updates are shared on how the business is doing, what the plans are, and what the future looks like. These meetings are global, so everyone hears the same information. Over time, the expectation is that these sessions will become more normal, more expected, and more interactive.

Next to this, communication tools play a big role in creating connection between locations. More information is shared across Foodera Technologies than ever before. This includes internal updates, newsletters and shared communication platforms where news from different sites is posted. Employees can see what is happening elsewhere, including achievements, projects and updates from other teams. The goal is to make people feel more connected, even when they are working in different countries.

OVERCOMING CHALLENGES ONE AT A TIME

Within the broader ESG-agenda, one of the main challenges going forward is reporting. An impact report for the whole company is being developed, bringing together data from locations that are at very different stages in their sustainability journey. While some sites already have reporting structures, others are just getting started. Bringing all of that together into one structure is seen as one of the key steps for the coming period.

At the same time, there is awareness that a lot of what sustainability stands for is already embedded inside the organization. Employees do not always label it as such, but initiatives like paperless processes, recycling and production efficiency improvements are already widely present. In that sense, sustainability and efficiency are often closely linked.

THE DIRECTION DETERMINES, NOT THE SPEED

This balance between keeping what works and introducing what is needed is also reflected in the company culture. In locations such as Idaho, many employees have been with the organization for decades. The legacy of a family-owned business is still strongly felt, particularly in the sense of responsibility towards employees, which has remained intact even as the company has grown.

Looking ahead, one of the key themes is alignment. Policies, systems and ways of working are gradually being brought together across locations. That also includes creating more opportunities for people to work together, both locally and internationally. Yes, there are differences between regions, where working culture, regulations and expectations may differ. But there is a common direction, and it's heading towards more consistency and a shared structure.

It is clear that this is a process that takes time. Employees are still getting used to the changes, but there is also excitement about what the future can bring: more collaboration, more opportunity, and a stronger shared identity across Foodera Technologies.

SOCIAL ENGAGEMENT AS PART OF WHO WE ARE

ESG-policy with solid impact

Social engagement plays a central role in our organization and guides how we interact with employees and the communities around us. As our company grows, ESG-principles provide a structured and consistent approach to delivering on these commitments, while also improving transparency.

A defining characteristic of our organization is the long tenure of many employees. Many team members have been part of the company for many years, contributing to a strong sense of continuity and trust within the workplace. In some cases, multiple family members work within the organization. We believe that long-term commitments like these strengthen knowledge and experience within the company. It is this stability and sense of belonging that forms an important part of how social engagement is experienced internally, across all locations.

FOCUS ON SPORTS, EDUCATION AND INCLUSION

In the Netherlands and the wider European context, social engagement has traditionally been more structured and closely linked to education, youth development and technical development. Support has been given to local sports clubs, including football and youth cycling teams in nearby communities. These initiatives help young people stay active, connected and involved in society.

There is also a strong focus on developing new talent. Internship programs and collaborations with local technical schools are already in place in several locations. Many employees started through these programs and have grown into full-time roles over time. It is seen as a way to build long-term capability inside the organization and stay connected to the local community.

Technical education is an important pillar. Initiatives such as the TechnoHub and the Make Center underline the importance of connecting young talent to engineering and industry. By helping make technology more accessible, these initiatives also contribute to the long-term future of the sector.

SUPPORTING COMMUNITIES ACROSS THE GLOBE

In the United States, social engagement is often shaped in a more direct and locally driven way. Employees themselves frequently bring forward requests from their own communities. These can include local sports teams, school activities or community initiatives. In this way engagement stays close to the people and places where employees live and work.

While less formally structured than in Europe, this approach creates a strong connection with the local environment. It ensures that support is practical, relevant and based on real needs.

Across both regions, technical education remains a shared priority, even if the execution differs. In Europe, it is more often embedded in structured programs and long-term partnerships. In the US, it is more closely linked to internships, local education partners and on-the-job development. In both cases, the goal is the same: supporting people to develop skills and grow within the industry.

ONE COMPANY, ONE GOAL

As the organization moves further into a global ESG-framework, there is a clear opportunity to create more alignment around themes such as education, youth development, sport and technical training. At the same time, local differences will remain important, because meaningful social engagement always starts close to people and communities.

The challenge going forward is to combine global direction with local flexibility. Europe brings experience with more formalized programs, while the US brings a strong employee-driven and community-based mindset. Together, these perspectives strengthen the way we contribute to society as one group.

Ultimately, social engagement within our organization is about more than policy. It is about staying connected to people, supporting development and making a positive contribution in a way that is practical, authentic and locally relevant.

Number of contributions to community projects	20
Number of collaborations on educational initiatives	6
Number of internship placements and vocational training positions awarded per year	6
Internship placements	5
Vocational training positions	1

* DATA ONLY FOR MONTFOORT FACILITY

NICOLE PETERS
MANAGER SUSTAINABILITY
& COMMUNICATION

HOW SUSTAINABILITY IS DRIVING US FORWARD

Driven by motivation

No empty promises, but steps we can genuinely take. Not to be less ambitious, but to ensure that real change takes place.

Sustainability did not start as a strategy for us, but as a conviction. An intrinsic motivation to do better for our organization, our customers, and the world around us. What once started as individual initiatives driven by engaged employees, has, over the years, evolved into a fully developed ESG-strategy that now guides our decisions and growth.

Today, sustainability is no longer treated as a separate project. It is embedded in the way we think, make decisions, and work together. Increasingly, it is also shaping our position in the market.

FROM AWARENESS TO ACTION

Sustainability can only succeed within an organization when there is sufficient internal support. It starts with the people within the organization itself. In the early years, the focus was on awareness and engagement. We worked with a team of passionate employees who saw sustainability as a fundamental value. That energy formed the foundation.

However, as ambitions grew and were translated into concrete objectives, it became clear that enthusiasm alone was not enough. Broader involvement was needed to truly embed sustainability throughout the organization.

With this, we are shifting from individual initiatives to a more structured approach under the theme Unlock the food Potential, where strategy, data, and long-term goals come together.

To further define this new approach, we conducted several analyses, which resulted in three clear focus areas:

- Sustainable Operations
- Customer Impact
- Responsible Partnerships

Sustainability therefore affects every part of the organization. Within these themes, we focus on where we can create the greatest impact. Ambitious goals are important, but they must also remain realistic and achievable.

WORKING TOGETHER TO BUILD A STRONG FOUNDATION

With the transition into Foodera Technologies, we have jointly entered the next phase. The ESG-strategy is now in place, and we are taking the next steps collectively on a global level.

What stands out is how much we already share. Our processes prove to be highly similar: from production and optimization to recycling and waste reduction. In essence, we are all working toward the same objective: minimizing energy consumption and material loss, and improving efficiency throughout every stage of the value chain. Yet this also represents our biggest challenge: becoming one organization in the way we measure, report, and manage. Data must have the same meaning across departments. Goals must be uniform. And progress must be made comparable across locations. Achieving this requires time, discipline, and above all, strong collaboration between teams worldwide.

In the coming period, the focus will be strongly centered on collaboration. Not only within the organization itself, but especially with customers, partners, and suppliers. More and more, customers are asking for sustainable solutions, and as an organization, we want to be able to adapt.

That is why we are taking a closer look at the energy, water, and material consumption of our installations. Within one of our production lines, this has already been mapped in detail. We are now using these insights to work together with customers to test how processes can be further improved in practice.

FROM AMBITION TO EXECUTION

Internal support remains essential throughout this process. Sustainability is part of the way we work. This requires clear communication, awareness, and visibility in day-to-day operations.

We deliberately choose a realistic approach. No empty promises, but steps we can genuinely take. Not to be less ambitious, but to ensure that real change takes place.

Our ESG-strategy puts a strong foundation in place. The next phase is about execution, translating ambition into plans, and turning individual initiatives into one shared movement focused on creating impact.

/UNLOCK_MORE

05 APPENDIX

BASIS FOR PREPARATION

As of November 1st, 2025, Kiremko, Idaho Steel, and Reyco Systems were acquired by the independent European investment group Investindustrial, and our activities are continued under the new name Foodera Technologies.

BASIS OF REPORTING

This ESG-report has been prepared in accordance with the Basic and Comprehensive modules of the Voluntary Sustainability Reporting Standard for SMEs (VSME). The VSME is a voluntary European reporting framework developed by the European Financial Reporting Advisory Group (EFRAG).

SCOPE OF REPORTING

The data presented in this ESG-report primarily relates to the datapoints of the Montfoort facility for the 2025 reporting year and is therefore not representative of all companies within Foodera Technologies. Reporting has commenced with Kiremko B.V., in accordance with applicable European legislation. From 2026 onwards, this reporting integration will be gradually expanded to include all organizations worldwide.

REVENUE AND BALANCE SHEET

The report has been prepared on a consolidated basis for Foodera Technologies (Kiremko, ISP & Reyco).

Revenue for Foodera Technologies amounts to €168 million ($195 million).

Total assets 2025	€ 234 MLN $ 272 MLN
Revenue	€ 168 MLN $ 195 MLN
Employees	481

LOCATIONS

Foodera Technologies operates globally through various locations that support our services and activities. Below is an overview of our locations. The headquarter is located in Montfoort, the Netherlands.

- Kiremko B.V., Waardsedijk Oost 28, 3417 XJ Montfoort, Nederland. KvK no.: 30087348
- Kiremko (Beijing) Trading Co., Ltd, Room A2, 10 th Floor, East Tower, Twin Towers, B-12, Jian Guo Men Wai Avenue, 100022 Beijing, China
- China Sales Office, Suite 810, Beijing Silver Tower, No. 2, Dong San Huan Bei Lu, Chao Yang District, 100027 Beijing, China
- Kiremko India Private Limited, 55, 2 nd Floor, Lane-2, Western Marg, Saidullajab, Delhi, New Delhi, 110030 Delhi, India
- Idaho Steel Products Co. Inc., 255 E. Anderson St., Idaho Falls, Idaho 8340, USA
- Reyco Systems Inc., 1704 Industrial Way Caldwell, ID 83605, USA

EMPLOYEES, UNIT FTE

Kiremko B.V.	215
Kiremko China	2
Kiremko India	7
Idaho Steel Products	169
Reyco Systems	96

CONFIDENTIALITY OF INFORMATION

Certain information has intentionally been omitted from this report. The omitted data is considered confidential due to its sensitive nature. Publication or broader distribution of this information could provide insight into security-related aspects that are not intended for public use.

In addition, there is a risk that such information could lead to misuse or undesirable situations if used improperly. For this reason, careful consideration has been given to balancing transparency with the safeguarding of security and integrity. The relevant information is only available to authorized parties under appropriate conditions.

NACE-SECTORCLASSIFICATIECODE(S)

6421
Activities of holding companies

- [NL1] Industrial Food Automation Coöperatief U.A.
- Industrial Food Automation B.V.
- Industrial Food Automation Inc.

2893
Manufacture of machinery for food, beverages and tobacco processing

- Kiremko B.V.
- Idaho Steel Product LLC
- Reyco Systems LLC

3312
Repair and maintenance of machinery

- Kiremko India Pvt. Ltd
- Kiremko (Beijing) Trading company Ltd.

It is expected that all activities of Foodera Technologies fall under NACE code 28.93: Manufacture of machinery for food, beverage and tobacco processing.

[NL1] A NACE code is a standard classification established by a European classification system to categorize organizations based on their business activities. Scan the QR code for all NACE codes within the EU:

Scan the QR code for all EU NACE codes:

ADDITIONAL DATAPOINTS

ADDITIONAL ESG-DATAPOINTS FOR MONTFOORT FACILITY

KPI	Unit of Measurement	Value
Climate Change		
GHG intensity (scope 1 & 2) per turnover	tCO_2e / turnover	3,49
Responsible use of materials		
Total annual mass-flow of stainless steel	kg	182.210
Attractive employer		
Employee turnover rate	%	12,7
Number of recordable work-related accidents	#	2
Rate of recordable work-related accidents	%	0,96%
Number of fatalities as a result of work-related injuries and work-related ill health	#	0
Employees who have completed health and safety training	%	73%
Whether employees receive a wage that is equal to or higher than the applicable minimum wage in the country being reported on	Yes/No	Yes
The percentage gap in pay between its female and male employees	%	15,4
Employees covered by a collective labor agreement	%	100
Number of annual vitality programs organized on themes such as exercise, nutrition, and work-life balance	#	3
Job satisfaction survey score on social safety	Color	Red
Corporate culture		
Total number of fines for the violation of anti-corruption and anti-bribery laws incurred for the violation of anti-bribery laws	#	0
Responsible partnerships		
Number of sector initiatives involved in	#	6

ADDITIONAL ESG-DATAPOINTS FOODERA TECHNOLOGIES

KPI	Unit of Measurement	Value
Attractive employer		
Total permanent employees	**#**	**450**
Kiremko (incl. China and India)	*#*	*196*
Idaho Steel	*#*	*162*
Reyco	*#*	*92*
Total temporary employees	**#**	**39**
Kiremko	*#*	*28*
Idaho steel	*#*	*7*
Reyco	*#*	*4*
Voluntary turnover rate	%	14
Severity rate of work days lost due to work-related accidents	%	0
Female-to-male ratio at management level	Ratio	14
Percentage of HR department and management trained in leadership development, including social safety and unconscious bias	%	0% as this training still needs to be developed
Corporate culture		
Gender diversity ration of the governing body	Ratio	0
Trainings completed on the Code of Conduct	#	0, as the training still needs to be developed
Number of annual gatherings (town hall meetings) for all employees focused on company culture	#	1
Whistleblower policy	Yes/No	yes

OVERVIEW VSME MODULES

Module		Reported	Reporting year	Page number
Basic module				
B1	Basis for preparation	Yes	2025	p. 70
B2	Practices, policies and future initiatives for transitioning towards a more sustainable economy	Yes	2025	Throughout text
B3	Energy and GHG emissions	Yes	2025	p. 41
B4	Pollution	No	2025	-
B5	Biodiversity	No	2025	-
B6	Water	No	2025	-
B7	Resource use, circular economy and waste management	Yes	2025	p. 42
B8	Workforce – General Characteristics	Yes	2025	p. 33, 72 & 73
B9	Workforce - Health and Safety of employees	Yes	2025	p. 72
B10	Workforce – Remuneration, collective bargaining and training	Yes	2025	p. 72
B11	Convictions and fines for corruption and bribery	Yes	2025	p. 72
Comprehensive module				
C1	Strategy: Business model and sustainability - related initiatives	Yes	2025	p. 15
C2	Description of practices, policies and future initiatives for transitioning towards a more sustainable economy	Yes	2025	Throughout text
C3	GHG reduction targets (in tCO_2e)	Yes	2025	p. 24
C4	Climate risks	No	2025	-
C5	Additional (general) workforce characteristics	Yes	2025	p. 72 & 73
C6	Additional own workforce information – Human rights policies and processes	Yes	2025	p. 59
C7	Severe negative human rights incidents	Yes	2025	-
C8	Revenues from certain sectors and exclusion from EU reference benchmarks	No	2025	-
C9	Gender diversity ratio in the governance body	Yes	2025	p. 73

Foodera Technologies