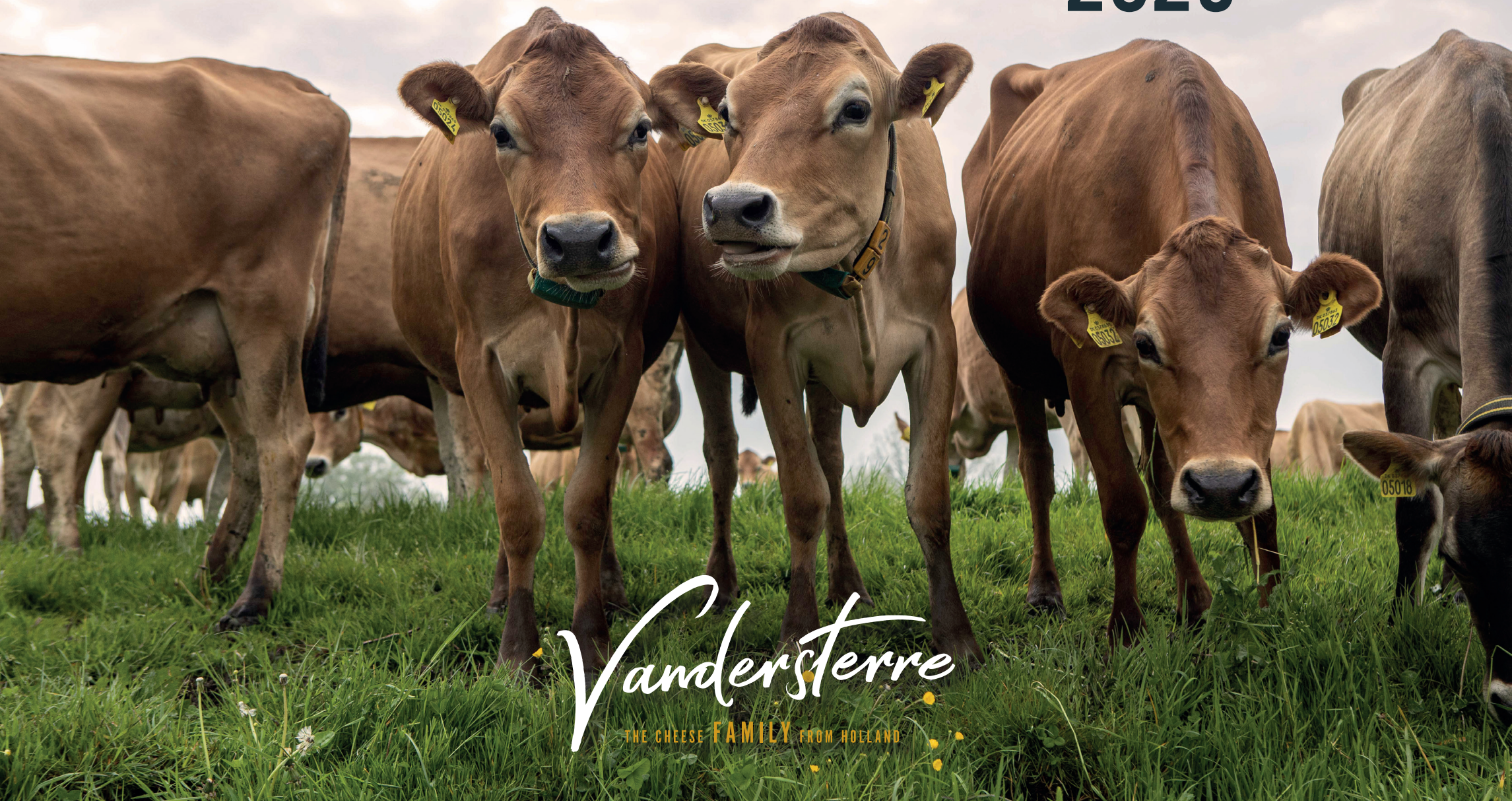


FROM FARM TO SHELF
OUR **SUSTAINABILITY JOURNEY**
2025



Vandersterre
THE CHEESE FAMILY FROM HOLLAND



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This report has been prepared with references to the VSME. See the references to the voluntary reporting standard in the table.

FOREWORD

‘WE CONTINUE TO BUILD TOWARDS A FUTURE-PROOF VANDERSTERRE’

At Vandersterre, we are dedicated every day to allowing consumers worldwide to enjoy the finest cheese and cheese specialities, both now and for generations to come. Our goal is to create moments to savor with the exceptional products we represent. We also aim to ensure that we build a future in which we can continue to fulfill this role for our customers for generations to come, together with strong partners throughout the entire chain, from farm to shelf.

This vision of our company’s role also brings responsibility, the responsibility to continue developing a future-proof strategy for Vandersterre and to set goals to further develop the company for today and the future. Over the past year, the dairy sector has been characterized by significant change, including ongoing market volatility, geopolitical tensions, and shifting global sentiment regarding sustainability.

While this market volatility has led to a slowing down and a wait-and-see attitude elsewhere, in 2025 we specifically chose to further anchor our sustainability route within Vandersterre’s strategy. We have sharpened our sustainability objectives, further embedded sustainability processes within the organization, and implemented active improvements in our operations and assortments through tangible interventions. This stems from our conviction that an integrated sustainability approach is essential for Vandersterre to maintain a leading role in the future. In this sustainability report, you can see the results of this anchoring.

With this report, we elaborate on our sharpened sustainability strategy and demonstrate progress across our four sustainability pillars within the organization. We outline our policies, inspire through stories and interviews, and measure the tangible results arising from our actions. In doing so, we show the impact we achieve as a company, as well as the impact we realize with our partners across the value chain.

Our report provides an open and transparent look back at the results of the past year. However, we also explain our growth path and future plans that will define the route along which we will develop in the coming years. For in the years ahead, we will continue our chosen path undiminished and strengthen our sustainability role, together with our partners.

I hope you enjoy reading it.

JEROEN KLEIN
Director General Affairs



JEROEN KLEIN



LAURA WEVERS

2025 YEAR IN REVIEW

The past year was special in many ways. 2025 was once again dominated by uncertainty surrounding sustainability, partly due to changing European and national laws and regulations. This dynamic required flexibility and regular adjustment. At the same time, it offered us the opportunity to take a sharper look at where we, as a family-owned business, truly want to create impact.

At the end of 2025, it became clear that Vandersterre officially falls outside the scope of the European sustainability reporting legislation, the CSRD (Corporate Sustainability Reporting Directive). This brought relief, as a fully auditable report in accordance with the ESRS (European Sustainability Reporting Standards) requires significant administrative capacity. We also recognize the importance of transparency in enabling a sustainable transition. Sustainability is deeply anchored in our DNA as a family-owned business, and we do not let that depend on legislation alone. However, we want to dedicate our time and attention where it adds the most value. We have therefore chosen to report according to the VSME standards (Voluntary Small Medium Enterprise). This report refers to these standards, with the ambition of working fully in line with them starting from reporting year 2026.

Nationally, 2025 was also a year of waiting. The hoped-for clarity regarding nitrogen policy failed to materialize, making investments in the further sustainability of dairy farms difficult. Despite the lack of direction from a double outgoing government, we chose not to stand still. Together with our suppliers, customers, and partners, we moved forward. This resulted, among other things, in the introduction of new, more-sustainable products to

our assortment, further vertical integration in the chain through the acquisition of Holland Jersey and welcoming their Jersey farmers, and the renovation and our office in Bodegraven.

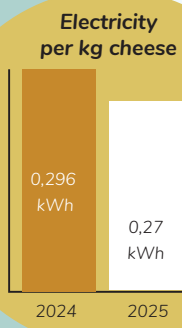
At the same time, we are more aware than ever of the scale of the task that still lies ahead of us. In 2025, we mapped out our full CO₂ footprint across scope 1, 2, and 3 for the first time. The outcomes were not shocking but made it crystal clear where our greatest impact lies: no less than 99% is in scope 3, in the purchased cheeses. This underlines the importance of making our assortment more sustainable and further improving sustainability on the farm. The important role of dairy farms and their associated pastures in the transition to nature-inclusive agriculture is also becoming increasingly clear. Much is still unknown, data is not always available, and the road is long. However, through our long-term relationships with dedicated suppliers and chain partners, we have a foundation of trust to jointly start pilots, measure impact, and implement improvements. Not from the perspective that all answers are already known, but from the conviction that progress arises by learning and developing together.

All in all, we look back with pride on what we achieved in 2025, without closing our eyes to the challenges that lie ahead. The transition requires time, cooperation, and perseverance. We are not there yet, but every year we take another step towards a more sustainable future.

LAURA WEVERS
Sustainability Advisor

2025 HIGHLIGHTS

ELECTRICITY USAGE



That is a reduction of: **-9%** compared to 2024

MORE-SUSTAINABLE ASSORTMENT



Share of more-sustainable assortment: **20%** +11% compared to 2024

CHARITY

Donations to charity: **€5.000**
To the charity 'Stichting Verbonden Stille'

GREEN ELECTRICITY

Green electricity from European wind-energy **100%**

PACKAGINGS MATERIAL

Grams of packaging material per kg cheese **23,6** Grams/kg
-10% Reduction compared to 2024

FLEET

Share of hybrid or electric passenger cars: **60%**

SBTi

SBTi targets:
CO₂ reduction scope 1 and 2 compared to base year 2020: **-62%**
CO₂ reduction per million € revenue scope 3 compared to base year 2020: **-16%**
CO₂ reduction per tonnes of cheese FLAG scope 3 compared to base year 2024: **-6,8%**

STARRPACK

NEW!

New packaging innovation: the Starrpack
-70% reduction in packaging material compared to standard packaging solutions



STRATEGY

Vandersterre is a Dutch family-owned company, rooted in craftsmanship and community. We are active in almost every link of the cheese chain. Our activities include cheese making, ripening, cutting, packaging, and distributing cheese. Since August 2025, we have become further vertically integrated by actively moving back into the chain with Holland Jersey and its associated Jersey farmers. This makes us even more involved in the entire chain: from farm to shelf.

This broad role provides us not only with a strong market position but, above all, the responsibility and the opportunity to make more sustainable choices together with our partners to form a future-proof chain.

With over 400 colleagues, we work daily on ripening, refining, packaging, and selling our cheese specialties. We supply our cheese specialties to specialty shops, retailers, foodservice providers, wholesalers, and export to more than 80 countries worldwide. In addition, we serve the consumer market through our farmers-market formulas and collaborations with independent entrepreneurs. Our assortment consists of Dutch and foreign cheeses, supplemented by delicacies: everything you need for the perfect cheese board.

Sustainability is integrated into our broader business strategy, as reflected in our mission and vision. Based on the main strategy, two overarching sustainability objectives have been formulated. These objectives are detailed in four sustainability pillars, which provide direction for implementation and contribute to long-term value creation within our company and our chain. Together, these ambitions and pillars form our sustainability strategy. To us, sustainability means creating lasting value for people, animals, and the environment. By taking responsibility at every step of the cheese chain, we work together on solutions that strengthen the sector and contribute to the world around us. In this way, we add sustainable value that extends beyond cheese alone.

Mission

Vandersterre is a reliable and innovative cheese family, which successfully market brands and concepts worldwide in the Dutch cheese specialties in a sustainable way.

Vision

Vandersterre aims to introduce people all over the world to and let them enjoy the finest Dutch cheese specialties.

OUR SUSTAINABILITY STRATEGY

Sustainability objectives and pillars:

1 Our responsibility as a company

Vandersterre fulfils its responsibility towards people and the environment by creating a motivating and healthy working environment and reducing our carbon footprint in line with climate science guidelines.

1a. Conscious business operations

- CO₂ reduction
- Circularity

1b. Motivating and healthy working environment

- Employee satisfaction and safety
- Giving back to the community

2 Our responsibility as a partner

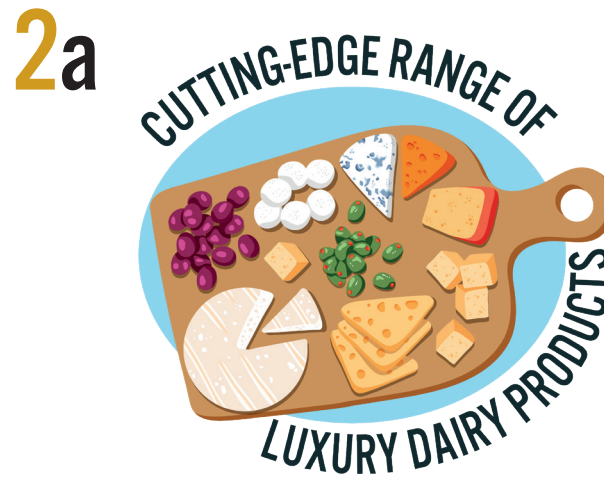
Vandersterre aims to create the widest range of more sustainable products and reduce the impact of the average product.

2a. Cutting-edge range of luxury dairy products

- More sustainable assortment
- More sustainable packaging

2b. Future-proof dairy supply chain

- FLAG scope 3 reduction
- Collaboration with partners

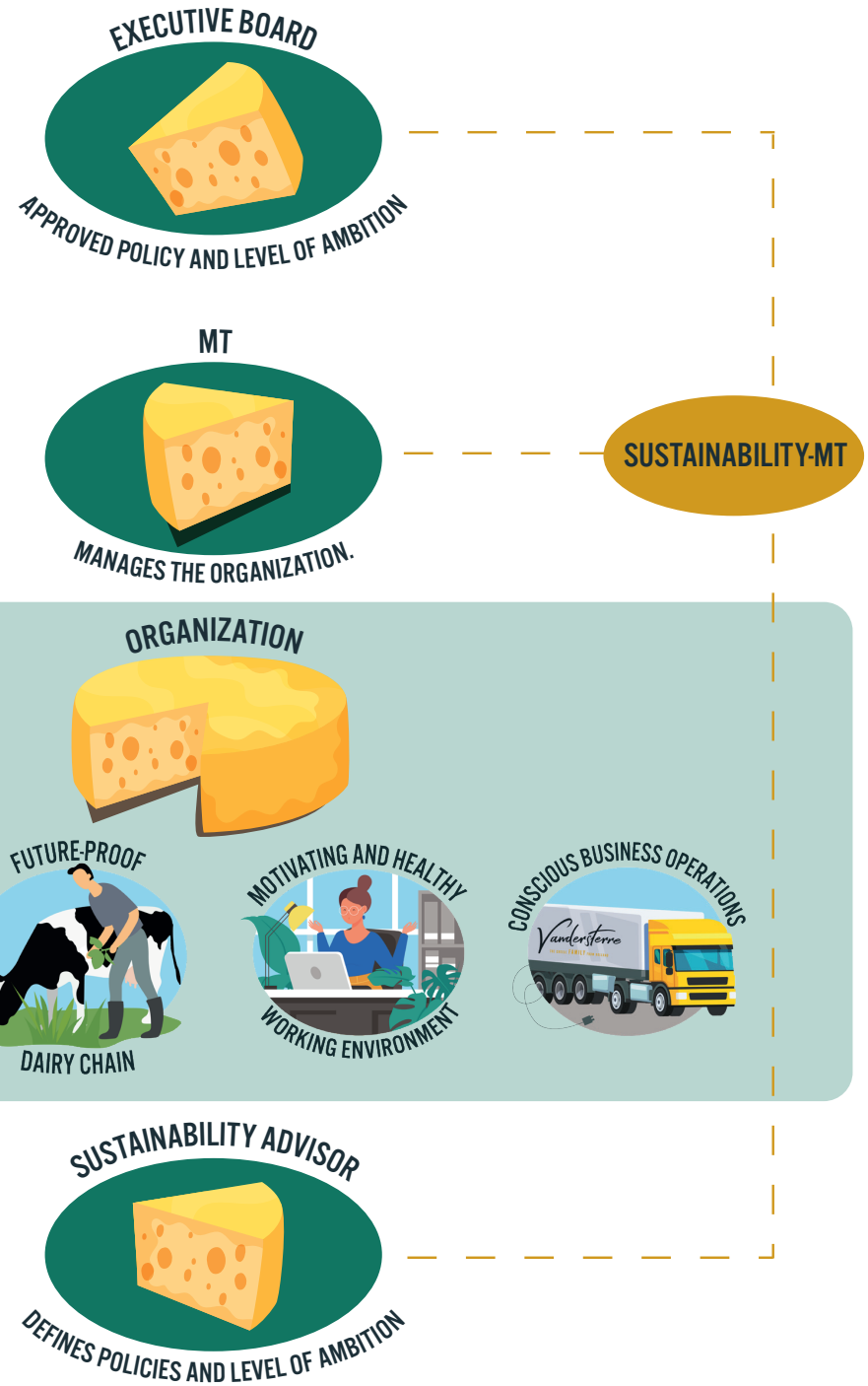


THE SUSTAINABILITY STRATEGY

Over the past year, we evaluated how sustainability is embedded within the organization. Based on these insights, a new sustainability governance structure was developed to accelerate the transition from sustainable thinking to sustainable action, and to support the transformation towards a truly sustainable organization. One in which sustainability is naturally integrated into daily decisions and processes.

Responsibility for sustainability is embedded within the role of the Sustainability Advisor. Acting as both a knowledge center and strategic guide, the Sustainability Advisor defines the level of ambition and supports the organization in achieving its objectives. Execution, however, lies explicitly within the departments themselves. In close collaboration with the Sustainability Advisor, each department translates the strategy into concrete actions. For example, the Technical Services department focuses on reducing energy consumption, while HR works towards creating a motivating and healthy working environment. Our ultimate ambition is a full transformation into a sustainable organization, where sustainability is an integral part of every department, role and decision. Achieving this does not require a large, standalone sustainability team, but rather the integration of sustainability into day-to-day operations.

To ensure this governance structure is effectively embedded, an MT member has been appointed as ultimately responsible for each pillar. Together with the Sustainability Advisor, they are responsible for developing plans and actions to achieve the set goals. Each quarter, a dedicated Sustainability MT meeting takes place, bringing together all responsible MT members and the Sustainability Advisor to review progress. The Sustainability Advisor reports weekly to the Director of General Affairs and quarterly to the Executive Board on the progress of the strategy. In addition, quarterly meetings are held with departments, alongside regular alignment sessions with MT members, ensuring all departments have access to the right resources and guidance. Together with the Director of General Affairs, the Sustainability Advisor holds final responsibility for the strategic objectives.



STAKEHOLDERS

Throughout our value chain, we engage with a wide range of stakeholders. Maintaining a strong dialogue with these groups is essential in shaping our sustainability strategy. Ultimately, we aim not only to create impact where we, as Vandersterre, identify opportunities, risks and areas of influence, but also where our stakeholders recognize these impacts, opportunities and risks.

By actively engaging with customers, consumers, suppliers, employees, civil society organizations and governments, we gain valuable insights into their expectations and concerns. This enables us to maintain focus and prioritize the topics that truly matter, allowing us to create meaningful and lasting value.

On the following page, we further elaborate on our stakeholder dialogue for our most important stakeholder groups.

STAKEHOLDER GROUP	DEFINITION	GOAL	SUBJECT
Customers	Market traders, cheese specialty shops, retail and catering suppliers, export	Inform and inspire; testing new concepts and innovations	Cutting-edge range of luxury dairy products; future proof dairy chain
Consumers	The consumer at the supermarket, the regular market or in restaurants	Measure sustainability perception; testing new concepts and innovations	Cutting-edge range of luxury dairy products
Employees	Office and operational employees across all locations	Motivate and inspire	Strategy forming and strategy progress
Suppliers	Dairy cooperations, cheese factories, local dairy-cheese farmers	Inform and cooperate	Cutting-edge range of luxury dairy products; future proof dairy chain
Governments and NGOs	Local governments, European comission, GemZu, NZO, Biologisch, Demeter, Vogelbescherming, Zuivel NL, etc.	Dialogue	Regulations, strategy and market
Shareholders	The families	Dialogue and inform	Strategy progress
Financial service providers	Bank, insurance, credit insurers, etc.	Inform and consult	Regulations, strategy and market

STAKEHOLDER DIALOGUE

Customers

Our customers come first. That is why we conduct annual customer surveys to better understand their needs and continuously improve the way we serve them. In addition to these surveys, our sales teams are in daily contact with customers, enabling us to gather valuable insights into their expectations and preferences. We also participate in various international trade fairs each year and regularly organize customer events to ensure that our product offering, including our more sustainable assortment, aligns closely with market demand. In addition, we share developments, initiatives and updates with customers through regular newsletters.

Together, these channels provide valuable input for monitoring customer needs and expectations related to sustainability. Our ambition is to inform and inspire customers about the more sustainable cheese specialties we offer. Events, in particular, provide important opportunities to validate new product developments and innovations, such as the various Bastiaansen Organic herb cheese specialties.

Consumers

Our cheese specialties reach end consumers through a wide variety of sales channels, including markets, cheese specialty stores, supermarkets and foodservice. In addition, through our international sales markets, we serve consumers in more than 80 countries, where our products are available through comparable retail and hospitality channels. Our ambition is to engage end consumers in understanding their perception of sustainability and to actively involve them in validating new innovations and concepts across different sales channels. Consumer considerations at a local market may differ significantly from those in a supermarket environment. By structurally collecting these insights, we strengthen our ability to respond more effectively to the needs of end consumers within each channel and market, while continuing to develop our assortment in a future-oriented and sustainable way.

Employees

Our more than 400 colleagues form the heart of our organization. Within our stakeholder dialogue with employees, we distinguish between office staff and operational employees, enabling us to better address the differing needs and working environments of each group.

Over the past year, employees were actively involved in shaping our sustainability strategy, including during the Vandersterre Island Festival held at the fossil-free and circular Pampus island fort in the IJmeer lake. Through interactive activities and feedback sessions linked to each sustainability pillar, colleagues contributed input for our annual sustainability plans. More information can be found on page 28.

To support a motivating and healthy working environment, we conducted an anonymous social sustainability survey. The results were analyzed separately for office and operational employees and resulted in a top three list of focus areas for each group. These insights form the basis for future policies and initiatives. Starting in 2026, we will conduct biannual eNPS and employee engagement surveys to monitor progress and effectiveness. This is further explained in the chapter “Motivating and Healthy Working Environment” on page 25.

In addition, our sustainability e-learning program has been revised. The program explains our sustainability strategy and encourages employees to actively contribute to sustainability within their own roles. The e-learning is mandatory for all new employees and must be retaken every three years.

Suppliers

Our suppliers are an important stakeholder group within our value chain. This applies to food suppliers as well as non-food and facility suppliers. While the greatest sustainability impact lies at farm and cheese production level, supporting suppliers are equally essential to our day-to-day operations.

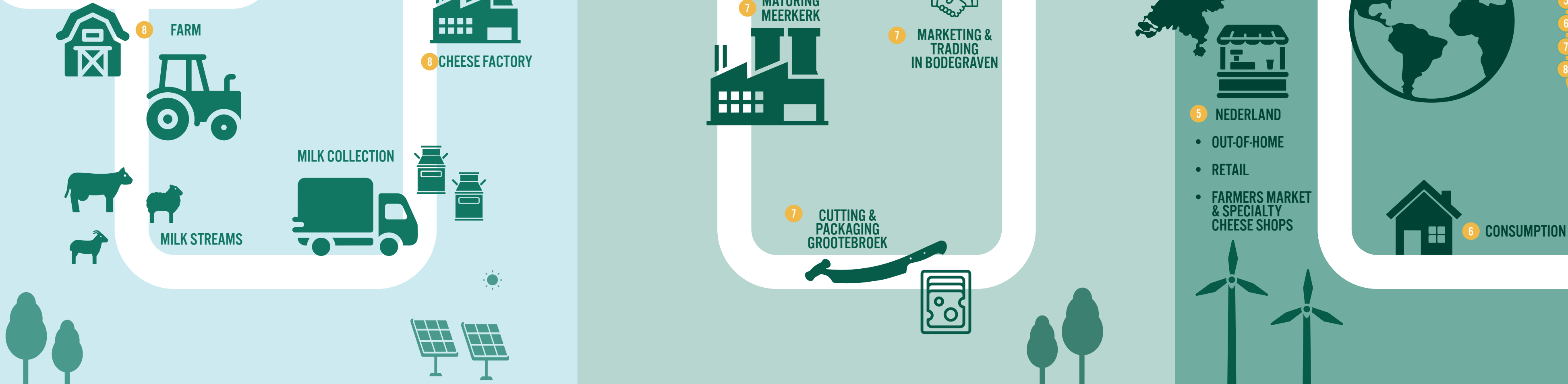
Our dialogue with suppliers primarily focuses on informing and collaborating, with specific attention to the sustainability pillars “Progressive Luxury Dairy Assortment” and “Future-Proof Dairy Chain”. Over the past year, sustainability was incorporated for the first time into the annual supplier assessment conducted by the Procurement department. Suppliers completed a questionnaire regarding their sustainability efforts, and the outcomes were discussed during annual review meetings (see page 40 for more information).

In the coming year, we aim to further expand and structurally embed this approach. This will provide deeper insight into sustainability efforts across our value chain and enable us to recognize and encourage suppliers that actively contribute to our sustainability ambitions.

CHEESECHAIN

From our headquarters and distribution centres in Bodegraven, we coordinate our operations, while our modern packaging facility in Grootebroek is responsible for the careful cutting and packaging of our cheeses. In Meerkerk, we operate storage facilities and mature various cheeses both manually and on automated production lines. Here, craftsmanship goes hand in hand with innovative technologies.

The cheese value chain illustrates where each sustainability pillar is embedded within the chain, as well as where our key stakeholders are positioned.





OUR VISION AND APPROACH

Conscious business operations mean taking responsibility for the way we run our organization on a daily basis. In every decision we make, we consider its impact on people, the environment and the future. This includes using energy efficiently and increasing the share of renewable sources, as well as reducing waste and water consumption and continuously improving our processes. Although the largest environmental impact of cheese production lies outside our direct operations, we believe it is important to lead by example within our own organization. By critically assessing our own activities, we demonstrate that things can be done differently: smarter, more sustainable and with a long-term perspective.

CO₂ reduction

This includes our CO₂ emissions across Scope 1, 2 and 3, with a specific focus on non-FLAG emissions. These emissions cover all emissions generated throughout our value chain, excluding purchased cheeses (more information can be found in the chapter “Future-Proof Dairy Chain” on page 39). Over the past year, we mapped our full carbon footprint for the first time, enabling us to identify where the greatest impact lies and establishing a baseline from which reduction efforts can be measured.

Scope 1 and 2

The largest share of our Scope 1 and 2 emissions currently originate from our vehicle fleet. Every day, our drivers use Vandersterre trucks to deliver cheese specialties to customers throughout the Netherlands. While these vehicles are equipped with the latest and most fuel-efficient engines, they still operate on diesel.

We are currently developing a climate transition plan for Scope 1 and 2 emissions, outlining reduction initiatives and the required investments over time. In recent years, various reduction measures have already been implemented, although not yet within a fully substantiated and modelled long-term roadmap. We expect to share more about this transition plan next year.

Scope 3

The majority of our Scope 3 impact is linked to purchased cheeses. At the same time, this is also the most complex category to reduce, as we do not always have direct influence over these emissions. For this reason, we also focus explicitly on our broader processes and internal operations.

As a packaging company, we work with large volumes of film and cardboard packaging materials, impacting both material use and waste streams. In addition, transport represents a significant hotspot. At present, we have mapped only downstream transport emissions (from our distribution centers to customers), as this is where we currently have the greatest level of insight. Upstream transport emissions have not yet been included. Limited data accessibility remains the main challenge, although we are actively developing the capabilities needed to calculate these flows as well.

We are also developing a climate transition plan for Scope 3 emissions, in which substantiated and feasible reduction measures will be defined and embedded.



What are scope 1, 2 and 3 emissions?
According to the Greenhouse Gas (GHG) Protocol, CO₂ emissions and other greenhouse gases are categorized into three scopes:

Scope 1: Direct emissions from our own sources, such as gas consumption in buildings or fuel used by company vehicles.

Scope 2: Indirect emissions from purchased energy, such as electricity or heat generated externally but used by us.

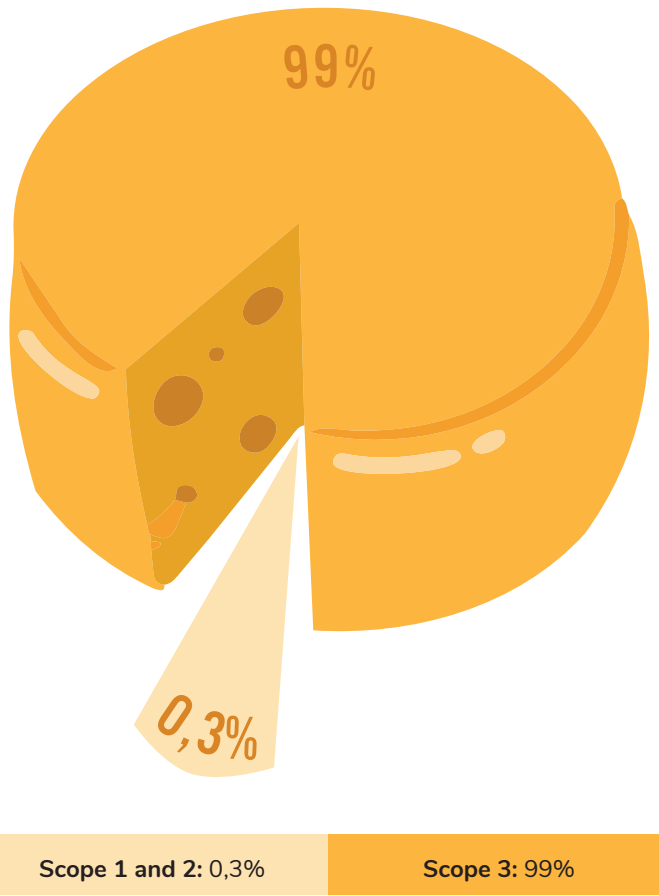
Scope 3: Other indirect emissions across the entire supply chain, such as emissions from farms, transport, packaging and the use of products by customers.

Together, these scopes provide a complete picture of Vandersterre's climate impact across the entire value chain.



CO₂ FOOTPRINT 2025

CO₂ Footprint VDS 2025



Energy usage

IN MWH	RENEWABLE	NON-RENEWABLE	TOTAL
Electricity	8.182	24	8.205
Gas	-	553	553
Fuels	-	2.616	2.616
TOTAL	8.182	3.193	11.374

CO₂ footprint

CO ₂ FOOTPRINT	TON CO ₂ EQ
Scope 1	944
Scope 2	5
Scope 3	330.824
1: Purchased goods and services	326.869
2: capital goods	1.702
3: Fuel and energy related activity	225
5: Waste from operations	83
6: Business travel	28
7: Employee commuting	339
9: Downstream transportation	716
12: Disposal of sold products (food waste)	438
15: Investments	424
Total footprint	331.773
GHG intensity (ton CO ₂ eq per million € revenue)	1.330

CIRCULARITY

Our impact extends beyond CO₂ emissions alone. That is why we also focus explicitly on our water consumption and the way we manage waste within our operations. Where can process water be reused? Which waste streams can be separated more effectively and recycled into new raw materials? In these areas, we are still at the beginning of our journey. To enable more targeted progress, we will conduct a circularity assessment from the end of 2026 through early 2027 to identify the greatest opportunities within our processes.

When it comes to food waste, however, we are already further advanced. We do everything possible to minimize cheese losses throughout our operations. In doing so, we apply a clear hierarchy: prioritizing the highest possible value application first, with destruction only as a last resort.

Waste from operations

WASTE TYPE	TOTAL KG	RECYCLING	RECOVERY	INCINERATION AND RESIDUE
Construction and demolition waste	490	68%	32%	-
Dangerous	152	-	38%	62%
Paper and carton	84.110	99%	-	1%
General waste	116.800	1%	94%	5%

Alternative sales channels

Voltoet een kaas door kleine imperfecties niet aan specifieke klantwensen, dan zoeken we alternatieve verkoopkanalen. Zo blijft het product van waarde en voorkomen we onnodige onderwaardering.

Food banks

Products with a shelf life too short for regular retail sales are donated to food banks. This helps prevent food waste while also contributing to society.

Grated cheese and cubes

Cheese that is no longer suitable for sale as slices or blocks, for example due to cutting imperfections, is processed by our partner Grozette into grated cheese or cheese cubes. In this way, every piece of cheese is given a second life.

Animal feed

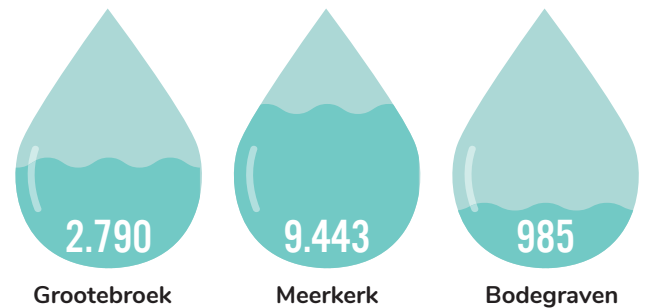
Cheese shavings and residual flows no longer suitable for human consumption are processed into animal feed.

Destruction as a last resort

Only when cheese residues are also unsuitable for animal feed, for example due to severe contamination, are they disposed of through a certified waste partner. We aim to keep this to an absolute minimum and apply it only when required from a food safety perspective.

Through this approach, we maximize the value of our raw materials and take concrete steps towards a more circular way of operating.

Water usage in m3



TARGETS AND PROGRESS

Over the past year, we established concrete KPIs and targets for all of our sustainability pillars. The objectives are as follows:

- Vandersterre commits to reducing Scope 1 and 2 emissions by 90% by 2040 compared to the 2020 baseline year.
- Vandersterre commits to reducing Scope 3 emissions by 97% per €M revenue by 2050 compared to the 2020 baseline year.

These targets are aligned with the Science Based Targets initiative (SBTi) standards.

The first target “Vandersterre commits to reducing Scope 1 and 2 emissions by 90% by 2040 compared to the 2020 baseline year” is an absolute reduction target and relates to our direct emissions. This includes, for example, the energy used for climate control at our ripening facility in Meerkerk and the fuel consumed by our trucks delivering cheeses to customers. In recent years, together with our Technical Services department and operational teams, we have implemented a wide range of reduction measures. These include sourcing green electricity, installing solar panels on the roofs of our facilities in Grootebroek, Meerkerk and Bodegraven, as well as implementing smaller but impactful initiatives such as insulating installations and recovering residual heat to minimize energy losses and maximize reuse.

Combined, these initiatives, both large and small, have resulted in an absolute reduction of 62% in Scope 1 and 2 emissions compared to the 2020 baseline year. This is an achievement we are extremely proud of. At the same time, we recognize that the remaining reductions will be the most challenging to realize.

Our second target “Vandersterre commits to reducing Scope 3 emissions by 97% per €M revenue compared to the 2020 baseline year” is a relative reduction target and relates to our indirect value chain emissions. In addition, we have defined a separate absolute reduction target for our FLAG emissions. FLAG emissions include all emissions generated at farm level and from the raw materials used for our cheeses, representing by far our largest area of impact. More information can be found on page 39 under the pillar “Future-Proof Cheese Chain”.

A relative reduction target was chosen because we have clear growth ambitions as a company. Therefore, we assess emissions relative to revenue, with the aim of reducing emissions in proportion to the value we create.

In recent years, we have also taken important steps in this area. We have improved waste separation, increased the use of recyclable packaging materials and materials containing recycled content, critically assessed which business flights are truly necessary, and worked together with our transport partners towards a more sustainable supply chain through more efficient loading and more sustainable transport modalities. In addition, we actively invest in the sustainability of processes at companies in which we hold a stake. A strong example of this is the entirely new production facility of cheese grating company Grozette, completed in 2023 and awarded the BREEAM “Outstanding” certification.

Together, these efforts have resulted in a relative reduction of 16% to date, keeping us fully on track to achieve our target.

Scope 3 is complex, and our influence is often indirect. Nevertheless, we remain committed to involving our value chain in our sustainability efforts.

To steer progress towards these objectives, the following KPIs are monitored:

CO₂ footprint:

- Ton CO₂eq scope 1 and 2: **949**
- Ton CO₂eq scope 3: **330.824**
- Ton CO₂eq non-FLAG scope 3: **6.001**

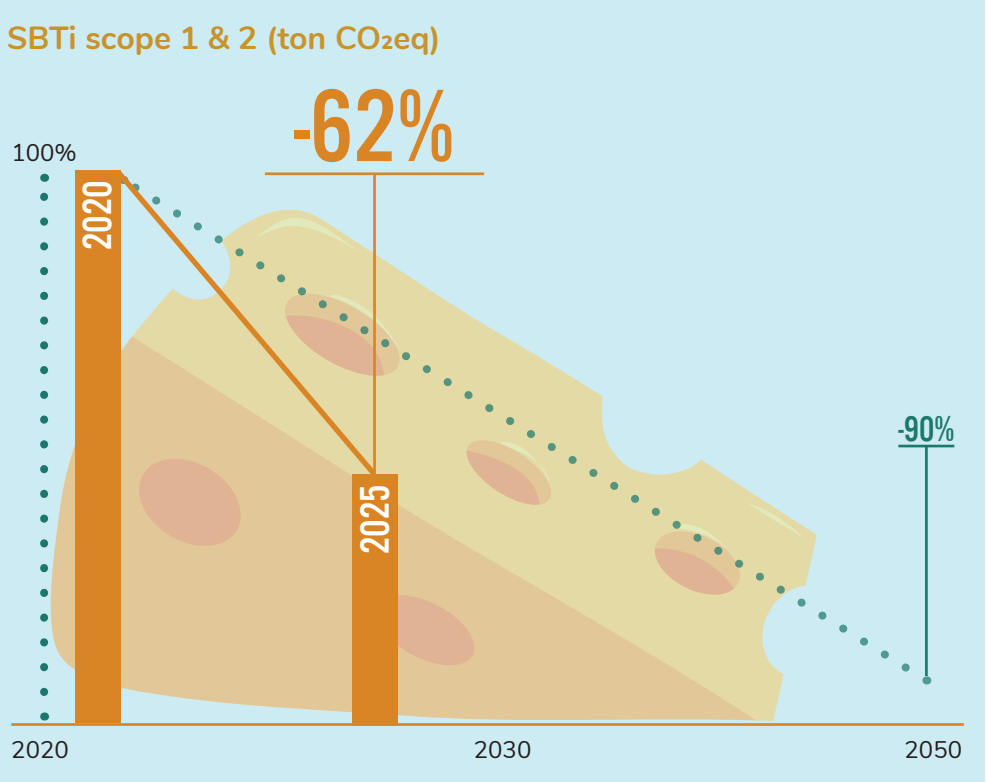
Circularity:

- % recycled waste: **42%**
- % reduction total waste in operations/ €M revenue (YtD): **-7%**
- % reduction of water usage (YtD): **+3%**

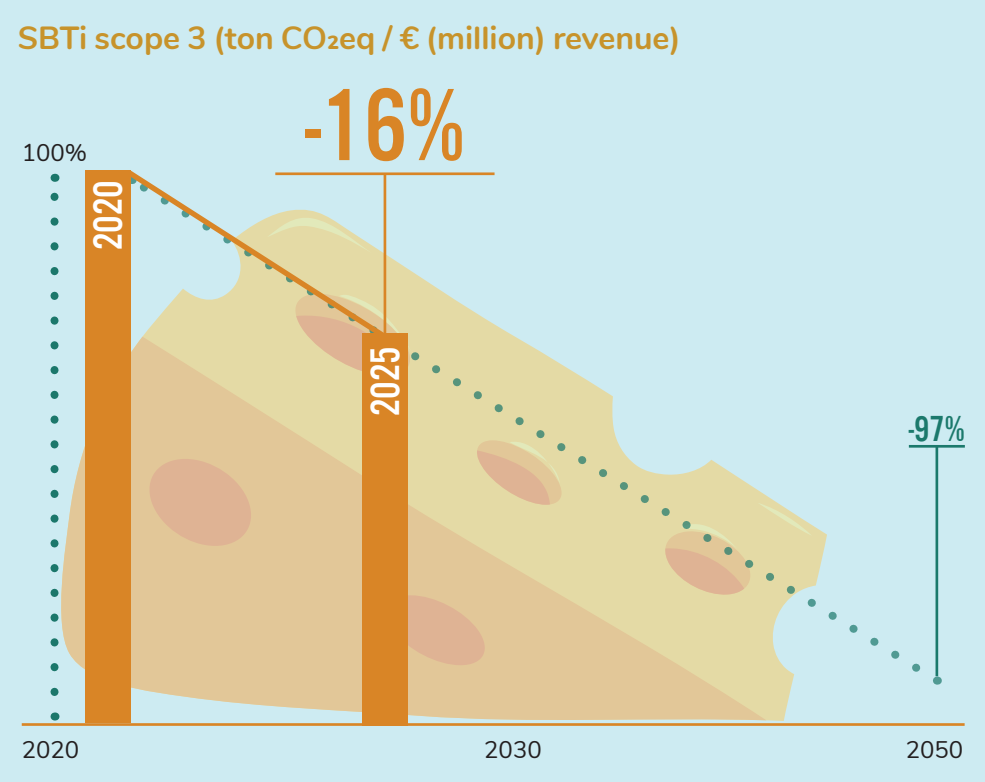
For an overview of all our KPIs and the results achieved, see the section ‘Results in figures’.



OUR PATHWAY TO CO₂-REDUCTION: ‘PROGRESS TOWARDS SBTI-ALIGNED REDUCTION’



	BASE YEAR 2020	MOST RECENT YEAR 2025	REDUCTION
Scope 1 and 2, ton CO ₂ eq	2.514	949	-62%
Scope 3, ton CO ₂ eq per million € revenue	1.579	1.326	-16%



	BASE YEAR 2020	MOST RECENT YEAR 2025	REDUCTION
Scope 1 and 2, ton CO ₂ eq	2.514	949	-62%
Scope 3, ton CO ₂ eq per million € revenue	1.579	1.326	-16%

RESULTS AND PLANS

In 2025, we continued to take meaningful steps towards further embedding sustainability within our operations. Below, we highlight several key initiatives and projects from the past year, while also providing a brief outlook on the next steps we aim to take where relevant.

Electrification of the vehicle fleet

In 2025, we made concrete progress in the electrification of our passenger vehicle fleet. Our sales colleagues travel extensively on a daily basis to represent our cheese specialties both nationally and internationally. Historically, this meant our fleet largely consisted of petrol and diesel vehicles. Over the past year, we consciously started to change this.

By now, 48% of our vehicle fleet has been replaced by electric and hybrid vehicles, 60% excluding trucks, contributing directly to the reduction of our Scope 1 emissions. Hybrid models were deliberately selected in situations where colleagues travel long distances and fully electric driving is not yet consistently practical. The availability and reliability of charging infrastructure still differs significantly between regions and currently remains a limiting factor. In particular, charging infrastructure in rural areas of Germany is still insufficiently developed. As a result, sales colleagues active in the German market currently continue to drive petrol or hybrid electric vehicles. This choice is pragmatic and temporary. As infrastructure improves, these colleagues will also transition towards hybrid or fully electric vehicles.

100% European wind energy

Since 2022, we have sourced green electricity for our operations. In 2025, we took the next conscious step by transitioning to 100% European wind energy. Previously, while we were assured that our electricity was certified as “green”, the exact origin of the generated energy only became visible afterwards

through the energy label. In some cases, this electricity could also partially originate from sources such as biomass. Although biomass is often considered a more sustainable alternative to conventional grey electricity, we believe solar and wind energy represent the most future-proof solutions, with significantly lower value chain emissions. For this reason, we consciously chose in 2025 to take greater control over the origin of our energy supply. Since this year, we have had the assurance that 100% of our purchased electricity originates from European wind energy.

Insight into our full CO₂ footprint

Over the past year, we significantly improved our understanding of our climate impact by calculating our full CO₂ footprint in line with the GHG Protocol. Previously, we used the Milieubarometer tool to monitor our Scope 1 and 2 emissions. However, this approach did not provide sufficient detail to develop concrete reduction pathways, nor did it enable robust and protocol-compliant calculation of Scope 3 emissions.

We therefore decided to take ownership of our CO₂ calculations internally. As a result, we have now mapped approximately 99% of our Scope 1, 2 and 3 footprint. The only category not yet included is upstream transport (transport carried out by suppliers towards our facilities). At present, insufficient visibility into transport flows and limited data availability from suppliers and transport partners remain the key challenges. In the coming years, we will continue collaborating with these partners to improve transparency and incorporate these emissions into our footprint calculations.

All remaining Scope 3 categories have been systematically assessed through a Scope 3 inventory and calculated in accordance with the methodologies prescribed by the GHG Protocol. This has resulted in a comprehensive and coherent

overview of our climate impact. We are now able to perform hotspot analyses, explore reduction pathways and work more structurally on improving data maturity. Measuring impact is the first and essential step in this process. In the coming years, these insights will form the basis for defining concrete reduction measures and developing a substantiated climate transition plan.

A conscious marketing department

Our marketing department also took conscious steps to reduce material consumption and improve resource efficiency. Procurement and inventory management of marketing materials were tightened, with maximum stock levels now limited to a six-month period. This helps prevent unnecessary waste and material obsolescence.

In addition, strong focus was placed on reuse. Trade fair and stand construction materials are reused wherever possible, reducing the need for new materials. Further digitalization was also implemented, including the use of QR codes instead of printed information. No new brochures were developed; instead, one compact product leaflet was created using existing materials while significantly limiting printed materials.

Waste separation

In 2025, we further expanded waste separation at our Grootebroek facility by introducing separate collection bins for deposit cans and bottles. This not only reduces the volume of residual waste, but also ensures these materials are recycled at a high level of quality. All collected deposit returns are fully donated to charity.



OFFICE RENOVATION BODEGRAVEN BY FRANK

A working environment that reflects who we are

“If you say you are sustainable, open and future-oriented, your working environment should reflect that as well.”

Over the past year, we started the renovation of our office at Duitslandweg in Bodegraven. The reason was straightforward: the building no longer reflected who we are today. The project was led by Frank de Graaff, Director of Operational Affairs.

But what exactly did we want the environment to express? That turned out to be a journey in itself. We arrived at values such as modern, fresh, reliable, sustainable and open. At the same time, it also needed to feel warm, welcoming and connected. With the strong sense of family and mutual support that defines our organization. Translating those values into a physical design was not always easy.

We started with sketches and initial plans, but quickly realized that partial renovation would not be enough. Ultimately, the entire interior was stripped back to its structural shell. Throughout the renovation, recycled construction materials were used wherever possible. All technical installations were replaced and targeted energy-saving measures were implemented, including new energy-efficient heat pumps and air conditioning systems using the latest low-impact refrigerants, central climate control, HR++ glazing throughout the building, improved insulation and a new fiber-optic network.

Alongside technical sustainability measures, we also focused explicitly on social sustainability. Instead of traditional closed offices, we chose an open working environment with a variety of workspaces and meeting areas separated by glass. Transparency where possible, while still creating space for collaboration and concentration. In both furnishing and interior design, recycled materials were used wherever possible.

“With this renovation, we have not only renewed our building, but also created an environment where people feel comfortable and proud to work. To me, that is just as important as the technical sustainability improvements.”

FRANK DE GRAAFF

Director of Operational Affairs





OUR WAY OF WORKING

Our employees form the heart of our organization. From colleagues in the office to the specialists who work daily at our production sites in Grootebroek, Meerkerk and Bodegraven: together they ensure that our cheese is traded, matured, cut and packaged with care. Without their commitment, craftsmanship and dedication, Vandersterre would not exist.

We therefore feel a clear responsibility to provide a working environment in which people can work safely and healthily, and in which they feel valued, motivated and connected. For us, being a good employer goes beyond employment conditions alone. It is about attention to work-life balance, making the most of and nurturing talent, and encouraging vitality and job satisfaction.

A healthy and motivating work environment

We want colleagues to feel good, to be able to develop, and to contribute with pleasure to our shared success. That is why we provide facilities that promote health and vitality, such as healthy hot evening meals in Grootebroek, fresh fruit at work, and company fitness. We also look beyond our own organization. We offer opportunities to people who are distanced from the labor market, support charitable causes, and enable hybrid working where the nature of the work allows it.

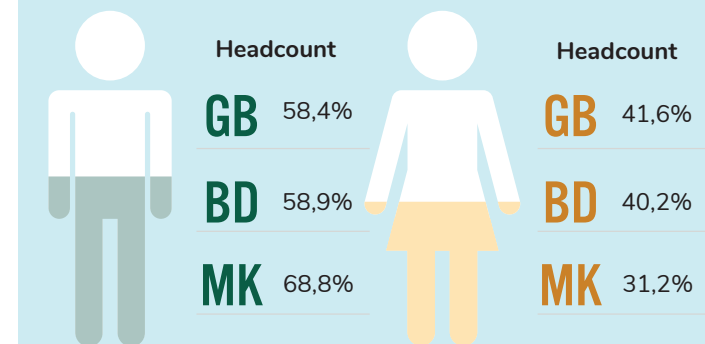
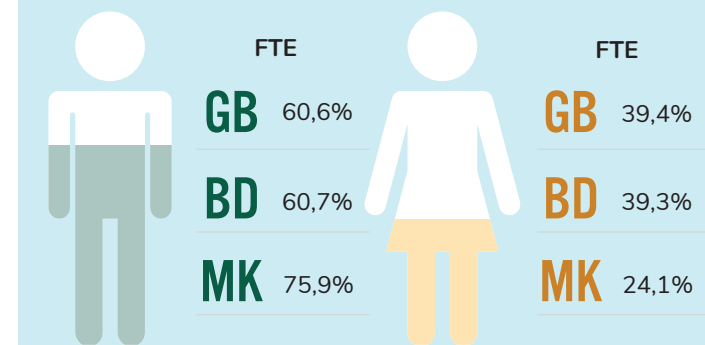
In addition, we operate within the framework of the collective labor agreement for the cheese sector, ensuring fair employment conditions and transparency. In this way, we lay the foundation for a working environment that contributes to sustainable employability.



Safety

Number of incidents:	16
Frequency rate:	5,8
Severity rate:	1,3

Employee workforce:



GB. Grootebroek BD. Bodegraven MK. Meerkerk

TARGETS AND PROGRESS

In 2025, we started giving concrete substance to the pillar A motivating and healthy working environment. As a result, we do not yet have reliable baseline measurements or benchmarks available to properly substantiate our ambitions and targets. The objectives for this pillar are therefore still in development.

In 2026, we will conduct a baseline measurement, which will serve as the foundation for determining our level of ambition. From that moment onwards, we will define our targets and report transparently on our progress. In 2025, however, we already established KPIs in the areas of employee satisfaction and safety, which will serve as the basis for further steering and continuous improvement. These are as follows:

Employee satisfaction:

- eNPS office: measured as of 2026
- eNPS operations: measured as of 2026

Safety:

- Number of incidents: **16**
- Frequency reate: **5,8**
- Severity rate: **1,3**

Starting in 2026, we will measure our eNPS (employee Net Promoter Score) every two years, combined with an employee survey covering specific themes related to social sustainability. In 2025, we conducted an initial exploratory survey, asking employees which topics they consider most important within our integrated HR and sustainability approach.

As the nature of work differs between office-based and operational roles, a distinction was made between these employee groups. This resulted in a top three of priority themes for each group, which will guide our focus in the coming years. Following the baseline measurement in 2026, we will formulate concrete objectives for these themes, with the aim of structurally improving employee satisfaction.

In addition to employee satisfaction, we have identified safety as a key KPI. As an operational organization, with a distribution center in Bodegraven, a ripening facility in Meerkerk, and a slicing and packaging location in Grootebroek, many of our colleagues work daily in physically demanding or potentially high-risk environments. Safety is therefore a fundamental condition for creating a motivating and healthy workplace.

To enable more focused management in this area, since 2025 we have been structurally monitoring both the frequency rate (the number of safety incidents per 100 employees) and the severity rate (the severity of incidents in relation to lost working days). Based on these insights, we will define achievable and realistic targets in 2026, aligned with the level of influence we have on preventing incidents.

For an overview of all our KPIs and achieved results, please refer to the chapter Results in figures.



RESULTS AND PLANS

Over the past year, we have taken several steps to further promote a motivating and healthy working environment. Below, we share the key results and initiatives that contributed to this ambition, while also outlining the areas where we will place additional focus in the coming period.

Social sustainability survey
Last year, we took an important step towards better understanding of what contributes to a motivating and healthy workplace. Through an employee survey, we aimed to gain insight into what truly drives employee satisfaction, enabling us to better align our projects and initiatives with the needs of our people.

A distinction was made between office-based and operational employees, taking into account the differences in daily activities and what creates value for each group. This resulted in a clear top three of priority themes per employee group, which will guide our focus in the years ahead.

Based on these insights, starting in 2026, we will conduct an employee survey every two years. Through this survey, we will explicitly assess our performance on the most important themes and measure our eNPS (employee Net Promoter Score), allowing us to track where we are performing well and where improvements are needed. In addition, we are developing policies to embed our vision on these topics and are creating a roadmap with concrete initiatives.

Damloop by night
Last year, 20 colleagues once again participated in the Dam tot Damloop by Night. We are proud to say that everyone crossed the finish line. Afterwards, we celebrated this achievement together with well-earned cheese and drinks. This initiative contributes to a healthy and motivating work environment, where exercise, enjoyment and connection go hand in hand.

Vandersterre cheese grading competition
Last summer, the Vandersterre Cheese Grading Competition took place once again. Colleagues were challenged in a playful way to taste ten different cheeses and identify their variety, quality and age. The competition offers an engaging way to deepen product knowledge and further develop craftsmanship, while creating enjoyable moments together as colleagues. This year, the winner was Melvin from our Dutch Sales team: congratulations!

Stichting verbonden stilte
Each year, we support a range of charitable initiatives, and during the holiday season we traditionally dedicate our efforts to one special cause. In 2025, this was Stichting Verbonden Stilte, an organization that supports parents who have recently lost a child. Through our contribution, we hope to offer these families a small measure of support and compassion during an incredibly difficult time.

In this way, we connect our people, our values and our social commitment, contributing to an environment where there is genuine attention for one another. In total, an amount of €5,000 was raised.





VANDERSTERRE ISLAND FESTIVAL BY LAURA

Connecting on an Island

At Vandersterre, we believe that job satisfaction and employee engagement form the foundation for sustainable growth. Our annual Vandersterre Island Event is a strong example of this. Last year, for the first time, colleagues from all our locations came together in one place: Forteiland Pampus, a unique and sustainable island fortress. Laura Kos was responsible for organizing the event.

“And what brings people together better than an island?” The location was chosen with purpose. Pampus represents both history and sustainability. A place where innovation and future thinking come together. Values that strongly reflect who we are as an organization.

Throughout the day, colleagues discovered the story of the island together and took part in a range of creative and active sessions. Activities included making their own cheese pesto by powering a blender with a bicycle-driven dynamo, as well as designing the most sustainable cheese value chain. Teams were challenged to think critically about the choices we make throughout our supply chain: from farm to shelf.

“What stood out most to me was how naturally content and enjoyment came together,” says Laura Kos, Head of HR. “We



saw colleagues who do not normally work closely together exchanging ideas, laughing, and learning from one another. That is exactly the culture we want to foster.”

Naturally, there was also plenty of room for relaxation. With good food, music, karaoke, and even a Pampus fortune teller, spontaneous moments emerged that strengthened connection and team spirit.

LAURA KOS
Head of HR





OUR **APPROACH** & **METHODS**

A cutting-edge range of luxury dairy: that is what Vandersterre stands for. For us, being progressive means more than delivering exceptional taste and outstanding quality. It also means being progressive for animal welfare, by striving for higher standards of care. It means being progressive for nature, by actively supporting biodiversity. It means being progressive for the climate, by reducing CO₂ emissions. And it means being progressive for people, by exploring how our cheeses can contribute to a healthier lifestyle. Within this pillar, we focus on two key themes: a more sustainable product portfolio and more sustainable packaging.

A more sustainable product portfolio

We are committed not only to continuously improving our existing portfolio, by raising standards and reducing overall emissions, but also to developing more sustainable products that stand out in the market. Cheeses and dairy products that not only represent craftsmanship and premium quality, but also make sustainable choices tangible by demonstrably contributing to consumer health, animal welfare, biodiversity or CO₂ reduction. In doing so, we are building a portfolio that contributes to a more sustainable future: for people, animals, nature and climate. Our ambition is clear: premium dairy that not only delivers the best taste, but also reflects the true value of Dutch milk and cheese. Honest, responsible and future-proof. Progressive in every sense of the word.

To create a clear and consistent understanding of what we define as a more sustainable product portfolio, we further developed our policy in 2025 on what can be classified as a sustainable product.

As part of this process, we established four core principles:

1. Comparison within the product category

Sustainability is always assessed within the same product category. Cheese products are therefore only compared with other cheeses.

2. Looking at the full value chain

We assess sustainability across the entire product life cycle: from farm to shelf.

3. Demonstrable sustainability performance

Sustainability benefits must be substantiated through measurable evidence, such as Product Carbon Footprints (PCFs), Life Cycle Assessment (LCAs), certification schemes or recognized quality marks.

4. Sustainable product characteristics

We assess products across four interconnected dimensions: nature, animal, climate and people.

In summary, we consider a product to be more sustainable when it demonstrably performs better than comparable cheeses in the market, assessed across its full life cycle. In doing so, we focus on products that contribute to at least one of four sustainability dimensions:

- **Nature:** the product contributes to the protection and restoration of biodiversity.
- **Animal:** the product contributes to improved animal welfare at farm level.
- **Climate:** the product has a lower CO₂ impact.
- **People:** the product supports a healthy lifestyle.

With this approach, we offer a portfolio that aligns with different sustainability priorities. None of these dimensions is considered more important than another; the difference lies in the area of focus. Sustainability is a broad concept and cannot be captured in a single definition. That is why we make transparent why a product is considered more sustainable, and to which sustainability dimension it contributes. In this way, we make more sustainable choices accessible, relevant and tangible for our customers. The infographic on the following page outlines the criteria we apply for each of the four sustainability dimensions in order for a product to be classified as more sustainable. At this stage, our focus is primarily on the Dutch market. In the coming years, we will further expand these criteria for the export markets in which we operate.



Animal
contributes to improved animal
welfare at farm level.

Nature
the product contributes to the
protection and restoration of
biodiversity.

* Available
exclusively at
Vandersterre!



People
the product supports a healthy
lifestyle.

Climate
the product has a lower CO₂ impact
compared to common Holstein-
cheese.

**Simply having a PCF (Product Carbon Footprint) or LCA (Life Cycle Assessment) is not sufficient to qualify for a sustainability attribute. This must always be compared with a market-standard PCF or LCA for comparable cheese. Only if, following comparison, the cheese is found to perform better (lower PCF value or LCA impact) will one or more sustainability attributes be awarded.

More sustainable packaging

In addition to making our product portfolio more sustainable, we continuously work on improving our packaging solutions. In doing so, we never compromise on food safety or product quality, as preventing food waste remains our highest priority. Our approach is aligned with European legislation and regulations, including the Packaging and Packaging Waste Regulation (PPWR). To make our packaging more sustainable, we follow a clear step-by-step approach. This helps us maintain a holistic perspective and make well-considered choices. In this way, we ensure that improving one aspect of packaging does not unintentionally lead to reduced performance in another area.

- **Packaging functionality**

The primary function of packaging is to protect the product and keep it fresh. This functionality must always be safeguarded. Without this foundation, there can be no meaningful sustainability improvement.

- **Minimizing packaging components**

Once functionality is secured, we critically assess the overall packaging design. We evaluate whether certain elements can be removed or simplified and aim to use as little material as possible per product, without compromising product protection.

- **Recyclability**

The next step is improving recyclability, in line with European ambitions for 2030. Here too, any adjustments must not result in increased material usage, reduced functionality or higher levels of food waste.

- **Use of recycled materials**

As a final step, we assess opportunities to incorporate recycled materials into our packaging, in accordance with European guidelines. This is only possible when food safety, functionality and recyclability can all be maintained.

With this structured approach, we ensure that our packaging contributes meaningfully to sustainability, without creating unintended negative effects elsewhere in the value chain.



TARGETS AND PROGRESS

Last year, we defined concrete KPIs and targets for all of our sustainability pillars. For the pillar Cutting-edge range of luxury diary, the following objectives were established.

More sustainable assortment

- By 2027, every relevant product category will meet a defined sustainability standard for our core portfolio.
- By 2030, 40% of our portfolio will consist of more sustainable products, of which at least 30% contributes to improvements in animal welfare, biodiversity or climate impact.

Through these targets, we are working step by step towards a portfolio that becomes more sustainable across the board, while also creating space for progressive and innovative concepts. In doing so, we strengthen both our core portfolio and our role as a driver of innovation within the cheese sector.

The first target focuses on improving the overall portfolio. We aim to raise the baseline standard in the market. At this stage, we are assessing which requirements are both achievable and impactful for each product category. In doing so, we seek the right balance between demonstrable sustainability improvements and a realistic implementation pace, ensuring that improvements remain broadly applicable. One example is defining minimum grazing standards. We expect to share the first concrete steps and results in the coming year.

The second target focuses on innovation and portfolio growth. By 2030, 40% of our portfolio will consist of demonstrably more sustainable products, in line with our policy framework. Of this share, at least 30% must contribute to improvements in animal welfare, nature or climate. With this ambition, we stimulate the development of distinctive products while creating a broad and

accessible range of more sustainable choices for our customers. Our focus on animal welfare, nature and climate aligns with our strategic positioning in premium cheese specialties, where quality and enjoyment remain central.

In 2025, 20% of our portfolio already qualifies as more sustainable. A result we are proud of, and one on which we will continue to build in the years ahead.

More sustainable packaging

Our packaging targets are aligned with the objectives of the European Packaging and Packaging Waste Regulation (PPWR). The legislation already sets ambitious requirements that have significant implications for us as a packaging-intensive business. For this reason, our priority is to achieve these targets before defining additional ambitions. Our targets:

- By 2030, all our packaging will be 100% recyclable.
- By 2030, PET packaging will contain at least 30% recycled plastic.
- By 2030, PP and PE packaging will contain at least 10% recycled plastic.

Our packaging solutions often consist of multiple components, including films, trays, interleaves, labels and crates. The greatest challenge lies in packaging that comes into direct contact with cheese. These materials must protect the product, preserve freshness and guarantee food safety. This sometimes requires barrier materials or adhesives that can make recycling more complex. Despite these challenges, we assess each packaging solution step by step to identify smarter and more sustainable alternatives. We already use various recyclable films, trays and paper interleaves, although further optimization is often needed in the combination of materials.

An important step forward has been the introduction of the Starrpack packaging concept: a fully recyclable packaging solution available in mono-material applications. More information can be found on page 37.

We are also working to increase the share of recycled plastic in our packaging portfolio. Trays containing recycled PET (rPET) are already available. However, verifying exact recycled content percentages still requires closer collaboration with suppliers and improved data registration. [Read more about our packaging solutions here.](#)



To further monitor progress towards these ambitions, we also track the following KPIs.

More sustainable assortment

- Growth in more-sustainable assortment (compared to 2024): **+11%**
- Growth in more-sustainable sales (in kg) (compared to 2024): **+7%**

More sustainable packaging

- Packaging material* per kg of cheese(gr/kg): **23,6**
- Reduction in packaging material* per kg of cheese (gr/kg) (compared to 2024): **-10%**

In the appendix “Results in figures”, you will find a comprehensive overview of our KPIs and the results achieved.

*Packaging materials = primary and secondary packaging materials.

RESULTS AND PLANS

In 2025, we continued to take significant steps towards making our product range and packaging more sustainable and innovative. Below, we outline the key initiatives and results, and provide an overview of the next steps we intend to take in the coming period.

Development of our sustainable assortment policy

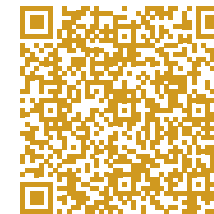
In 2025, we reviewed and further strengthened our policy for a more sustainable product portfolio. An important development was the addition of people as a fourth sustainability dimension, alongside nature, animal and climate. This category focuses on cheeses that can contribute to a healthier lifestyle. While we believe that every cheese can fit within a balanced lifestyle through conscious enjoyment, we also want to create space for products that can actively support healthier choices.

In addition, we further refined what we define as progressive. In doing so, we make use of the Milieu Centraal quality label guide. Products carrying leading certification schemes that perform strongly on criteria such as environmental impact, animal welfare and independent verification may qualify as more sustainable products. This provides clear direction for our procurement and sales teams, while helping us work more effectively towards our strategic ambitions for a progressive product portfolio.

Renewal of the 35+ line of Holland Kaascentrum

In line with our sustainable assortment policy, we renewed the 35+ product line of Holland Kaascentrum in 2025. During this process, we specifically focused on product characteristics that contribute to the sustainability dimension people. The cheeses have been clearly positioned as lower in fat and high in protein, aligning with a healthy lifestyle.

To further support the relaunch, we developed a recipe brochure offering inspiration on how cheese can be part of a balanced diet. In this way, we make conscious choices more accessible and demonstrate that enjoyment and health can go hand in hand. Read the recipe brochure [here!](#)



30 years of Bastiaansen Bio Kaas

In April 2025, Bastiaansen Bio Kaas in Molenschot celebrated its 30th anniversary in organic grazing cheese. A special milestone for this cheese family, which has been an established name in the organic cheese market for three decades. The dairy was founded by Jan Bastiaansen, and today Katja Bastiaansen continues to be the face of the business in the organic cheese market.

For the Bastiaansen family, the organic market has always held special significance. Over the past 30 years, they have witnessed the market develop from a niche category into a more established segment, with growing consumer interest and openness towards organic cheese varieties.

Jersey-cheese:
Different cow, different milk, different cheese

Over the past year, we continued to explore what makes Jersey cheese demonstrably more sustainable than traditional Holstein cheese. To support this, we used scientific studies and publicly available reports, enabling us to better explain to customers why Jersey cheese represents a progressive choice.

The Jersey cattle is known not only for its social and curious nature, but also for producing milk with unique characteristics. Jersey cows require less feed per kilogram of protein-corrected milk and emit lower methane emissions compared with conventional dairy breeds. Their milk is naturally richer in protein and fat, making it particularly suitable for cheese production.

Together, these characteristics result in Jersey cheese having an average carbon footprint approximately 20% lower than cheese produced from Holstein milk¹. To make these benefits more visible, we further promoted our Holland Jersey product line and introduced our customers in Germany to the sustainability benefits of the Landana Jersey range.

Optimization of packaging and transport

In 2025, we took further steps to improve the sustainability of our packaging, fully aligned with our packaging policy. For example, we reviewed our outer packaging boxes by reducing unused air space, lowering cardboard usage, and ensuring that all cardboard materials are FSC-certified.

In addition, together with several suppliers, we implemented improvements in load efficiency and transport optimization. By redesigning packaging formats more intelligently, we are able to transport less empty space and fit more product per truck. This creates a double benefit: reduced material usage and lower transport-related emissions.

1 Jersey-kaas: klimaatvriendelijk? (n.d.). Retrieved March 4, 2026, from <https://www.louisbolk.nl/sites/default/files/publication/pdf/jersey-kaas-klimaatvriendelijk.pdf>
Kristensen, T., Søgaard, K., Eriksen, J., & Mogensen, L. (2015). Carbon footprint of cheese produced on milk from Holstein and Jersey cows fed hay differing in herb content. *Journal of Cleaner Production*, 101, 229–237. <https://doi.org/10.1016/j.jclepro.2015.03.087>



MORE SUSTAINABLE ASSORTMENT

PLANETPROOF

BY MARTIJN

Sustainability as the new standard

“What was once a niche has now become a prerequisite for participation.”

These are the words of Martijn Overvliet, who works closely with retailers on assortment development, market positioning and evolving consumer trends. According to Martijn, one development stands out above all others: sustainability is no longer a secondary consideration.

“For years, we have specialized in more sustainable cheese specialties,” Martijn explains. “Organic, biodynamic, meadow bird-friendly, Beter Leven three-star certified products... these have long been part of our portfolio. We were early movers in this space. Back then, it was still very much a niche. Today, we see retailers actively looking to make their assortments more sustainable. And that is a development we are genuinely excited about.”

According to Martijn, this is where Vandersterre plays an important role. “Sustainability is now a standard part of every proposal we make. Not as an appendix, but as an integrated part of the conversation. We show retailers what the options are and what each certification or program truly represents. Retailers manage incredibly broad assortments, so it is only natural that they cannot be specialists in every label or sustainability program. That is where we help bridge the gap.”

An important step in this journey was taken last year with the expansion of the On the way to PlanetProof product range. PlanetProof sliced cheese products now form part of the core assortment of retailers affiliated with Superunie, including Hoogvliet, Dirk and PLUS. “That is an important development,” says Martijn. “By positioning PlanetProof as a standard offering, you make the more sustainable choice the default choice. It becomes easier for consumers, without requiring any additional effort on their part.”

And according to him, this is exactly where the market is heading. “Retailers that take action today will be leading tomorrow. We are proud to support them with our expertise, our specialization and a portfolio that is ready for the future.”

MARTIJN OVERVLIET

Sales Manager Retail



MORE SUSTAINABLE PACKAGING

STARRPACK

BY BART JAN

De Starrpack: less plastic, more innovation

“True innovation is not only found in the product itself, but also in everything around it.”

Innovation in packaging has always been part of Vandersterre’s DNA. Even in the days of De Graaff Kaas, we were the first in the Netherlands to introduce the Klappack packaging concept within the cheese category. At the time, it required vision, courage and above all perseverance. But it succeeded. And others followed. These are the words of Bart Jan de Graaff, who is operationally responsible for our packaging facility in Grootebroek.

Now, almost 28 years later, another important step has been taken. Together with our partner Omori, we developed an entirely new packaging concept: the Starrpack. According to Bart Jan, this innovation represents the next generation of packaging solutions.

The Starrpack has been developed with mono-material applications in mind, combining ease of use with a premium appearance. The key innovation lies in the sealing technology. Whereas traditional packaging often relies on heat sealing, Starrpack uses ultrasonic sealing. A technique in which sound vibrations create the seal. “By using ultrasonic sealing, we can work with a single material type. This makes the packaging easier to recycle and better prepared for the future.”

In addition, the packaging has been designed in such a way that an underlayer is no longer required. Combined, these innovations can result in a plastic reduction of as much as 50 to 70% compared with traditional packaging formats. “That is what it is all about,” says Bart Jan. “Using less material, without compromising on quality or appearance.”

The first results are promising. Since November, the new Starrpack has been available in more than 700 stores of Jumbo. Initial responses have been positive, and together with Jumbo we are working on converting additional existing product lines to the new packaging format. In addition, members affiliated with Superunie also started implementing Starrpack at the beginning of this year. An important step towards broader market adoption.

“This is what gives us energy,” Bart Jan concludes. “Combining distinctiveness with real sustainability. We are proving that innovation and sustainability can truly go hand in hand.”

BART JAN DE GRAAFF

Operations





HOW WE MAKE IT HAPPEN

The greatest impact of cheese does not lie within our own walls, but throughout the entire dairy value chain. That is why we are committed to building a future-proof chain, from cow to plate. Our position within this chain is unique. We work closely with dairy cooperatives, cheese producers and local farmers, while also collaborating with retailers, market traders and export partners around the world. We operate at the heart of this value chain, with short connections from farm to consumer. This gives us the opportunity to bring partners together and develop innovative programs that contribute to a more sustainable dairy sector. To make this possible, insight and transparency are essential. We are now laying that foundation.

What is FLAG Scope 3?

Within the Greenhouse Gas Protocol (GHG Protocol), FLAG stands for Forestry, Land Use and Agriculture. For our sector, Scope 3 FLAG includes the emissions generated through:

- Land use and land-use change, such as preparing, converting or managing agricultural land.
- Livestock farming, including methane emissions from cows
- Feed production, including the cultivation and processing of animal feed.

Because the majority of climate impact within the dairy sector takes place in these agricultural activities, Scope 3 FLAG is an essential component in understanding, and ultimately reducing, the total carbon footprint of cheese.

Reduction FLAG emissions

The largest share of CO₂-equivalent emissions in our value chain takes place at farm level. For an average Gouda cheese, approximately 80 to 90% of total emissions originate from the milk itself, while only 10 to 20% comes from transport, cheese production, packaging and maturation. This clearly shows where the greatest opportunity for impact lies: working together with farmers to make milk production more sustainable.

Emissions at farm level consist of more than CO₂ alone. Dairy farming also produces methane and nitrous oxide. Methane has almost 30 times the global warming potential of CO₂, while nitrous oxide has approximately 270 times the warming impact. In addition, nitrogen from manure and fertilizers can, depending on location and application, contribute to pressure on biodiversity, soil health and water quality. Because a significant share of nitrogen pressure in the Netherlands is linked to historical deposition and broader European emission sources, Dutch farmers face the challenge of operating within increasingly strict environmental limits. An important step we have taken in this area is our vertical integration with Holland Jersey and its network of farmers. This allows us to work much closer to the primary sector, to test reduction initiatives directly at farm level, and to measure their impact in practice.

Our approach is informed by insights from Wageningen University & Research (WUR), government bodies and other research institutions. Developing reduction initiatives and accurately measuring impact requires investment, time and reliable data. That is why, in the coming years, we will launch pilot programs in which we test new interventions and apply rapid feedback loops, allowing us to learn, improve and scale successful solutions. In this way, we are working step by step towards a future-proof dairy chain.

Working together with our partners

Making the dairy value chain more sustainable requires collaboration and long-term investment. Ultimately, these investments must translate into a sustainable business model, ensuring that the chain remains economically viable for the future.

At the same time, it is essential that customers and consumers understand where the additional value, and in some cases the additional cost, of a more sustainable cheese comes from, and why that difference matters.

Our role in this is crucial. We connect innovative and more sustainable concepts with customers, ensuring that supply and demand align. In this way, sustainable products can create real impact while supporting a future-proof earning model across the value chain.

Fortunately, the market is moving with us. More and more customers are open to choosing more sustainable cheeses. Through these partnerships, Dutch farmers can continue to produce and innovate with pride, while consumers can consciously enjoy a great slice of cheese.

For this reason, we actively evaluate the partners we work with. Since last year, sustainability has been formally included in our supplier assessment process for the first time. This annual evaluation concludes with a year-end review and applies not only to cheese suppliers, but also to facility partners, non-food suppliers and service providers throughout our wider value chain.

² Kramer, G. (2014). LCA of Dutch semi- skimmed milk and semi- mature cheese Based on: Comparative LCA of Dutch dairy products and plant-based alternatives Roline Broekema. <https://website-production-s3bucket-1nevfd7531z8u.s3.eu-west-1.amazonaws.com/public/website/download/919fd091-1ff7-485f-844b-241d14b7b510/FrieslandCampina-LCA-milk-cheese-C0.5.pdf>

TARGETS AND PROGRESS

Last year, we defined concrete KPIs and targets for all of our sustainability pillars. For the pillar Cutting-edge range of luxury dairy, the following objectives were established.

Reduction of FLAG emissions

- Vandersterre commits to reducing emissions related to forestry, land use and agriculture across our dairy products by 72% by 2050, compared with our 2024 baseline year.

This target has been developed in line with the FLAG guidelines of the Science Based Targets initiative (SBTi) and represents an absolute emissions reduction. Our modelling shows what this means in practice. At comparable production volumes, we need to move towards an average impact of approximately 3 kg CO₂-equivalent per kilogram of cheese, compared with current levels of around 10 to 13 kg CO₂-equivalent per kilogram, depending on cheese type and maturation. Achieving this will require a fundamental transformation in the way milk and cheese are produced.

Fortunately, we are seeing an increasing number of promising initiatives emerge, including agroforestry, permanent and herb-rich grasslands, manure digestion, circular housing systems and methane-reducing feed additives. At the same time, we remain

realistic. Not every solution is feasible for every farmer, and the current political, regulatory and permitting environment in the Netherlands continues to limit investment opportunities for many farming businesses.

In addition to implementation, measurability remains a key challenge. Not all reduction initiatives currently have recognized measurement methodologies, and in many cases we still rely on generic industry data. In 2026, we started calculating both product-specific and product group-based carbon footprints, allowing us to monitor and report our progress with increasing accuracy over time.

Working together with our partners

- By 2027, 100% of prioritized suppliers will be committed to the Vandersterre Code of Conduct.

Building a future-proof dairy chain can only be achieved together. That is why one of our key objectives is to ensure that all prioritized suppliers are committed to the Vandersterre Code of Conduct by 2027.

Through this Code of Conduct, we define what responsible and sustainable business practices mean within our value chain. This includes expectations in areas such as environmental performance, animal welfare, labor rights, integrity and transparency. By asking suppliers to commit to these principles, we ensure that we work with partners who share our ambitions and are actively willing to contribute to the transition of the dairy chain.

At this moment, we are developing the first version of our Code of Conduct. This will be reviewed together with a selected group of suppliers to ensure that the content is both ambitious and practical.

We have consciously chosen to focus on prioritized suppliers. In this way, we avoid creating administrative processes without impact, and instead focus our efforts on the partners that can make the greatest difference within our value chain. In close collaboration with our procurement team, we determine which suppliers are most critical to achieving our sustainability ambitions.

In this way, we ensure that our value chain becomes step by step more resilient, responsible and future-proof.

RESULTS AND PLANS

What have we achieved over the past year, and what is planned for the years ahead?

Supplier assessment

To further strengthen collaboration with our partners, we are increasingly evaluating the sustainability vision and performance of our suppliers. In 2024, we took the first step by launching a supplier survey, giving us valuable insight into where our partners currently stand and what actions they are already taking in the area of sustainability.

In 2025, we integrated these insights into our supplier assessment process for the first time. Sustainability has now become a structural part of our annual supplier evaluations and year-end review meetings. As a result, our conversations with suppliers are no longer focused solely on quality and operational collaboration, but also on our shared ambitions for building a future-proof value chain. This approach applies not only to cheese suppliers, but also to facility partners, non-food suppliers and service providers throughout our broader supply chain.

In the coming year, we will further develop our supplier assessment process and integrate it more closely with our procurement policy. In this way, we aim not only to evaluate suppliers, but also to actively support and encourage them in taking further sustainability steps.



BUILDING A STRONG BRAND TOGETHER BASTIAANSEN BY MARJA & ROUVEEN

Stronger together for organic

With the partial acquisition of the Bastiaansen Bio brand in 2025, Vandersterre has further strengthened a partnership that has existed for many years. What began as a strong value chain partnership has now evolved into shared brand ownership, driven by one common ambition: to further grow the organic cheese market in the Netherlands. Marja Bastiaansen shares how collaboration, trust and scale form the foundation of a future-proof organic food system. “Organic growth does not happen by itself. It requires collaboration, trust and a shared ambition.”

For Marja Bastiaansen, organic has always represented more than just a product. Rouveen, the cooperative behind Bastiaansen Bio, was founded in 1905, with farmers as co-owners of the brand. “That is still part of our DNA,” Marja explains. “The people who ensure the milk production are also the people who carry the story behind the cheese.”

Over the years, she has seen organic dairy evolve from a niche segment for a small group of dedicated consumers into a much more visible presence within the cheese category. At the same time, she also recognizes the challenges that lie ahead. “If we truly want organic to reach 15% of the market, in line with the ambitions of the European Union, we cannot achieve that alone. The only way forward is through deeper collaboration between farmers, producers and trading companies.”

For many years, both organizations have worked closely together on the development and market positioning of organic cheeses. Today, the brand is carried forward together. “One plus one no longer equals two. It becomes five. Through this level of collaboration, you become far stronger as a group than as individual businesses.”

According to Marja, this collaboration is more important now than ever. Many progressive organic farmers are facing increasing limitations when it comes to investing and innovating. By keeping the value chain as short and transparent as possible, raw material flows and market demand can be better aligned. “This gives farmers clarity about what they are producing for, while the market gains visibility into what is coming. That creates trust and makes growth possible.”

With Vandersterre as co-owner of the brand, Marja sees significant opportunities for the future. “Together, we can invest, scale where needed, and make organic products more accessible to consumers. In this way, we continue building Bastiaansen Bio while contributing to the transition towards a different, future-proof food system.”

MARJA BASTIAANSEN

Account Manager Organic

Read more here!





INTERVIEW WITH A JERSEY FARMER BY FOLKERT

Holland Jersey and Vandersterre

In 2025, Vandersterre took an important step in broadening its activities through the acquisition of Holland Jersey, including its close partnerships with the farmers who work every day to produce Jersey milk and cheese. With this integration, we aim not only to strengthen our value chain, but also to reinforce the position of progressive dairy farmers. Especially at a time when increasing regulations and investment pressures can make it challenging for farmers to continue innovating.

For many Jersey farmers, this creates new opportunities. One of them is Folkert Ijkema, a fourth-generation dairy farmer at De Iik in Raard, where around 70 Jersey cows are milked. Folkert speaks with great enthusiasm about why he chose this breed and how he sees the future of his farm.

“The first time I saw a Jersey cow, I was immediately convinced,” Folkert says with a smile. “These cows radiate energy. They are lively, elegant and fit perfectly with the way we want to farm.”

Choosing Jersey cattle is no coincidence. The Jersey cattle produce milk with higher fat and protein content, while requiring relatively less feed and generating lower methane emissions. This makes them highly relevant in sustainability discussions, while also offering clear advantages in cheese production. But for Folkert, farming is about more than milk production alone. At De Iik, he combines dairy farming with a care farm, creating a safe and supportive environment where

people can actively participate in daily farm life. According to Folkert, this social dimension is deeply rooted in the story of his family farm.

Alongside this social commitment, Folkert also works actively to strengthen biodiversity on his land. On selected areas of the farm, he maintains herb-rich grasslands and wet meadow habitats to support meadow bird populations. For Folkert, this is a natural connection between agriculture, nature and long-term resilience.

“The goal is to make our farm future-proof,” Folkert explains. “That means investing in green energy, exploring feed solutions closer to home, and reducing our dependency on artificial fertilisers/fertilizers. I want to build a new, modern barn and continue growing the business, but in a way that remains true to our values.”

FOLKERT IJKEMA

Jersey dairy farmer

Read more here!



RESULTS IN FIGURES

Conscious business operations

KPI	UNIT	RESULT 2025
Scope 1 and 2	Ton CO ₂ eq	949
Scope 3	Ton CO ₂ eq	330.824
Reduction scope 1 and 2, base year 2020	% (Ton CO ₂ eq)	-62
Relative reduction scope 3 per million € revenue, base year 2020	% (Ton CO ₂ eq per million € revenue)	-16
Electricity usage per kg cheese	kWh/kg	0,27
Waste from operations	Ton	202
Recyclable waste	Ton	85
Reduction in waste per million € revenue, YtD	% (Ton per million € revenue)	-8
Water usage	Liter	13.218
Reduction in water usage, YtD	%	+3
Share of electric or hybrid fleet*	%	60

*Excluding trucks

Motivating and healthy working environment

KPI	UNIT	RESULT 2025
Number of incidents	#	16
Frequency rate	Rate (number of incidents per 100 employees)	5,8
Severity rate	Rate (average days of absence per incident)	1,3
Number of vitality-initiatives	#	3
FTE	#	364
HC	#	455
Donations (to charity)	€	5000

Cutting-edge range of luxury dairy

KPI	UNIT	RESULT 2025
Share of more-sustainable assortment (SKU)	%	20
-People	%	5
-Animal	%	2
-Nature	%	12
-Climate	%	3
Share of more-sustainable revenue in €	%	20
Share of more-sustainable sales in kg	%	16
Growth in more-sustainable assortment, YtD	%	+11
Growth in more-sustainable revenue in €, YtD	%	+6
Growth in more-sustainable sales in kg, YtD	%	+7
Grams of packaging material* per kg cheese	Gr/kg	23,6
Reduction packaging material per kg cheese, YtD)	%	-10

*Packaging materials = primary and secondary packaging materials

Future-proof dairy chain

KPI	UNIT	RESULT 2025
Reduction FLAG scope 3, base year 2024	% (Ton CO ₂ eq)	+1,7
Relative reduction FLAG scope 3 per ton cheese, base year 2024	% (Ton CO ₂ eq per ton cheese)	-6,8



ABOUT THE REPORT

This sustainability report relates to the 2025 reporting year and covers the period from 1 January 2025 through 31 December 2025. Unless stated otherwise, all information and reported data included in this report relate to this reporting period.

This report has been prepared for Vandersterre Group and its subsidiaries. Vandersterre Onroerend Goed and Vandersterre Ingredients have been excluded from the scope of this report, given the nature and scale of these entities.

In preparing this report, disclosures have been aligned with references to the VSME Basic Module and VSME Comprehensive Module.

The table on the following page provides an overview of where the relevant information can be found within this report.

VSME TABLE

#	VSME	SUBJECT	PAGES
B1	Basis for preparation	About this report	46
C1	Strategy: Business Model and Sustainability - Related Initiatives	Strategy	9-10
B2	Practices, policies and future initiatives for transitioning towards a more sustainable economy	Strategy; conscious business operations; motivating and healthy working environment; cutting-edge range of luxury dairy; future-proof dairy chain.	11; 17; 19; 22; 25; 27; 31-33; 35; 39-40
C2	Description of practices, policies and future initiatives for transitioning towards a more sustainable economy	Strategy; conscious business operations; motivating and healthy working environment; cutting-edge range of luxury dairy; future-proof dairy chain.	11; 17; 19; 22; 25; 27; 31-33; 35; 39-40
B3	Energy and greenhouse gas emissions	Conscious business operations; future-proof dairy chain	17- 23; 39-41
C3	GHG reduction targets and climate transition	Conscious business operations; future-proof dairy chain	17- 23; 39-41
C3	GHG reduction targets (in tCO2e)	Conscious business operations; future-proof dairy chain	17- 23
C3	Disclosure of list of main actions the entity seeks in order to achieve its targets	Conscious business operations; future-proof dairy chain	17- 23; 39-41
C4	Climate risks	Conscious business operations; future-proof dairy chain	17- 23
B4	Pollution of air, water and soil	Conscious business operations	17- 23
B6	Water	Conscious business operations	17- 23
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#	VSME	REASON FOR WITHHOLDING
B4	Pollution of air, water and soil	Not relevant for Vandersterre
B5	Biodiversity	Not relevant for Vandersterre
B6	Water Consumption	Not relevant for Vandersterre
B10	Workforce - Number of annual training hours per employee during the reporting period	Information not available
B11	Convictions and fines for corruption and bribery	Not relevant for Vandersterre
C3	Transition plan for undertakings operating in high climate impact sectors	Information not available
C6	Additional own workforce information - Human rights policies and processes	Not relevant for Vandersterre
C7	Severe negative human rights incidents	Not relevant for Vandersterre
C8	Revenues from certain activities and exclusion from EU reference benchmarks	Not relevant for Vandersterre

A photograph of a herd of sheep in a lush green field under a cloudy sky. The sheep are in the foreground, looking towards the camera. The sky is filled with soft, white clouds. The overall scene is peaceful and pastoral.

Vandersterre

THE CHEESE **FAMILY** FROM HOLLAND

This sustainability report for 2025 has been prepared on behalf of Vandersterre Groep Bedrijven B.V. and covers the calendar year 2025, from 1 January 2025 through 31 December 2025. This reporting period is aligned with the financial reporting year. Unless stated otherwise, the data and disclosures included in this sustainability report relate to Vandersterre Groep Bedrijven B.V. and its subsidiaries.

Do you have any questions about this report?

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