



SUSTAINABILITY

FOR TODAY AND TOMORROW



Foreword

Dear Reader,

We are proud to share our first **sustainability report**. It offers a moment to reflect, because it shows where we as Kaptein come from and where we want to go. Sustainability isn't a trend or a concept for us: it has been embedded in our work for years. We do what feels logical, down-to-earth, practical, and with an eye on the long term. That's how we've grown, and that's how we still work.



Over the years, we've taken many steps. We've further reduced waste, invested in a safe and pleasant work environment, and are making increasingly conscious choices within our value chain. These steps often arose spontaneously, simply because things could be done better or smarter. What was still missing was the bigger picture: the story behind all these initiatives. This sustainability report brings it all together, **making visible what we're already doing and what we stand for**.

In 2025, we at Kaptein consciously focused on exactly that. We critically examined our processes and challenged each other to make choices that are not only good for today, but also for tomorrow: for ourselves, for our environment, and for future generations.

Earning our CSR certificate feels like a wonderful confirmation of this. It aligns with the way we do business, with attention to people, the environment, and society. Our core values and core qualities serve as our compass and help us stay focused and make the right decisions. That's typical of Kaptein: **engaged, collaborative, and building growth with enthusiasm**.

We are proud of our **Echte Family**: *Echte Boter (butter)*, *Echte Smeerkaas (cheese spread)*, and *Echte Kaas (cheese)*. Every day, our colleagues work with craftsmanship and dedication to make products we fully stand behind. To continue doing so in the future, this year we invested in a new, advanced production line. This strengthens our craftsmanship with smart technology and makes our production process more efficient and future-proof.

In addition, we jointly selected **five focus SDGs** from the 17 Sustainable Development Goals. By focusing on the themes where we can truly make an impact, we create clarity and ensure progress. This keeps sustainability tangible and part of our daily work.

In this report, we are open and honest about what's going well and where we still need to make progress. It's not an end point, but a snapshot. In 2026 we celebrate our 90th anniversary, and we look forward with pride to our centenary, together with colleagues, customers, partners and suppliers. We will continue on this path with the same down-to-earth approach and engagement that has characterised Kaptein for generations: **for today and tomorrow**.

Enjoy reading,

Mireille Kaptein

CEO Kaptein



At a glance

OUR PATH TOWARDS SUSTAINABLE ADDED VALUE

INPUT

What do we have at our disposal?

- Financial capital**
A solid financial base
- Human capital**
Skilled, engaged, and motivated employees
- Produced capital**
Production locations, machinery, and logistics infrastructure
- Intellectual capital**
Innovation, knowledge, and expertise embedded in people and systems
- Natural capital**
Raw materials, energy, water, and packaging materials
- Social capital**
Strong collaborative relationships with supply chain and business partners

BUSINESSMODEL

What is our role and which choices do we make?

Strategy
We are *the* circular dairy producer that, with respect for people and the planet, works every day on Echte Boter, Echte Kaas, and real sustainability.

Bold goal
By 2036, at the time of our 100th anniversary, our own operations (Scope 1 and 2) will be fully climate neutral.



Mission and vision
Real sustainability starts with the choices we make every day. Together with colleagues, partners, and customers, we build fair supply chains and a liveable world for future generations.
Our goal: to be the most forward-looking and sustainable cheese and butter company, now and in the future.

- Really engaged
- Real growth
- Really together
- Real enjoyment

OUTPUT

What will our stakeholders notice in the short term?

- Financial capital**
Continuity through stable and sustainable policy
- Human capital**
Satisfied employees, lower absenteeism, and lower staff turnover
- Produced capital**
Sales of circularly produced cheese and butter products
- Intellectual capital**
Tailored training approaches, encouraging knowledge-sharing and development with partners
- Natural capital**
CO₂ reduction, energy and raw material efficiency, innovations in packaging
- Social capital**
Satisfied customers, long-term relationships and partnerships, intensive supply chain collaboration

IMPACT

What impact do we create in the long term?

- 3 GOOD HEALTH AND WELL-BEING**
Wellbeing
Attractive, inclusive employment with room for growth and development for every individual
- 4 QUALITY EDUCATION**
Knowledge
Continuous investment in learning and development - on the job and beyond. Every day smarter, stronger, and more sustainable
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION**
Circularity
Taking a leading role in circularity within the food industry
- 13 CLIMATE ACTION**
Climate
Reducing our emissions in our own operations, and across the entire value chain
- 17 PARTNERSHIPS FOR THE GOALS**
Partnerships
Together with our partners, being the most forward-looking and sustainable cheese and butter company



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01 Introduction

At Kaptein, sustainability has been part of how we think and work for decades. In this first sustainability report, we provide a clear overview of our approach, ambitions, and results. We also show who we are as a family business and the steps we are taking towards the future.

That's why we have defined our **sustainability vision** as a four-part model, developed an ESG roadmap, and conducted a CO₂ baseline measurement that guides our path to climate neutrality by 2036. At the same time, we have strengthened our commitment to circularity, sustainable packaging, employee well-being, and value chain collaboration.

This report offers transparency to all our stakeholders, from colleagues to customers and partners. Together, we are building fair value chains, smart innovations, and products we are proud of, **for today and tomorrow.**

02 Who we are

Over our 90-year history, craftsmanship at Kaptein has always included a future-oriented approach to sustainability. As a family business, we supply dairy products worldwide, with respect for people, the environment, and the value chain of tomorrow.



1936

Founded

120

Employees

4

Product groups

55

Countries

This is Kaptein

We are a family business through and through, specialising in **the production, ripening, cutting, and packaging of cheese, butter, processed cheese, and powdered cheese.** With nearly 90 years of craftsmanship, we combine tradition with innovation, working every day on high-quality products for customers all over the world.



Our vision guides us in this. The world is changing rapidly, and to continue meeting the demand for dairy, we must remain curious about new developments in production, processing, and packaging. This mindset makes us future-oriented and agile.

Our vision: future-oriented and reliable

We consciously choose the long term. By investing in knowledge, technology and sustainable growth, we have been building a stable, reliable organisation for generations. This makes us a partner that customers and suppliers can count on, and an employer where people enjoy working.

Engaged and down-to-earth

We value clarity and collaboration. With short communication lines, a practical mentality, and entrepreneurship, we can quickly respond to developments in the market and within the value chain. This down-to-earth approach aligns with who we are: engaged, solution-oriented, and results-driven.

Where we work

We operate from two locations: our headquarters and production site in Heiloo and our processed cheese factory in Oosthuizen. Here, over 120 colleagues produce and package our dairy products every day, which are then delivered to more than 55 countries.

Our compact structure makes us flexible and allows us to quickly respond to customer needs and innovations.

Real Butter, Real Cheese, Real Sustainability.



03 Sustainability Policy

SUSTAINABILITY VISION

A powerful and inspiring sustainability vision is the core of a successful sustainability policy. To support this, we use the 'Vision as a Four-Part Framework' model to chart a solid and future-oriented course. Our sustainability vision must, of course, complement our mission and vision.



Our mission:

At Kaptein, we want all our colleagues to be as healthy, fit, and resilient as possible. This creates optimal conditions for the best results, and when you feel good about yourself, things generally go better! That's a win-win: it's good for you and good for everyone.



Our vision:

The world around us is changing rapidly, perhaps faster than we think. To continue to meet the changing demand for dairy, we must be, and remain, curious about developments in the production, processing and packaging of cheese and butter.

SUSTAINABILITY VISION FOUR-PART FRAMEWORK

What do we stand for?

Core Values

- Really engaged:** Dedication, ownership, responsibility, commitment, trust, meaning, fulfilment
- Real growth:** Personal development/growth, development, knowledge-driven
- Real enjoyment:** Safe work environment, honest, open, respectful, genuine, fun
- Really together:** Collaboration, teamwork

What's our purpose?

Mission

Higher purpose: At Kaptein, sustainability is a conscious choice that is embedded in the DNA of our family business. We handle raw materials, people, and the world around us with care, driven by respect for the past and responsibility for the future.

In this way, together with colleagues, partners, and customers, we build fair supply chains and a liveable world for future generations. Our goal is clear: to be the most forward-looking, sustainable cheese and butter company, now and in the future.



Where do we excel?

Core Qualities

- Short lines and quick decision-making
- Concrete and pragmatic
- Reliable and responsible
- Craftsmanship and expertise
- Direct and modest
- Autonomous and enterprising
- Proud and passionate
- Collaboration and collective strength

Where are we headed?

Vision

A bold goal: At Kaptein, we work every day on *echte (real) sustainability*, *echte butter* and *echte cheese*.

In 2036, when we celebrate our 100th anniversary, we want to be the leading example of a forward-looking and sustainable cheese and butter company in the Netherlands.



Doing what works together!

With a down-to-earth approach and real dedication, our working group has built the foundation for a solid sustainability policy at Kaptein. No thick reports, but practical choices and concrete actions that can really make a difference.



FOCUS ON SDGS

Together, we're working to end poverty, inequality, injustice and climate change.

With our clients and partners, we support the 17 Sustainable Development Goals. We use our focus on the SDGs to create direction, strengthen connections, and bring about sustainable acceleration. These are the 5 SDGs where we want to make the greatest impact:



WELLBEING: True sustainability starts with the people who make the difference every day: our employees. That's why their motivation, health, and wellbeing are always our top priorities. We do this by investing in a safe, inclusive environment that supports development, job satisfaction, and long-term employability, allowing us to build an organisation people are proud of and enjoy working for.



KNOWLEDGE: At Kaptein, sustainable entrepreneurship begins with knowledge, awareness, and engagement. That's why we invest in learning and growth, both on the job and beyond. We ensure that employees at all levels can share ideas, learn and contribute. By sharing sustainable insights, fostering curiosity, and collaborating with partners, we work towards smart solutions for the future.



CIRCULARITY: Kaptein occupies a pioneering role in circularity within the food industry. Our leading position is thanks to an integrated approach in which we focus on fully utilising by-products from production, investing in innovative and recyclable packaging, effectively and locally organised logistics, and the active sharing of knowledge and collaboration. This creates a near-closed loop within just a few metres - something rarely seen in the sector.



CLIMATE: We take climate change seriously and reduce our CO₂ emissions wherever possible. For our own operations (Scope 1 and 2), we aim to be climate neutral by 2036, the year Kaptein celebrates its centenary. For the supply chain (Scope 3), we follow the Paris Climate Agreement and are working towards Net Zero by 2050, together with our partners. In this way, we are contributing to a food chain that is future-proof for people and the planet.



PARTNERSHIPS: At Kaptein, we believe sustainable progress is only possible through strong collaboration. We work with customers, suppliers, knowledge partners and social organisations towards one shared goal: to be the most forward-looking and sustainable cheese and butter company. Whether it's about climate goals, circular packaging, or making optimal use of by-products - together we make more impact.

ESG THEMES

From ambition to action: ESG themes

Sustainability goes beyond fancy plans; it requires concrete action and measurable impact. That's why we've started working with ESG themes. By focusing on Environment (E), Social (S), and Governance (G), we're making sustainability an integral part of our way of working. This not only helps us achieve our ambitions but also aligns with the ESRS requirements within the CSRD *and* what really matters to our partners, stakeholders, and employees.

Environmental

Climate (CO₂)
Energy efficiency
Circular: reuse of production by-products and sustainable packaging
Biodiversity and conservation of natural environments



Social

Health and wellbeing (vitality and sustainable employability)
Social sustainability (pleasant, inclusive, and safe work environment)
Value chain responsibility



Governance

Value chain collaboration with partners
Learning and development
Application of new ideas
Knowledge sharing and development
Information and transparency



Framework

The themes outlined above form the core of our sustainability policy. By linking actions and measures to these themes, we focus on impact and work towards our ambitions. From dairy farmer to producer, and from logistics to the consumer: together we are working to secure the future.



Key action points from our ESG roadmap

Together with our team, we have defined clear action points to realise our sustainability ambitions step by step. These initiatives form the core of our ESG roadmap and show how we take responsibility for people, the environment, and our value chain. Below, we highlight a number of key action points.

From plastic waste to green energy

An innovative project has been launched at the De Boekelermeer industrial estate in Heiloo-Alkmaar, where we are based. Various types of waste, including our plastic cheese packaging, are converted into energy without incineration. This technology is currently being tested in a large-scale pilot facility, in which our plastic waste is also being used. The initial results are promising. This development offers a clear perspective on a circular solution, with our own waste becoming a source of green electricity and supports our ambition to work towards greater circularity and reduced environmental impact.

Learning and growing

This year, we began a collaborative programme with the Food Department at VONK Education, welcoming students on site and providing practical lessons on processed cheese production technology. By directly linking lessons to the workplace, learning is firmly rooted in practice.

Through this collaboration, we not only invest in the development of our own colleagues, but also actively contribute to educating the professionals of tomorrow, strengthening the future of our sector.

More sustainable packaging for cheese and butter

In 2026, we will be launching a programme with our value chain partners focused on circular packaging and further optimisation of by-products. This programme includes, among other things:

- gaining insight into reusable and returnable packaging;
- exploring joint processing of by-products;
- investigating and testing mono-materials and recyclable films;
- incorporating sustainability criteria into packaging procurement negotiations.

In addition, this year we will be working with Wageningen University & Research on food sector packaging innovation. This brings science and practice together and accelerates the development of future-proof solutions.

Value chain collaboration

We are using our 90th anniversary as an important moment to bring our value chain partners together to explore how we can collectively realise our sustainability ambitions. By sharing knowledge and working together, we strengthen not only our partnerships, but also the impact we can make as a value chain.

With these action points we continue to build a sustainable future for Kaptein, one in which innovation, collaboration, and responsibility are central, for today and for tomorrow.





Echte Botschaft

04 What We're Proud Of

04.1 New fully robotised cheese production line

Our brand-new, fully robotic production line gives the future of sustainable cheese processing a powerful boost. The line combines the best of both worlds: the craftsmanship that has defined us for decades and modern robotic technology that makes our process smarter, more precise, and safer.

Thanks to extensive automation, we have reduced our energy consumption and kept production lines running optimally. The extremely precise cutting and packaging processes of the new fully robotic production line reduce product loss and ensure optimal control of product give-away, meaning every gram of cheese counts.

Our new fully robotic production line represents more than just technical innovation: it is an investment in sustainable employment. Robotisation changes the nature of our colleagues' work by decreasing heavy and repetitive tasks, and creating more room for control, quality, and craftsmanship. This creates a more pleasant, safer, and future-proof work environment.



04.2 Paper wrap packaging "Echte Boter"

Our 10-gram Echte Butter packaging has undergone a complete transformation. After intensive development and testing, we are now introducing a 100% compostable paper wrap packaging, a true first in our category.

Previously, the packaging consisted of three layers: aluminium, greaseproof paper, and adhesive: a proven concept, but not future-proof. Therefore, we investigated whether we could switch to packaging made entirely of compostable paper, without aluminium. It was an exciting challenge, because aluminium normally protects against discoloration from light.

Despite this, our new paper wrap passed all tests with flying colours. With this innovation, we're making a tangible contribution to reducing packaging waste and taking a concrete step toward a cleaner, circular future. A small package, but a major milestone toward less waste and greater circularity.



Really Engaged



Real Growth



Real Enjoyment



Really Together

04.3 Vitality program “Echt Fit”

At Kaptein, we are convinced that sustainable entrepreneurship starts with our people. The continuity and quality of our organisation is driven by engaged, healthy, and motivated employees. That's why we invest systematically in good employment practices and in the vitality and development of our colleagues.

We operate within the cheese sector's collective labour agreement framework, ensuring fair employment conditions, and clarity and security. As a family business, we attach great importance to respect, collaboration and employee engagement, where we work together on Kaptein's further development and contribute to a healthy organisation, both now and in the long term.

Our vision is that employees at Kaptein feel seen, heard, respected, and valued. We foster a culture in which colleagues support each other in growth and (self-) development, and in which everyone takes responsibility for the quality of our work, our products, and our behaviour. In this way, we jointly build an organisation we can be proud of.

This vision is anchored in our core values:

Really Engaged, Real Growth, Real Enjoyment and Really Together:

These values serve as the compass for our daily actions and decision-making.



Feeling good – physical and mental health



Social – team building, outings, fun activities



Knowledge – training courses and workshops



Sport – exercising together, such as the Alkmaar City Run



Health and safety – working safely

Working on sustainable employment

To strengthen the vitality of our employees and the Kaptein organisation, we have developed the **Echt Fit programme**. We believe that employees who feel fit, well, and energetic are better able to contribute sustainably to their work and to the organisation. The programme is built around five pillars that support physical, mental, and social health.

In the past year, this has been put into practice through various initiatives, including participation in sporting and social activities such as the company football tournament, the Dam tot Dam Walking Event, the Alkmaar City Run, and group training sessions. We have also invested in safety and professional skills through training with aerial work platforms and electric pallet trucks, and in personal development through, among other things, Dutch language lessons for employees.

We have also focused on transparent communication and engagement through the **Kaptein UpDate** (information sessions for all employees) and the development of the **Kaptein app**. With these initiatives, we not only encourage exercise and vitality, but especially team spirit, mutual connection, and shared responsibility.

In this way, we are working step by step towards sustainable employability and an organisational culture in which people enjoy working together to create a future-proof Kaptein.

05 Looking ahead

The steps we have taken in the past year form a strong foundation for the future. With our sustainability vision, a bold target for 2036, and a clear ESG roadmap, we have created direction, focus, and a framework for action. In the coming years we will continue to build upon this.

We are accelerating our CO₂ reduction, collaborating more intensively with value chain partners, and continuing to invest in innovation, knowledge, and sustainable technology. Circularity, from packaging to managing by-products, remains one of our most important pillars, as does a safe, healthy, and inclusive work environment for everyone who works at Kaptein.

The intermediate steps towards 2030 are clear: significant emission reductions in scope 1 and 2 and further reduction of scope 3 emissions through collaboration within the value chain. At the same time, we are further professionalising our social and governance indicators and are transparent with our stakeholders about the results achieved.

Our compass remains our Moonshot for 2036:

By the time of our 100th anniversary, we want to be the leading example of a forward-looking and sustainable cheese and butter company in the Netherlands.

With pride, craftsmanship, and a down-to-earth approach, we continue to work every day on products and processes that contribute to a future-proof food chain. Together with colleagues and partners, we are taking steps that matter today, and for the generations to come.



For **today** *and* **tomorrow.**

Sustainability is an ongoing journey rather than a destination. Every day we take steps that tangibly contribute to a better world for tomorrow.

With craftsmanship, innovation, and respect for people and the environment, together we are building a future-proof organisation. In this way we are building, step by step, a sustainable future in which quality and responsibility go hand in hand.

If you have any questions, please contact us. We're happy to help.



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The house of **cheese** and **butter**.