

Delivering circular value

ESG 2025 Report

IFCO

Welcome

Welcome to IFCO's Environmental, Social and Governance (ESG) 2025 Report, a reflection of our ongoing commitment to transparency, sustainability and responsible growth.

Since day one, we have been dedicated to challenging the status quo – reimagining traditional practices and creating positive impact with reusable packaging solutions that redefine the fresh grocery supply chain.

In this report, we explore our latest efforts to achieve meaningful progress for our communities, our planet and our business.







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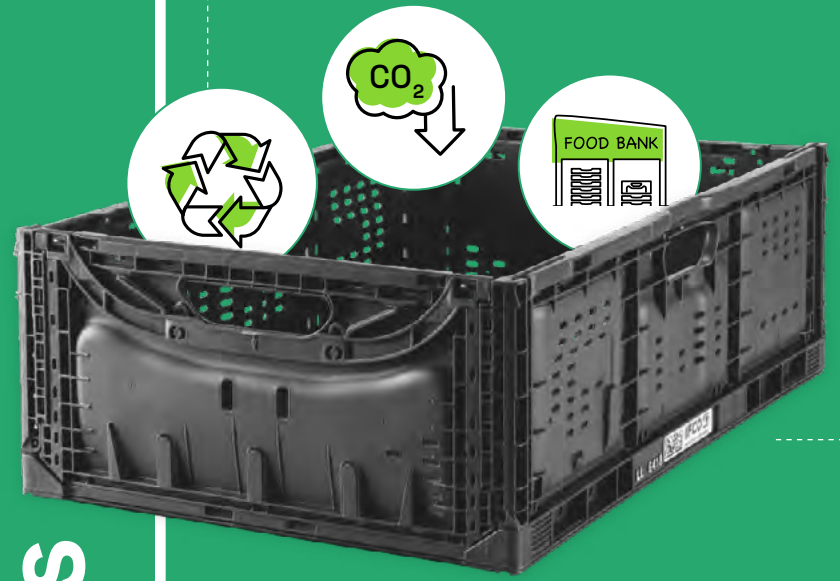
2025 performance highlights



39% **recycled content** in reusable packaging containers (RPCs)

735 **kt CO_2e** total emissions avoided by our customers in FY25 with IFCO RPCs

87k **RPCs** donated to nonprofit organizations

2.5 **billion trips** completed by our RPCs

Earned **Investors in People** accreditation



ISO 9001, 45001 and 14001-certified **globally**

8,560+ **BrainFood Learning Management System courses** completed by employees



Won the Triton Partners' 2024 ESG **Governance Award**



New yogurt crate developed and launched

kununu

Ranked as a **"Top Company"** by Kununu for the third year in a row



Received **"Germany's Best Managed Companies 2025"** award



About this report

The completion of our 2025 ESG Strategy marks an important milestone in our sustainability journey. In this report, we provide a comprehensive overview of our business, detailing our ESG impact and performance against our targets for the period from July 1, 2024, to June 30, 2025. We cover activities across our most material issues as identified in 2021 and refined during our FY24 double materiality assessment (DMA). Conducted in preparation for the Corporate Sustainability Reporting Directive (CSRD), the DMA has helped further focus our efforts and align our reporting with the evolving regulatory landscape, and it underpins our newly developed 2030 strategy.

We are committed to the highest standards of corporate reporting and, as such, have prepared this report in line with the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB).

Our emissions-reduction targets have been validated by the Science Based Targets initiative (SBTi), underscoring our dedication to impactful climate action.

To support the global sustainability agenda, we are a signatory to the United Nations Global Compact (UN Global Compact) corporate responsibility initiative and its Ten Principles in the areas of human rights, labor, environment and anti-corruption. We are also working to help advance the 17 UN Sustainable Development Goals (SDGs). By aligning with internationally recognized standards, we seek to provide a transparent, comparable account of our performance.

GRI SASB WE SUPPORT UN GLOBAL COMPACT SUSTAINABLE DEVELOPMENT GOALS

Who we are

Our purpose

Making the fresh grocery supply chain sustainable.

Our mission

Eliminating packaging and food waste in the fresh grocery supply chain, enhancing efficiencies across the value chain and sharing the resulting long-term value with all our stakeholders.

Our values

Our values attract people whose personal beliefs align with our own, fostering a positive culture in which employees feel connected to our mission and motivated to give their best. By living our values, we believe we differentiate ourselves, demonstrating every day how they guide our decisions and actions.

Ambitious for customers: We improve every day so we can serve our customers better.

Can-do ownership: We take ownership and deliver.

Growing as one IFCO team: We collaborate to succeed and flourish together.



To safeguard the planet for future generations, the world needs to embrace a circular model in which products are kept in use through reuse, refurbishment and recycling.

At IFCO, we champion circularity as pioneers of reusable packaging solutions. Since 1992, we have provided businesses with reusable packaging containers (RPCs), helping revolutionize fresh food delivery systems with our efficient, cost-effective, low-carbon sustainable packaging solutions. We provide an end-to-end service, delivering clean containers to producers, collecting them from retailers and cleaning, sanitizing and – where necessary – repairing them for redistribution. When our RPCs, or crates, finally reach the end of their useful life, we recycle them back into new crates in a closed-loop system that maximizes the value of materials.



Working with **300+** retailers

Working with **18,000+** growers and producers

Customers in **50+** countries

~400 million RPCs in circulation

About **2.5 billion** RPC shipments per year

2,200+ employees worldwide

A message from our CEO and CFO

We are pleased to welcome you to IFCO's ESG 2025 Report, a celebration of what we have achieved in the last year and since we launched our Thriving in the Circular Economy strategy four years ago. With 2025 marking the end of this strategy – a strategy that has helped us advance our purpose of making the fresh grocery supply chain sustainable – we would like to take this opportunity to reflect on our progress and look to what's next.

Over the last four years, we have taken concrete steps to integrate ESG even further into the heart of our business priorities and culture. When we established Thriving in the Circular Economy, we knew what we wanted to achieve, but we also knew many of our targets were incredibly ambitious. Today, we are proud to see that our efforts have paid off. Having either achieved or advanced all our ambitions, 2025 truly represents a celebration of our strategy.

Our ESG strategy continues to demonstrate that sustainability and strong business performance go hand in hand. By embedding ESG principles into every decision we make, we've built a more resilient and customer-focused business. This approach is not just about driving results – it's about delivering real-world impact: reducing waste, improving efficiency, and strengthening communities wherever we operate.

As a company founded on a circular business model, we remain steadfast in our commitment to helping customers around the world transition to circular packaging solutions. In FY25, we expanded our global presence and deepened our partnerships with existing customers to replace single-use packaging with durable, reusable IFCO RPCs – reaching an important milestone of 2.5 billion single-use units replaced in just one year.

Around the world, the effects of climate change are increasingly felt in the form of more extreme, unpredictable weather events. Having achieved SBTi validation for our emissions-reduction targets in FY24, during FY25, we continued to build on our efforts and successfully converted 100% of our electricity supply to renewable energy. Despite business volume growth, we have been able to decrease our carbon emissions intensity while implementing key levers in our decarbonization roadmap.

As a business, we are dedicated to strong governance, embedding the UN Global Compact principles into our operations and looking to increasingly align our practices with B Corp expectations. During the last four years, we have advanced on our ESG and governance model and are certain our ESG strategy has made the company stronger and more resilient. In FY25, we hit a key milestone, achieving global International Organization for Standardization (ISO) certification for our Integrated Management System (IMS). It's a landmark achievement, and one that reflects our ongoing focus on quality, sustainability and operational excellence.

In a time when economic uncertainty is ongoing, we want to use our resources to support those in need. We have long worked with food banks wherever we have a presence, donating RPCs to help redistribute surplus food to those facing food insecurity. Throughout FY25, we collaborated with approximately 30 food bank organizations, covering every region we operate in, to get quality food to where it's needed most.

Our achievements would not have been possible without the passionate people who make up our workforce. We continue to invest in their development and wellbeing and, as a result, are honored to have received a record-high employee satisfaction score and to have been accredited by Investors in People in FY25. We have also advanced in our Diversity, Equity & Inclusion program and, although we have not yet fully met our gender diversity target, we are dedicated to further strengthening our efforts as we move into the next stage of our strategy.

As we develop Thriving in the Circular Economy strategy further, our focus sharpens on what comes next, and we are evolving our strategy to drive even greater action. With new goals, our Thriving with Purpose 2030 strategy will help us continually deliver business value as well as meaningful change for people and the planet. We would like to take this moment to thank our employees, customers and partners who have supported IFCO's journey to date and to show our appreciation for your ongoing partnership as we take our next steps toward a more sustainable future.

Mike Pooley
Chief Executive Officer

Dr. Julian zu Putlitz
Chief Financial Officer





Changing landscape, future-proofing business: Managing the ESG regulatory evolution

The ESG landscape is evolving rapidly, as stakeholder scrutiny increases and regulations tighten. A wave of new legislation, including the Packaging and Packaging Waste Regulation (PPWR) and Extended Producer Responsibility (EPR), will shape the future of sustainable supply chains in our sector. At the same time, recent rollbacks in disclosure efforts – such as the fragmentation of ESG policies and regulations across the US and the passing of the CSRD Omnibus in the EU – have added additional layers of uncertainty and complexity.

At IFCO, we remain steadfast in our commitment to ESG, recognizing it as foundational to financial performance, value creation and long-term business resilience. Despite a simplification of CSRD requirements, IFCO will still be required to report under the regulation, and we continue to prepare for this ahead of our FY28 deadline. Our 2030 Thriving with Purpose corporate strategy will help IFCO remain adaptable to the changing landscape while our goals proactively help our business and customers meet incoming regulations.

Read more about our work to prepare for CSRD in the governance section.

Supporting EPR in North America

In the US and Canada, rising adoption of EPR legislation for packaging is driving efforts to address solid waste and pollution. To date, most Canadian provinces have adopted EPR laws – covering 99.9% of the Canadian population[1] – while an increasing number of US states are introducing similar legislation.

EPR is a mandatory product stewardship approach that places responsibility for product and packaging end-of-life management with the original producer. By shifting financial, as well as management, responsibility to producers, it incentivizes the incorporation of more environmental considerations into product and packaging designs.

Reusable, refillable packaging is recognized as essential to solving the waste and pollution crisis, and as such, IFCO RPCs are not subject to EPR bills, which require producers to pay for waste management. As well as providing a closed-loop packaging solution, we support customers in navigating the expanding EPR landscape, connecting them with the right people and providing the information they need to complete EPR reporting.

[1]Source: Association of Plastic Recyclers.



Supporting the EU Waste Framework Directive

In February 2025, EU institutions reached a provisional agreement to amend the Waste Framework Directive (WFD). The amendments introduce binding food waste-reduction targets while maintaining a 10% reduction by 2030.

The Directive explicitly recognizes packaging's role in preventing food waste, highlighting active and reusable packaging as technologies that extend shelf life and reduce unnecessary disposal. The revised version will strengthen the EU's fight against food waste, officially acknowledging reusable packaging as part of the solution. IFCO's RPC model – designed to extend product shelf life, reduce waste and fit into circular systems – is well-positioned to support our customers in meeting the upcoming requirements.

Keeping pace with the PPWR

The EU's Packaging and Packaging Waste Regulation (PPWR), which came into force in 2025, aims to reduce single-use packaging waste, increase recyclability and establish mandatory reuse targets. As a company that pioneered RPCs more than 30 years ago, IFCO is ahead of the curve – a leader in reusable packaging decades before legislation mandated it.

The PPWR seeks to phase out problematic single-use packaging in favor of durable, reusable, returnable and recyclable containers. Formally adopted in February 2025 and legally binding in all EU member states, it has a clear implementation timeline and phased targets that apply to all businesses producing, importing and using packaging. For growers and retailers, it will mean a significant shift toward sustainable secondary packaging for transporting produce from single-use solutions, which may be hard to recycle.

Unlike single-use options, IFCO RPCs align with the PPWR. Made from robust, reusable materials and kept in use through a closed-loop system, our RPCs can help customers proactively comply with PPWR.

Businesses that transition to reusable packaging early stand to gain significant logistical, financial and environmental advantages. In fact, growers and retailers who have replaced single-use packaging with IFCO RPCs report improved efficiency and cost savings as well as reduced environmental impacts.

Read more about the environmental savings achieved with IFCO RPCs.





> IFCO pioneered the SmartCycle in 1992 to create a more efficient and sustainable fresh grocery supply chain. PPWR is simply catching up with what we've been doing for decades – leading the transition to reusable packaging before legislation required it."

Iñigo Canalejo, Vice President, ESG and Strategic Marketing

Addressing country-specific requirements

While the PPWR aims at creating a unified standard across Europe, delays have spurred several countries to implement their own regulations in the interim. For example, in Latvia, the Natural Resources Tax (NRT) encourages adoption of reusable solutions by imposing financial penalties on businesses using single-use packaging.

Created to curb the flow of packaging waste, the tax encourages businesses to redesign their packaging strategies to lower costs, drive efficiencies and mitigate environmental impacts.

At IFCO, we ensure our solutions meet the highest standards of reusability and recyclability. By doing so, not only do we help customers meet global legislation, but we also support them in navigating national and regional regulations such as the NRT and WFD.

Sustainability reporting: A focused approach

Our approach to sustainability has always been highly focused. Circularity is central to our business, but our comprehensive sustainability reporting ensures we are also addressing the topics in which we have the most impact.

In FY21, we conducted a materiality assessment to inform our 2025 ESG strategy; in FY24, we built on this insight with a refreshed Double Materiality Assessment (DMA).

Our DMA brings sight to the topics that have the greatest impact on our business, as well as the areas where we have the greatest scope for social and environmental impact. A key step in preparing for the CSRD, has also been fundamental to the development of our new 2030 ESG Goals, and during FY25, we reviewed our DMA results to ensure ongoing relevance.

To support the DMA process, we brought together cross-business experts – from areas including human resources, finance, operations, ESG, risk management, legal, and procurement – to share insights. We also engaged key stakeholder groups through a series of workshops, interviews and questionnaires, while a gap analysis helped identify areas where we could improve. Equipped with this insight, we created a matrix of our most material topics and developed a roadmap for effectively addressing gaps.

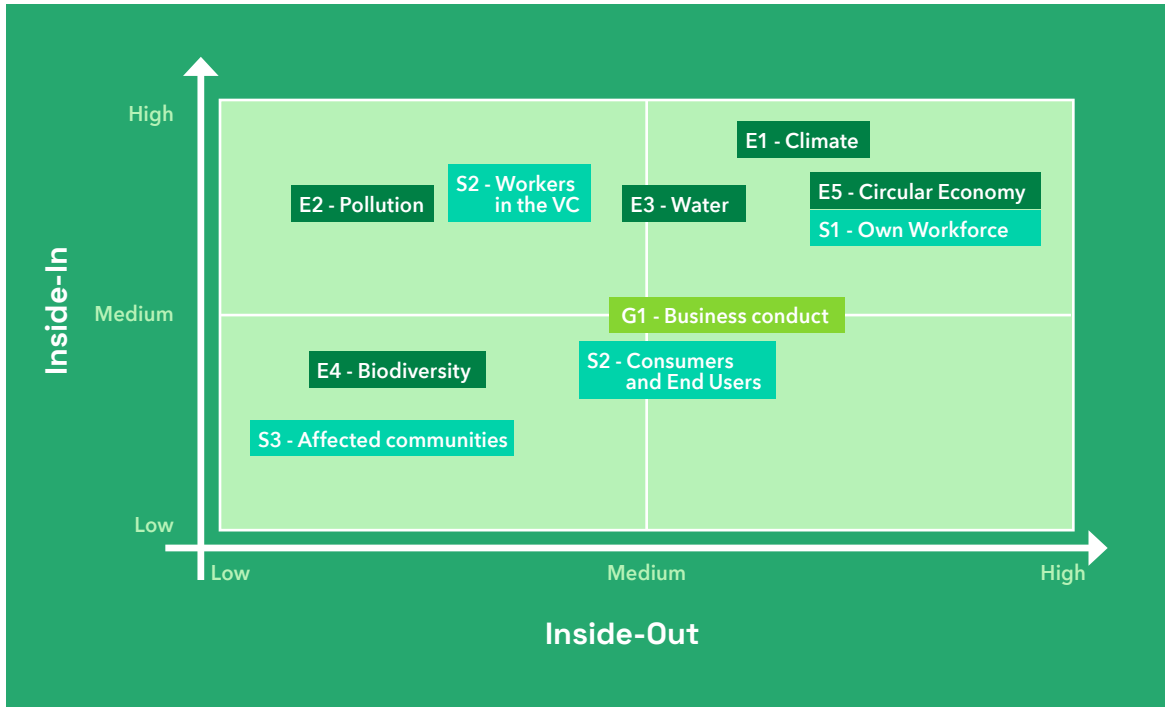
Key topics from our 2021 materiality assessment remain relevant and are reflected in some of those that emerged from our DMA. Any additional topics identified in the DMA that are not currently covered will be reported after 2025 as we work toward our new 2030 goals and ambitions.

Impacts, risks and opportunities

The DMA groups material topics into three key areas: impacts,[2] risks and opportunities. These areas encompass our up- and downstream value chains, as well as our internal operations. The table below illustrates the most material topics identified, in line with the European Sustainability Reporting Standards (ESRS).

While the CSRD and ESRS introduced some new perspectives and key points to evaluate in our ESG journey, we also see some limitations in them. For example, cybersecurity is not a stand-alone subcategory of any of the ESRS standards. Even though this topic is not explicitly part of the CSRD, it remains relevant and material for IFCO moving forward, and we will continue to report on it.

To read more about our DMA process, see our 2024 ESG report.



[2] Issues currently present and directly linked to daily activities.

Our ESG strategy

Our ambitions and progress allow us to lead the way in the circular economy, underpinned by our 2025 Thriving in the Circular Economy strategy.

For four years, this strategy has guided ESG performance across our company, encouraging us to take actions for the planet, society and our business.

Delivering on our 2025 commitments

Our Thriving in the Circular Economy strategy was comprehensive and challenging. Through it, we set ambitious business goals, expanding the scope of our impact and increasing expectations.

We knew achieving all our goals was not going to be an easy task and, reflecting on the last four years, we are extremely pleased of the progress we have made. We have achieved 16 of our goals and advanced on all 18 of them. Most importantly, we have further embedded our ESG strategy into our business, making each employee jointly responsible for advancing our ambition and bringing our passion for sustainability to life.

Our learnings

We've learned that ESG works best when stakeholders are involved from the very beginning and when you start early. In a fast-growing, lean company where short-term priorities tend to dominate, setting clear, short-term milestones that build up to long-term goals helps ensure every initiative creates real business value.

> A key takeaway for us has been to resource accordingly, because we know we can't meet targets without the right people and budget. What's more, we need to drive shared responsibility, ensuring the whole business co-owns our strategy and metrics, not just the ESG Team. It is also important not to try to do everything at once but instead to follow a focused, detailed plan that delivers step by step, and to be ready to adapt targets as needs evolve. Making tangible progress on challenging topics is almost as important as reaching the final goal."

Iñigo Canalejo, Vice President, ESG & Strategic Marketing

Thriving Planet

Go beyond our share-and-reuse model to protect and regenerate our natural resources.

Thriving Society

Be a force for good for our people, our partners and our communities.

Thriving Business

Transform fresh grocery supply chains for a resilient future through circularity, innovation and best-in-class governance.



Our 2025 goals

To advance progress against our Thriving in the Circular Economy strategy, we established a series of ambitious 2025 goals. As we reach the end of this strategic period, we are proud to have achieved notable progress across our ambitions and aspirations, and acknowledge there are areas where we have more to do.

Thriving Business

Transform fresh grocery supply chains for a resilient future through circularity, innovation and best-in-class governance.

Thriving Planet

Go beyond our share-and-reuse model to protect and regenerate our natural resources.

Thriving Society

Be a force of good for our people, our partners and our communities.

AMBITION	UN SDGS SUPPORTED		ASPIRATION	2025 GOAL	FY25 PROGRESS	VS. FY24	FY25 TARGET
Thriving Business	8 DECENT WORK AND ECONOMIC GROWTH; 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 17 PARTNERSHIPS FOR THE GOALS	Circular Supply Chains	Foster circularity across the value chain	Increase the environmental benefits we deliver to our customers' fresh grocery supply chain	Increased environmental benefits by 12% Updated North America Life Cycle Assessment (LCA)	↑	✔ Achieved
		Governance	Lead the industry through best-in-class governance and leading compliance	Implement best-in-class policies, frameworks and employee training	90% of assigned employees completed Code of Conduct training Received 2025 Best Managed Companies Award Achieved global ISO certifications	↑	✔ Archieved
		Customer Innovation	Maintain industry leadership by driving sustainable innovation in the fresh grocery supply chain	Expand customer-led innovation, products and services	Launched new reusable yogurt container Expanded reusable Coral Fish Crate across South Europe Won the Perifem Award in the "Innovation Award – Professional Packaging" category	↑	✔ Achieved
Thriving Planet	6 CLEAN WATER AND SANITATION; 7 AFFORDABLE AND CLEAN ENERGY; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 13 CLIMATE ACTION	Climate Change	Become a Net Zero business	Carbon-neutral operations	By the end of FY25, 100% of our electricity came from renewable sources the remaining emissions were offset by carbon credits	↑	✔ Achieved
				100% renewable electricity	100% renewable electricity at our own sites, primarily through Energy Attribute Certificates (EACs)	↑	✔ Achieved
				Net-zero carbon business by 2040	Increased Scope 1, 2 and 3 emissions by 5% Decreased Scope 1, 2 and 3 emissions intensity by 3% Decreased partner site emissions by 7%	→	✔ Achieved
		Water	Lead the industry in sustainable water stewardship	Water stewardship and efficiency programs in place at all sites	Completed rollout of Water Stewardship Program (WSP) in all high-water-stress service centers globally	↑	✔ Achieved
				Freshwater usage intensity yearly improvements	Decreased water use per crate by 8%	↑	✔ Achieved
		Materials	Become a zero-waste business and aim for zero virgin plastics	Zero waste to landfill	93% of waste generated at all sites diverted from landfill	→	✔ Achieved
				100% product material reuse	100% of all product waste is reused at end of life Average recycled content decreased to 39%	→	✔ Achieved
Thriving Society	2 ZERO HUNGER; 5 GENDER EQUALITY; 8 DECENT WORK AND ECONOMIC GROWTH; 10 REDUCED INEQUALITIES	Our People	Be recognized as a safe, diverse, inclusive and best place to work, with leading talent development	Health and safety leadership in the industry	IFCO's Injury Frequency Rate (IFR) at 0.6 – well below the industry benchmark[3]	↑	✔ Achieved
				Best-in-class employee satisfaction	Achieved employee satisfaction score of 80, up 3 points from 2024 Achieved Investors in People (IIP) accreditation in Germany and North America	↑	✔ Achieved
				Embrace diversity and inclusion	20% of IFCO Leadership Team (ILT) are women 32% of leadership roles are filled by women DEI Training: Employee- and manager-level completion rate 91%	→	✔ Advanced
		Our Partners	Influence our supply chains to have a positive impact	Extend Zero Harm program to all strategic partners	Strategic suppliers average 4.7 IFR, below industry benchmark	↑	✔ Achieved
				Sustainable supplier engagement	Strategic suppliers continue to progress on ESG initiatives	↑	✔ Achieved
		Our Community	Make our contribution towards ending food waste and hunger	Partner with food banks in all regions	Partnered with 30 food bank organizations, covering every region we operate in Donated 87,416 RPCs to nonprofit organizations	↑	✔ Achieved
				One volunteering activity per employee per year	55% of office-based employees participated in at least one volunteering activity	↑	✔ Advanced
				Food safety leadership	Global Quality Dashboard implemented Renewed OMRI certification to comply with USDA National Organic Program (NOP) standards, which is accredited to ISO 17065 standards	↑	✔ Achieved

[3] General Warehousing & Storage Industry Benchmark of 5 provided by the US Bureau of Labor Statistics.

↑ Improvement → Steady ↓ Decrease

Since 2021, we have:

Thriving Planet

Earned a top ESG rating from Sustainalytics

Eliminated more than **10 billion** pieces of single-use packaging with our circular supply chains

Reduced water use per crate by **10%**

Material reuse: Upcycled over **120 million** kilograms of plastic

93% of our global waste is diverted away from landfills through recycling and recovery

Cut carbon emissions per crate by **37%**

Switched to **100%** renewable electricity in our operations

Thriving Business

Achieved global ISO certifications for quality, environment and safety

Introduced **7** new, innovative reusable products

Received Cradle to Cradle **Silver** certification in Europe

Reached a world-class level in workplace safety, with a **0.6** Injury Frequency Rate (IFR)

Thriving Society

Increased the share of women in management to **32%**

Donated over **440,000** crates to food banks globally

Recognized with the Investors in People accreditation for employee satisfaction

More than doubled employee volunteering



The next phase in our journey

Over the past years, IFCO has built a strong foundation through its circular model and ESG achievements. Our 2030 Thriving with Purpose strategy continues this journey, reflecting a broader vision of our ambitions. Circularity remains at the heart of our model and the foundation for creating business value – but we go beyond it, focusing on generating shared value for people, communities, and the planet. Informed by the results of our Double Materiality Assessment (DMA) and stakeholder consultation, this new strategy will help enhance our ESG reporting, aligning our efforts with the requirements of CSRD. We will start reporting against our 2030 ESG goals in our next report.

[4] Key Service Center Partner: those which represent 80% spend.

Thriving Business

AMBITION

Transform fresh grocery supply chains for a resilient future through circularity, digitalization and best-in-class governance.

FOCUS AREA & 2030 TARGETS

Shared Climate Impact

Help customers save and avoid 1 megaton of carbon emissions per year by 2030

Governance

Behave like a "B": Incorporate B Lab standards into our policies and frameworks

Maintain **ISO certifications** for Quality, Health & Safety and Environment globally

Digital Circularity

Deploy track and trace solutions on all key products to enhance our SmartCycle

25% of our retail customers to **tackle food traceability and food waste** through IFCO digital solutions

SDGs

8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
17 PARTNERSHIPS FOR THE GOALS

Thriving Planet

AMBITION

Go beyond our Share-Reuse-Recycle business model to protect and regenerate the natural resources.

FOCUS AREA & 2030 TARGETS

Carbon

Deliver **near-term SBTi targets** by 2031

Set a validated **net-zero SBTi target** by 2030

100% renewable electricity for Key Service Center Partners[4] and key RPC manufacturers by 2030

Water

Water Stewardship Program in place at Key Sites by 2030

50% reduction in freshwater used per crate in extremely high-water-stress key locations by 2030

Materials

All IFCO products **upcycled** into new reusable products at the end of life

Maintain **Zero Waste to Landfill** each year, and get external verification at key sites globally

Innovate for new, improved material sources to replace virgin plastics

SDGs

6 CLEAN WATER AND SANITATION
7 AFFORDABLE AND CLEAN ENERGY
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION

Thriving Society

AMBITION

Be a force for good for our people, our partners and our communities.

FOCUS AREA & 2030 TARGETS

Our People

Exceed **industry safety Injury Frequency Rate (IFR) benchmarks** every year

Employee survey results to be sustained above global benchmark and obtain **external culture recognition** in all regions by 2030

40% of managers+ and 40% of ELT are **women** by 2030

Our Partners

Key Service Center Partner[4] sites to meet or exceed **industry safety** IFR benchmarks by 2030

Key Service Center Partners[4] to receive **ISO 45001, 9001 and 14001** or equivalent by 2030

Key Partners to be monitored annually on **ESG topics**, including due diligence in selection process

Our Community

All office employees to complete one **volunteering activity** per year, and all IFCO service centers to run one community activity per year

Partner with **food banks** in all regions to support the delivery of 500k tonnes of food by 2030

SDGs

2 ZERO HUNGER
5 GENDER EQUALITY
8 DECENT WORK AND ECONOMIC GROWTH
10 REDUCED INEQUALITIES

Thriving Business

At IFCO, we combine a circular mindset, a commitment to innovation and best-in-class governance frameworks to transform the fresh grocery supply chain for a more sustainable future.



> Our purpose is to make the fresh grocery supply chain sustainable. There are now over 8 billion people on the planet, and we have a very fixed set of resources. For us to have a sustainable future, circular models like the IFCO SmartCycle are the only solution."
>
> **Mike Pooley,** CEO at IFCO

8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
17 PARTNERSHIPS FOR THE GOALS

ESRS Standard E5, S1, S2, G1

Circular supply chains 15
Governance 20
Business ethics and transparency 23
Information security and data protection 24
Customer innovation 26

CIRCULAR SUPPLY CHAINS

Progress Check

2025 Goals

Increase the environmental benefits we deliver to our customers' fresh supply chain ✔

Progress

- → Increased environmental benefits by 12%
- → Updated North America LCA



Circular supply chains

The world's resources are finite, and when it comes to safeguarding them for the future, a linear consumption model of "take-make-dispose" will no longer work. Instead, we all have a role to play in closing the loop on consumption, pursuing circularity principles that keep precious resources in use for as long as possible.

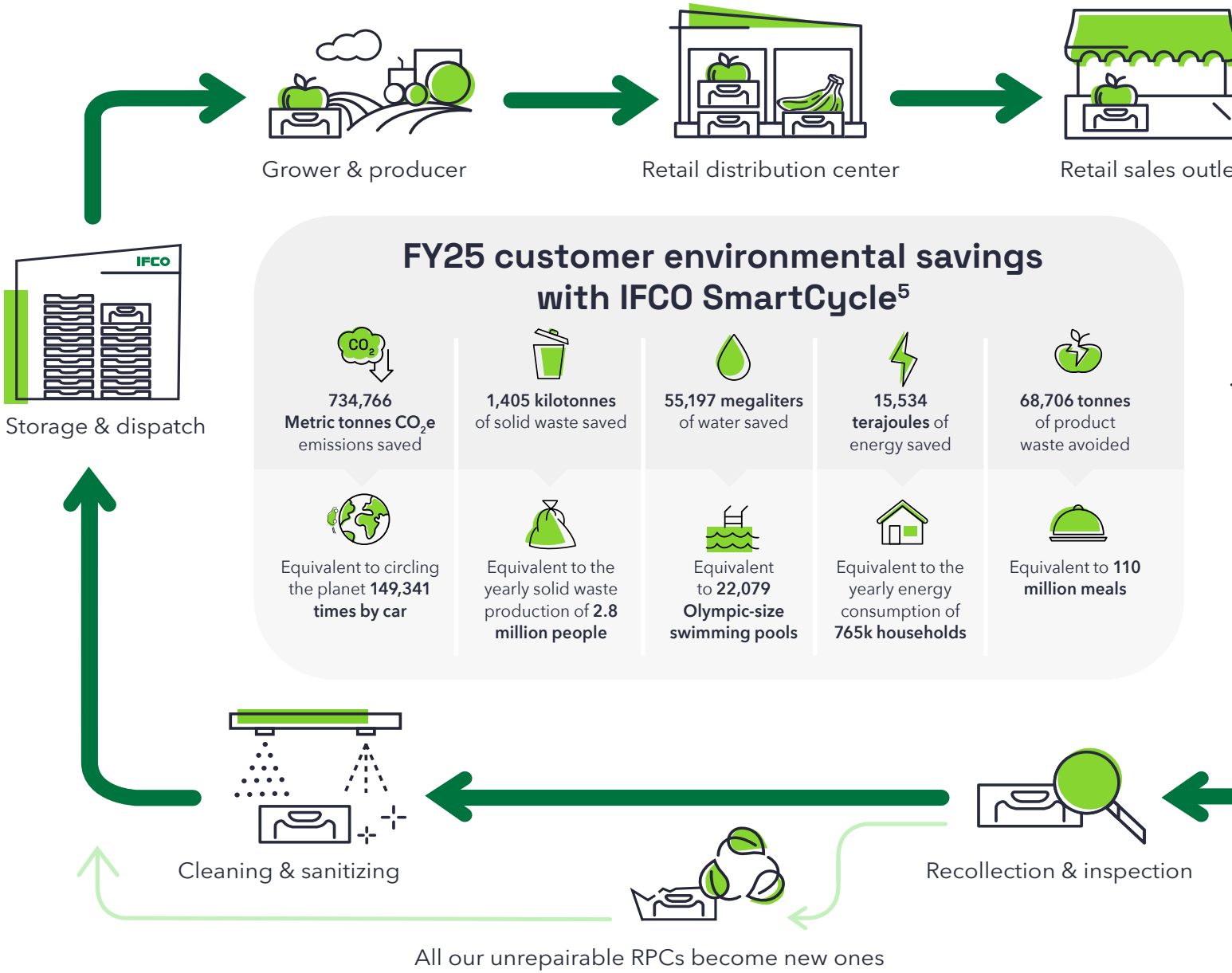
IFCO is built on these circularity principles, with our RPCs and SmartCycle pooling system that enable a "share-reuse-recycle" model for packaging.

IFCO SmartCycle

The IFCO SmartCycle has been designed as an alternative to single-use packaging. Within the share, reuse and recycle business model, RPCs are sent to customers for use throughout their supply chains before returning to IFCO for deep cleaning, sanitization and, finally, recirculation.

We look to third-party, peer-reviewed, ISO 14040-aligned LCA studies to quantify the environmental benefits of IFCO SmartCycle.





FY25 customer environmental savings with IFCO SmartCycle[5]

734,766 Metric tonnes CO_2e emissions saved	**1,405 kilotonnes** of solid waste saved	**55,197 megaliters** of water saved	**15,534 terajoules** of energy saved	**68,706 tonnes** of product waste avoided
Equivalent to circling the planet **149,341 times by car**	Equivalent to the yearly solid waste production of **2.8 million people**	Equivalent to **22,079 Olympic-size swimming pools**	Equivalent to the yearly energy consumption of **765k households**	Equivalent to **110 million meals**

[5] The environmental savings of IFCO RPCs are based on updated ISO 14040/14044 comparative LCA studies: Franklin Associates study in the US and Fraunhofer Institute study in Europe and Latin America; Food waste savings are based on "Determination of spoilage levels of fresh fruit and vegetables according to the type of packaging," Fraunhofer Institute, commissioned by SIM.

Quantifying our impact

We want to go beyond telling our customers about the sustainability benefits of our RPCs; we want to show them. That is why we conduct comprehensive LCAs of our products and services to quantify their current environmental impacts. The insights we gather also help us identify areas for future improvements.

In 2024, Fraunhofer IBP conducted a comparative LCA in Europe on our behalf to evaluate the environmental impacts of RPCs and cardboard boxes. Similarly, in 2025, Franklin Associates supported us in conducting an LCA in North America, while, in our Latin American operations (spanning Argentina, Brazil, Chile and Colombia), Fraunhofer performed a carbon footprint study of our RPCs versus single-use corrugate.

For more information on the Fraunhofer IBP study, visit our website.

"Providing scientifically verified data on the sustainability of our reusable packaging compared to single-use packaging gives our customers the confidence that IFCO RPCs are the best choice for their supply chains."

Iñigo Canalejo,
Vice President, ESG and Strategic Marketing

What we found was that, compared to single-use packaging options, IFCO's RPCs result in:

Up to 62% less CO_2e	Up to 96% less solid waste	Up to 69% less water use	Up to 63% less energy use	Up to 98% less food waste

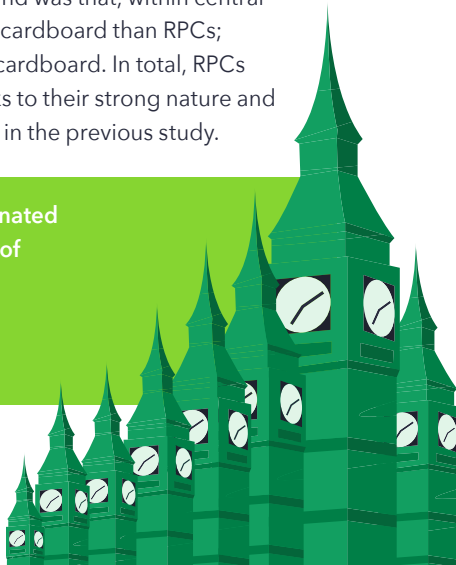


Assessing food waste impacts

Our RPCs are specially designed to keep their contents safe. During 2025, Fraunhofer conducted a study to determine the influence of different packaging types on fresh fruit and vegetable breakage. An update to a previous study, what was found was that, within central warehouses, breakage rates were 20 times greater for single-use cardboard than RPCs; in stores, that difference was even higher, at 26 times greater for cardboard. In total, RPCs result in 98% less food waste across warehouses and stores thanks to their strong nature and produce-focused design. These results are similar to those found in the previous study.

By sharing and reusing RPCs, our customers worldwide eliminated 1.4 million tonnes of waste in FY25, equivalent to the weight of

102k **Big Bens** (the Great Bell in London's Elizabeth Tower)



[6] Shelf life studies conducted by Dr. Lippert Quality Management (formerly HortKinetix) in Sinzig, Germany, which inspects commodities for the country's wholesalers.

EMPLOYEE SPOTLIGHT

Kim Hugow, Technical and Product Manager

Our development team, under the guidance of Technical and Product Manager Kim Hugow, and together with our partners, continuously look for new ways to improve the next generation of RPCs and find suitable solutions for pooling options outside our current product ranges.

Today, our RPCs offer superior product protection compared to single-use packaging. By introducing features like Lift Lock technology and a lower folding height, IFCO RPCs are more ergonomic in handling, and we have significantly improved pallet density and overall logistics. With time, each innovation and new feature we have added to our RPCs has helped enhance the efficiency and reliability of the fresh grocery supply chain.

Kim originally joined IFCO in 2010 to help coordinate the launch of our Lift Lock RPCs across Europe and the USA. Since then, he's been responsible for production site quality control and product development, helping expand and enhance our portfolio. After an impressive 15-year career with IFCO, Kim will be retiring in 2026, taking time to focus on some of his other passions – including beekeeping and pottery.

The Product Development team will continue to build on Kim's legacy, carrying forward his passion for product performance and sustainability to ensure IFCO remains at the forefront of innovation well into the future.



"Many people underestimate the complexity of addressing the diverse needs across the entire market we serve. As a result, design decisions often involve thoughtful compromises to meet broad requirements. While certain features might appear suboptimal in isolation, even small changes in packaging can have unintended impacts elsewhere in the supply chain. That's why our packaging solutions are continuously evolving – always introducing new improvements that enhance efficiency, usability and sustainability for our customers."



Certified customer environmental savings

Year on year, we recognize customers with the IFCO Sustainability Certificate, quantifying and celebrating the savings each has achieved by using our RPCs. These certificates also provide customers with tangible evidence of their dedication to sustainability and progress toward their own environmental targets.

During FY25, we continued providing customers around the world – including in Europe, North America and Latin America – with certificates that let them showcase the reductions in emissions, water use and waste they achieved through the IFCO SmartCycle and our reusable packaging solutions.

Accelerating circularity

IFCO SmartCycle is a sustainable, efficient packaging solution; when used properly, it is also a cost-effective one. Through our new QuickCycle program, we encourage customers to use and return IFCO RPCs quickly so they can be processed and redistributed in a timely manner. By doing so, we can ensure our RPC stocks are sufficient to meet demand, reducing the need to produce new ones. The result is lower material use, higher availability and lower costs for the customer.





Championing global circular supply chains

We already have a presence in 50 countries and are always looking for expansion opportunities to reach more customers with reusable packaging solutions. During 2024, we were proud to achieve a new milestone, successfully completing our first exports of products in IFCO crates from the Republic of Moldova to the EU. A key achievement, this unlocks significant opportunities to expand produce exports to key markets such as Germany, Austria, Poland and Romania.

Throughout the year, we also celebrated the anniversaries of our presence in several other global regions. For example, to mark two years of our state-of-the-art service center in Dannstadt-Schauernheim, Germany, we launched a behind-the-scenes video of the facility's daily operations. Equipped with advanced automation systems, the center is key to our RPC sorting process and a benchmark for sustainable, energy-efficient infrastructure.

In Chile, we celebrated a decade-long presence, while IFCO Japan proudly marked its 30th anniversary in March 2025. The occasion was commemorated with an event, in Tokyo Port City Takeshiba, that brought together over 130 customers and business partners from 82 companies to reflect on the past and look to the future of IFCO in Japan.

Looking ahead

As we move forward, we will continue to enhance the circularity of our products, simultaneously developing solutions that will improve our operations and help customers reduce their own impact and further prevent food waste.

2030 Goals

- Help customers save and avoid **1 megaton of carbon** emissions per year by 2030
- Deploy track and trace solutions on all **key products** to enhance our SmartCycle
- **25% of our customers** to tackle food trace-ability to reduce food waste through IFCO digital solutions

GOVERNANCE

Progress Check

2025 Goals

Implement best-in-class policies, frameworks and employee training ✔

Progress

- → 90% of assigned employees completed Code of Conduct training
- → Received 2025 Best Managed Companies Award
- → Achieved global ISO certifications

Our ESG Committee



Patrick Kaudewitz
Chairman



Jan Schuster



Matthew Turner



Jonathan Stent-Torriani

Our ESG Executive Committee



Mike Pooley
CEO



Dr. Julian zu Putlitz
CFO



Babak Yazdani
COO



Iñigo Canalejo
VP ESG

ENVIRONMENTAL



Thomas Albrecht
VP Global Operations



Angela Yeung
VP Global Operations Planning



Anastasios Papadopoulos VP Supply Chain Europe

SOCIAL



Carolin Mantel
VP Global Human Resources

GOVERNANCE



Cornelius Antor
Head of Legal/ General Counsel

REGIONAL & FUNCTIONAL BUSINESS LEADS



Daniel Schellenberg
VP CEE & ACH



Francesca Amadei
VP Southern Europe



Christoph Trixl
VP North and Central Europe



Marcos Martinez de Hoz
VP LATAM



Suzana Stanimirovic
President North America



Anja Bausch
Director Group Risk Management

Our strategic direction is set by the ESG Committee and the ESG Executive Committee, which are responsible for approving goals, monitoring progress and ensuring compliance with legal and regulatory requirements. Additionally, these committees oversee our ESG reporting efforts and the maintenance of ESG-related policies.



Governance

In everything we do, we seek to act with integrity, stepping up as an industry leader in sustainability, governance and compliance.

ESG considerations sit at the heart of our business, overseen by several dedicated governance bodies. Overall responsibility for our ESG program sits with the VP of ESG. Each goal is managed by a Leadership Team member, with progress tracked and reported by goal-specific project teams.

To guide company-wide awareness of our expectations, we maintain a sustainability policy, which applies to all employees and IFCO washing depots. The policy details the standards we expect in terms of environmental and climate issues, as well as social and economic sustainability.

We were recognized as one of "Germany's Best Managed Companies 2025" by Deloitte Private, UBS, Frankfurter Allgemeine Zeitung and the Federation of German Industries

> **The Best Managed Companies 2025 award affirms our strategy to grow globally, expand our digital capabilities and lead the shift toward circular logistics. Sustainability is at the core of everything we do, and we consistently demonstrate that business success and environmental stewardship go hand in hand. By advancing reusable packaging solutions and intelligent technologies, we deliver tangible benefits for our customers, the environment and future generations."**
>
> **Mike Pooley,** CEO of IFCO



Group risk management

Our mission in risk management is to proactively identify, assess and mitigate risks across the organization, safeguarding our assets, reputation and sustainability. Through robust analysis, strategic foresight and collaborative partnerships, we strive to foster a culture of risk awareness and resilience, enabling informed decision-making and sustainable growth. In FY25, we performed regular risk assessments to identify and analyze the risks IFCO faces. Where required, we have developed risk mitigation strategies and are monitoring their effectiveness. Regular risk reporting to senior management and stakeholders is conducted, with selected deep dives into risks of heightened interest.

Rated MORNINGSTAR | SUSTAINALYTICS

Between 2022 and 2024, IFCO was consistently ranked low risk by Sustainalytics, a leading ESG risk rating agency. The recognition underscores our ongoing commitment to sustainable business practices.[7]

Business continuity and crisis management

The overall goal of business continuity and crisis management is to contribute sustainably to IFCO's resilience, for example, by fostering the capability to respond to adverse situations that have the potential to severely harm the business. As such, it profoundly supports our ambitions to reliably serve our customers and maintain trusted partnerships, even during times of disruption.

Throughout FY25, we continued the path we set in FY24, when we initiated a global Business Continuity Management function at headquarter level. Responsibility has now been expanded to also drive crisis management at IFCO. We have formed global governance and defined group-wide minimum standards for these topics. In addition, a global response capability was established to manifest strategic crisis readiness.

[7] IFCO wasn't ranked by Sustainalytics in 2025 due to changes in the agency's rating scope to cover public companies only.

Our Integrated Management System

To harmonize processes, procedures and standards across IFCO, we maintain an Integrated Management System (IMS) that drives a consistent approach to managing quality, environmental, and health and safety business impacts.

CASE STUDY

Internationally recognized commitment to excellence

Having achieved ISO 27001 (2022 Information Security Management System) certification in FY24, during FY25, we were proud to announce that our IMS achieved several other global ISO certifications:

- **ISO 9001:2015** Quality Management System
- **ISO 14001:2015** Environmental Management System
- **ISO 45001:2018** Occupational Health and Safety Management System

The certifications reflect our dedication to delivering consistent, high-quality services, prioritizing workplace safety and employee wellbeing and minimizing environmental impact. They cover the washing, disinfection and logistics of our RPCs, along with advanced tracking and tracing solutions for the food retail sector.

Not only is this achievement a testament to our commitment to meeting customer expectations and driving continuous improvement; it also reflects the dedication of our teams to collaborating on achieving organizational excellence.

Complying with tax regulations

During FY25, we implemented new tax legislation across IFCO, such as Pillar 2 of the Organization for Economic Co-operation (OECD) and Development's Minimum Taxation rules. We also released a Group Tax Guideline and other tax guidelines, plus trainings, to ensure relevant employees understand their responsibilities when it comes to tax compliance.



CSRD and the EU Taxonomy

We continue working to align our ESG reporting with the requirements of the CSRD, which seeks to enhance the transparency, quality and consistency of corporate sustainability reporting for companies operating in the EU. As part of this work, we are proactively aligning our business with the EU Taxonomy, a classification system for defining environmentally sustainable activities to support investor, company and policymaker decisions. Having previously conducted a third party-validated alignment and gap assessment, we have identified that we are well-positioned to implement the EU Taxonomy.

Following the Omnibus decision in February 2025, IFCO remains in scope for CSRD reporting, with an additional two years until we have our first mandatory report disclosure. Nonetheless, we will maintain momentum in our preparation, continuing with internal reporting for FY25. With final Omnibus changes and requirement reductions to be published in October 2025, we will continue to monitor how substantial updates will impact IFCO and our path to proactive CSRD compliance.

Looking ahead

We will continue to enhance our governance approach, maintaining ISO certification and pursuing best practice sustainability approaches. When it comes to risk management, we will foster and deepen our processes, refining internal interfaces to strengthen risk-based decision-making and focusing on internal controls for standardized financial processes. At the same time, we continue to strengthen our Business Continuity approach, refining and integrating regional response setups while deepening risk-based, process-specific disruption preparations. We will also drive greater preparedness through regular training.

Incorporating B Lab standards will provide a rigorous, globally recognized benchmark that translates ESG intent into auditable practices across governance, employees, community, environment and customers. Embedding them in our framework and policies builds third-party credibility, improves comparability and will ready us for potential B Corp certification.

2030 Goals

- **Behave like a "B":** Incorporate B Lab standards into our policies and frameworks
- Maintain **ISO certifications** globally



IFCO NA Employees together at the International Fresh Produce Assocation (IFPA) show

Partnering for best practice

Achieving supply chain sustainability relies on strong partnerships between businesses, governments and organizations. To promote responsible practices, we collaborate with several dedicated groups and coalitions, including:

- Canadian Produce Marketing Association (CPMA)
- Canadian Supply Chain Food Safety Coalition
- European Reusable Packaging & Reverse Logistics Consortium (EURepack)
- International Association for Food Protection (IAFP)
- International Fresh Produce Association (IFPA)
- Reusable Packaging Association (RPA)
- Reusable Packaging Europe (RPE)
- Stiftung Initiative Mehrweg (SIM)

Business ethics and transparency

In every interaction – with our customers, our suppliers or the communities we serve – we seek to act as a responsible citizen, guided by strong principles of ethics and transparency.

We maintain several policies that guide our efforts, reviewing them annually to ensure their ongoing relevance.



Our Code of Conduct

Our Code of Conduct details the expectations we have of everyone at IFCO to comply with applicable laws and regulations in every country where we operate. It emphasizes our zero-tolerance policy for bribery and corruption, as well as corporate responsibilities around anti-money laundering, sanctions and policies.

All new employees are required to read and understand our Code of Conduct – as well as additional supporting policies – as part of onboarding. We also deliver regular Code of Conduct training to ensure our employees understand and uphold our commitment to ethical practices. In FY25, 90% of employees assigned Code of Conduct training for onboarding or retraining successfully completed it.

A strong stance on human rights

We are committed to protecting human rights as part of our Zero Harm stance and expect all employees to adhere to internationally recognized human rights principles. To support them in this, we have developed a Human Rights Policy as part of our wider Code of Conduct, which aligns with the UN Guiding Principles on Business and Human Rights. We are also signatories of the UN Global Compact. As such, we submit an annual Communication on Progress that details how we're implementing the Ten Principles across four domains: Human Rights, Labor, Environment and Anti-Corruption.

Advancing a speak-up culture

To encourage shared responsibility for acting with integrity, we must ensure everyone at IFCO feels comfortable reporting concerns of unethical conduct. Our whistleblower reporting system, the IFCO Integrity Line, is available to all employees in 10 languages and offers a confidential route to raising concerns about misconduct without fear of retaliation. It is also available to select supplier staff.

Our Supplier Policy

The actions of our suppliers reflect on IFCO and, as such, we want to ensure they operate to the same standards of ethical, legal and environmental conduct that we do. Our Supplier Policy, which applies to all suppliers, details our expectations, and we work closely with key partners to ensure they continuously uphold its principles. We also expect all suppliers to comply with relevant laws and regulations.



INFORMATION SECURITY

Progress Check

2025 Goal

Ensure employees undergo yearly generic, as well as job-specific, training in information security ✔

Progress

→ 87% of employees completed cybersecurity training



ISO27001 certification extended to include IFCO's new Digital Hub in Barcelona

Information security and data protection

When it comes to being a trustworthy organization, maintaining the highest standards of cybersecurity and data protection is key.

Our commitment remains unwavering, and, as digital threats evolve, we continue to invest in robust systems and employee education to maintain stakeholder trust and ensure business continuity.

Managing information security

With information security a continuous priority for IFCO, we maintain a dedicated Information Security Team to oversee our efforts. Led by the Chief Information Security Officer, the team protects our systems and data using modern tools and technologies.

We follow a layered security approach, focusing on risks and regularly checking our systems to stay ahead of threats. Our policies and procedures are reviewed often and tested through internal and external audits. We also track key security measures every quarter and share updates with management.



Employees play a key role in keeping IFCO secure, and we support them with regular training and awareness programs. During FY25, 87% of employees completed these trainings.

Aligning with best practice standards

We continue to align our information security practices with global standards like:

- ISO 27001
- ISO 31000
- NIST Cybersecurity Framework (CSF)
- Information Security Forum (ISF) Standard of Good Practice for Information Security
- Cloud Security Alliance (CSA) Cloud Controls Matrix

Since FY24, we are ISO/IEC 27001 certified. During FY25 we extended scope of certification to cover our newly established Digital Hub in Barcelona.



Remaining secure in an increasingly digital world

As digital technologies evolve, we are proactively adapting to new cybersecurity regulations. We're working hand in hand with our clients and suppliers to meet updated compliance standards and reinforce the security of our systems. These efforts are part of our broader digital strategy, which prioritizes safe, resilient and regulation-ready infrastructure.

The Network and Information Security (NIS2) Directive calls for stricter cybersecurity standards across the EU. While IFCO is not in scope of NIS2 regulation,, we recognize it has potential effects on our partners and suppliers. As such, we are committed to working with them to support their compliance efforts.

As part of our proactive information security approach, we are introducing new digital features that make it more secure – and convenient – for our customers and partners to log into the MyIFCO platform. MyIFCO and other customer-facing platforms use their existing organizational credentials, simplifying access, enhancing security and ensuring trusted authentication.

Looking ahead 2030 Goals

In FY26, we aim to build even greater customer trust by improving our security measures. We will continue supporting our clients in their NIS2-compliance journeys by securely delivering our systems and working with partners to effectively manage risks.

Also, in FY26, we will begin preparation activities for the EU Cyber Resilience Act (CRA) coming into effect during FY28, requiring companies to ensure cybersecurity throughout the life cycle of digital products.

CUSTOMER INNOVATION

Progress Check

2025 Goal

Expand customer-led innovation, products and services ✔

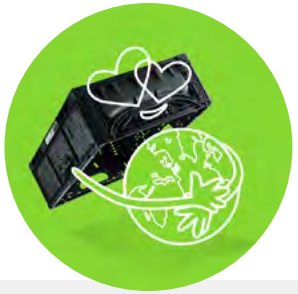
Progress

- → Launched new reusable yogurt container in Turkey
- → Expanded reusable Coral Fish Crate across southern Europe
- → Won the Perifem Award in the "Innovation Award – Professional Packaging" category



Customer innovation

Behind everything we create is a dedication to satisfying the exacting needs of our customers. We work closely with our customers to uncover and innovate solutions that meet – and exceed – their expectations.



Collaborating for sustainable solutions

Throughout FY25, we continued working together with customers and business partners to identify new opportunities for advancing fresh produce supply chain sustainability.

Partnering to advance sustainable packaging with TerreAzur

In 2025, we announced a new long-term partnership with TerreAzur (the fruits, vegetables and and seafood branch of Groupe Pomona) to drive sustainable, circular practices across the company's supply chain. Together, we will gradually replace TerreAzur's existing single-use packaging with the IFCO SmartCycle system, starting at their agency in Wissous, France, before expanding to additional regional hubs. As well as aligning with TerreAzur's commitment to developing more responsible services, this partnership represents a breakthrough innovation in the delivery of fresh produce to the out-of-home catering market.

Helping BIM set the standard for sustainable yogurt transportation

We teamed up with leading Turkish retailer BIM on a solution to reduce the impact of its yogurt distribution. Each year, BIM was purchasing more than 3 million rigid crates to transport their yogurt products – and using 20,000 square meters of storage space to house those crates. What's more, with more than 9,000 truck shipments needed to transport products and significant time and resources needed to move, handle and manage crate exchange, BIM was looking for a more efficient solution. Using collapsible IFCO Yogurt Crates, BIM can achieve over 80% savings in transport. The SmartCycle solution can also help BIM reduce associated emissions by 73%, waste by 56% and water use by 20% compared to rigid crates.





Working with Gastrofresh on hospitality sustainability

Gastrofresh in South Tyrol, Italy, is a premium supplier of fresh products to the hospitality and gastronomy sectors. We have supported them in adopting a reusable packaging model that is delivering significant savings in packaging volumes and waste, as well as reductions in carbon emissions. Transitioning to IFCO's RPCs marks a key step for Gastrofresh, as it enables them to ensure timely deliveries while safeguarding produce freshness and minimizing supply chain impacts. At the same time, this partnership is helping IFCO expand into the hospitality, restaurant and catering sectors, increasing our reach to new and promising markets.

Building on our partnership with Stater Bros. Markets

We have long partnered with Stater Bros., the largest privately owned supermarket chain in Southern California. In April 2025, we expanded the relationship to enhance operational efficiencies and sustainability while elevating the freshness and quality of produce available in stores. We started with a comprehensive evaluation of the Stater Bros. fresh grocery supply chain, identifying opportunities to improve product freshness, reduce costs and optimize workforce efficiency. As a result, we transitioned the retailer from single-use packaging to our RPCs for items such as carrots, citrus, corn, onions and soft vegetables. By doing so, we are providing Stater Bros. with a safer, more stable and protective packaging solution that will preserve produce all the way from palletization, through transportation and storage to the shop floor.

Supporting the SDGs with REWE Group

Our circular approach supports several of the UN SDGs, but the one it most closely aligns with is SDG 12 – responsible consumption and production. During 2024, this was spotlighted by the UN's VISION 2045 campaign. In a new mini documentary, "The Cycle of Tomorrow" we showed how the IFCO SmartCycle and our RPCs have transformed the fresh grocery supply chain of REWE Group, one of Europe's leading retailers. Using IFCO crates, fresh produce is collected from farmers such as Gemüsebau Steiner, a local fruit and vegetable grower in Germany, and delivered to REWE Group. They are also used to transport surplus food from REWE Group to food banks, helping cut food waste and support people in need.



Customizable solutions with ALDI China

During FY25, we teamed up with ALDI China to develop a new RPC model that would meet their exacting needs. Designed to be customizable, we launched the new solution with three of ALDI China's top bakery suppliers. Not only do the RPCs help ALDI's suppliers safely and efficiently pack and distribute bakery items, but the tailored solution also enhances the supermarket's brand image and drives operational efficiency in storerooms and on the shop floor.

Expanding our offering

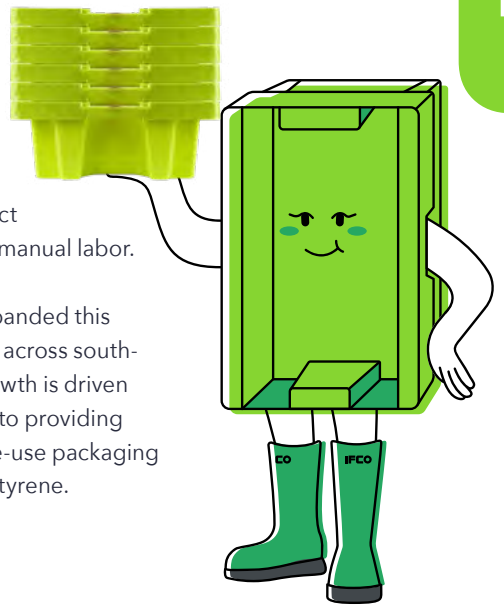
We are always looking to bring to market new products that support customers across industries to meet their sustainability ambitions.

During 2025, IFCO France received a Perifem Award in the Innovation Award – Professional Packaging category for our Marina fish crate for its innovative design and sustainable impact on the retail market.

Offering Coral Fish Crates to southern Europe

Our Coral Fish Crate portfolio meets the needs of seafood logistics, offering outstanding sustainability, hygiene and operational flexibility for transporting fresh and frozen fish. Developed with Spanish manufacturer TEPSA, the crates are available in five sizes and support end-to-end supply chain use, eliminating the need for repacking and reducing product damage, waste and manual labor.

During 2025, we expanded this range to 20 retailers across southern Europe. This growth is driven by our commitment to providing alternatives to single-use packaging like expanded polystyrene.





Lucia Aragones,
Country Manager
IFCO Iberia

"By working closely with the seafood industry, from vessel operators to retail buyers, we've created a sustainable packaging solution that truly connects every link in the supply chain. These crates are a direct response to the industry's call for smarter, more efficient logistics, and we are pleased to be the first to deliver on this promise."

Thriving Planet

As advocates of circularity, we design our RPCs to minimize waste and help protect the world's natural resources. We aim to uphold that same level of care in our operations too, preserving water and materials and taking targeted action that will help us become a net-zero business with zero waste.

“Our Dannstadt service center is a blueprint for the future of sustainable food packaging. By combining smart automation, rigorous hygiene and circular design, we’re proving that sustainability and efficiency go hand in hand.”

Babak Yazdani,
COO at IFCO



6 CLEAN WATER AND SANITATION
7 AFFORDABLE AND CLEAN ENERGY
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION

ESRS Standard E1, E3, E5

Climate change 30
Water 34
Materials 36

CLIMATE CHANGE

Progress Check

2025 Goals

Carbon-neutral operations ✔

Progress

→ By the end of FY25, 100% of our electricity came from renewable sources; the remaining emissions were offset by carbon credits

2025 Goals

100% renewable electricity ✔

Progress

→ 100% renewable electricity at our own sites, primarily through Energy Attribute Certificates (EACs)

2040 Goals

Net-zero carbon business ✔

Progress

→ Increased Scope 1, 2 and 3 emissions by 5%

→ Decreased Scope 1, 2 and 3 emissions intensity by 3%

→ Decreased partner site emissions by 7%



Climate change

We all have a role to play in addressing the global climate crisis, and, at IFCO, it's a role we take seriously. To support our progress, we have established a clear and comprehensive decarbonization plan that will guide us toward net zero.



Our roadmap to Net Zero

Our ultimate aim is to be a net-zero business, and to get there, we have developed a defined roadmap, setting out our key levers for emission reductions and the milestones we need to hit. One important milestone, which we achieved in 2023, was having our greenhouse gas (GHG) emissions-reduction targets approved and validated by the SBTi.

SCIENCE BASED TARGETS

In line with a 1.5°C pathway, we have committed to:

- Reduce absolute Scope 1 and 2 GHG emissions 46.2% by FY31 from a FY21 base year
- Reduce absolute Scope 3 GHG emissions from purchased goods and services and upstream transportation and distribution 17% by FY31 from a FY21 base year

Our decarbonization efforts remained during FY25, focused on concrete, impact-driven actions of teams across our regions. Even when challenges arose, working groups adapted quickly to revisit closed priorities and identify new opportunities for emission reductions. As a result, our absolute emissions in FY25 grew slightly, well below our overall business volume growth. While we have been able to lower our absolute transport emissions, we have increased the production of new crates to increase our service levels to customers, also increasing associated emissions above volume growth.

Our decarbonization roadmap presents complex challenges, with fewer immediate opportunities than initially anticipated. Nonetheless, we remain committed to exploring innovative solutions and advancing our sustainability goals with determination and resilience."



Eva Hertel Murga,
ESG Manager

Performance against our science-based targets

Total GHG emissions (in $ktCO_2e$)[8]

	SCOPE 1 EMISSIONS	SCOPE 2 EMISSIONS		SCOPE 3 EMISSIONS			
	Direct emissions from IFCO service centers	*Indirect emissions from purchased electricity*	**TOTAL SCOPE 1+2**	*Emissions at partner service centers*	*Emissions at RPC manufacturers*	*Emissions from transport*	**TOTAL SCOPE 3**
FY21 baseline	7.8	7.3	**15.1**	26.0	352.7[9]	249.1[10]	**627.9**
FY24	9.3[11]	9.7	**19.0**	24.3	200.3	261.9	**486.5**
FY25	10.3	4.2	**14.5**	22.7	236.4	254.9	**514.0**
Change FY25 vs. FY21 baseline	*+31%*	*-42%*	***-4%***	*-13%*	*-33%*	*+2%*	***-18%[12]***



[8] Global emissions considered material, as validated by the SBTi.
[9] Scope 3 emissions at RPC manufacturers baseline restated following updates to emission factors for plastic to reflect the latest available data.
[10] Scope 3 emissions for FY21 baseline restated to include the weight of transported pallets in calculations
[11] Scope 1 figures for FY24 have been restated due to improved data on fork lift fuel and company car emissions.
[12] Reduction against SBTi targets, which do not include Emissions at Partner Service Centers



A renewable energy commitment

As part of our net zero ambition, we are working to increase the use of renewable energy across our global operations. We have switched to 100% renewable electricity at our owned operations, in line with our 2025 goal. Additionally, we have achieved our aim that 50% of total electricity consumption at our key partner sites should come from renewable sources by June 2025. To support us in these endeavors, we partnered with Schneider Electric to ensure that, by the end of FY25, all green electricity not generated on-site is accompanied by EACs.

Today, our Dannstadt service center features a rooftop photovoltaic system that provides approximately 20% of the power needed to run this high-tech building. Throughout FY25, two additional IFCO sites and five key partner sites also installed systems to generate on-site renewable energy.

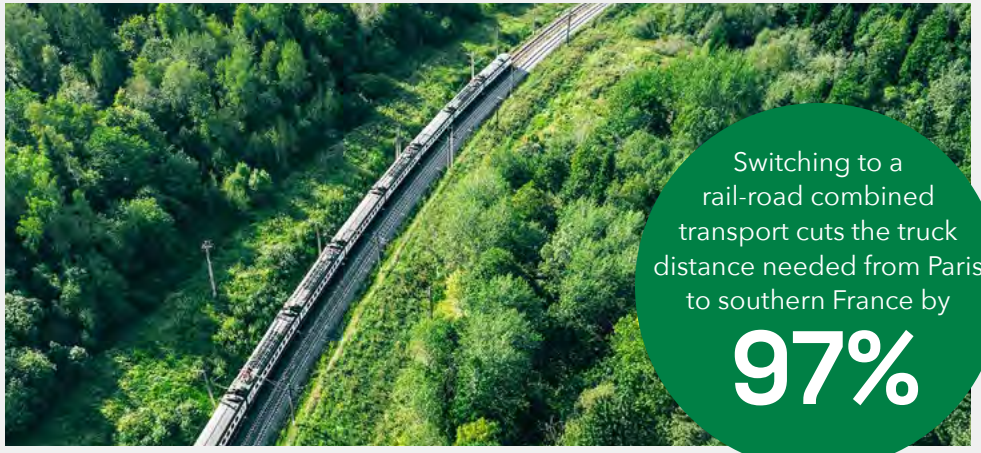
Producing new RPCs generates emissions mainly from two sources: embodied carbon in virgin plastics and energy use during injection molding activity. We are reducing embodied carbon emissions by replacing virgin plastics with closed-loop recycled material. Our service center partner sites have also been working to implement renewable energy in their processes, achieving 64% of renewable electricity globally, a 45% increase vs. last year.



Decarbonizing transportation

Transportation fuel represents one of the largest portions of our total emissions, at 48% of our Scope 3 emissions. As such, we are exploring options to reduce the footprint of our transportation solutions. For example, in North America, we have built a valuable strategic partnership with Breakthrough to implement CleanMile, a transport emissions management solution, to optimize our use of alternative fuel options. As well as using intermodal transport where appropriate and feasible, we continue to expand the use of renewable natural gas in our Georgia market. Additionally, in California, we are increasing the number of carriers that use renewable diesel – Hydrotreated Vegetable Oil (HVO) instead of traditional diesel. In Europe, we have also begun using HVO in Portugal, Italy, Germany and on selected international routes.

During September 2024, we were pleased to be one of six organizations that were awarded funding from the French Agency for Ecological Transition (ADEME) to explore a shift from trucks to rail. Part of ADEME's ReMoVe project, the funding of around €92,000 we receive will help us finance the switch from transporting RPCs between Paris and southern France via truck to less emissions-intensive rail-road combined transport. The switch would cut the over the road kilometers trucks need to travel from 900 kilometers to just 28 kilometers, with 872 kilometers covered by lower-impact rail transport.



CASE STUDY

Electrifying our operations

For our facilities

As of FY25, we have converted 57% of our UK forklift fleet to electric and expect to complete full electrification by the end of the year. We are now focusing on making a similar switch in Germany and have already achieved 89% electric forklifts in Dannstadt.

For RPC distribution

We were pleased to announce, in 2025, that G&B Logistics GmbH, one of our trusted carrier partners, had officially started operating with the first IFCO eTruck in Germany. The electric vehicle (EV) transports RPCs from REWE Dortmund to our service center in Krefeld, producing zero tailpipe emissions. Plans are currently underway to introduce a second eTruck to serve REWE Cologne.

For our employees

In Germany, we're finding ways to reduce employee travel emissions, including by installing 10 EV charging stations at our office in Pullach. The stations are free for employees to use – whether they're traveling in a company or private EV. We also offer free rental of city bikes to employees looking to make short trips during the workday. As well as reducing emissions associated with transportation, these bikes offer a practical, healthier and more flexible way for employees to get from A to B.



Using IFCO RPCs can lead to CO_2e savings of up to

62%

Supporting customer goals

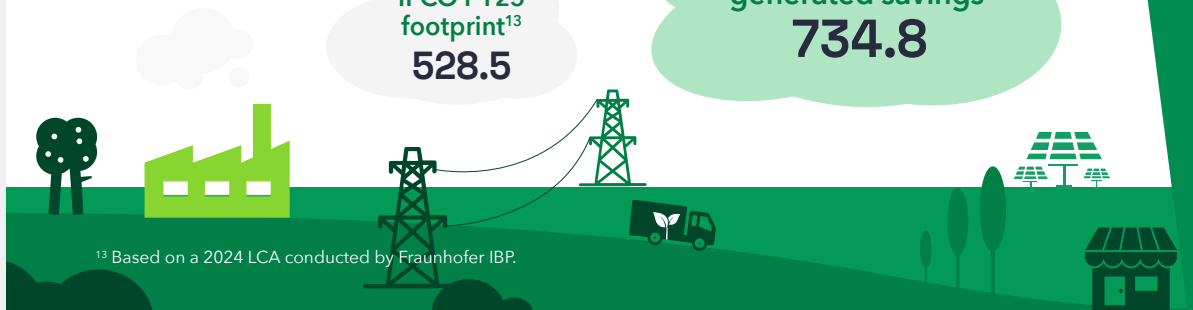
While our net-zero roadmap and SBTi targets support reductions in IFCO's emissions footprint, through our RPCs, we are also helping customers advance against their own climate goals. The use of RPCs in our customers' supply chains generated 1.4 times more CO_2e savings in FY25 than our combined global Scope 1, 2 and 3 emissions.

Our carbon footprint vs. supply chain carbon savings

in ktCO2e

IFCO FY25 footprint[13]
528.5

FY25 supply chain generated savings
734.8



[13] Based on a 2024 LCA conducted by Fraunhofer IBP.

Looking ahead

We are reinforcing our commitment to reducing emissions, delivering on our existing targets and looking to develop new targets for long-term climate action.

Moving into FY26, we will continue to evolve our transportation approach, optimizing carrier selections while increasing intermodal transportation, renewable diesel and renewable natural gas use, where possible. And, to amplify our impact, we will look to engage key suppliers and partners in our efforts. We are also expanding our renewable electricity target to 100% of our partners and will formalize our net-zero ambition by setting a long-term, SBTi-verified target.

2030 Goals

- Deliver near-term **SBTi targets** by 2031
- Set a validated **net-zero** SBTi target by 2030
- **100% renewable electricity** for Key Service Center Partners4 and key RPC manufacturers by 2030

WATER

Progress Check

2025 Goals

Water stewardship and efficiency programs in place at all sites ✔

Progress

→ Completed rollout of WSP in all high-water-stress service centers globally

2025 Goals

Freshwater usage intensity yearly improvements ✔

Progress

→ Decreased water use per crate by 8%



Water

A precious and finite resource, everyone has a responsibility to preserve water, particularly in areas of scarcity. We have developed a Global Water Stewardship Program (WSP), through which we are targeting actions for sustainable water use across our operations.

Each of our key sites located in extremely high- and high-water-stress areas is also required to create a personal Site Water Stewardship Plan, using data to create locally relevant strategies for enhancing water use efficiency.

Using IFCO RPCs can lead to water savings of up to

69%[14]

Stewarding global water sources

We established the IFCO Global WSP in 2024 to assess and address key environmental issues associated with water quality, quantity and pollution. Applicable to both our operations and subcontracted sites, and aligned with internationally recognized water stewardship standards, the WSP helps us meet – and exceed – local regulations wherever we operate.

Phase 1 of the WSP involved performing an assessment to identify key sites for initial implementation; eight sites were identified as being in extremely high-water-stress areas and, thus, met the criteria for the program. In Phase 2, we identified a further four sites in high-water-stress areas to be included in the WSP.

Through the WSP, we are taking action to reduce our freshwater use and maximize water reuse. In fact, preliminary estimates suggest Phase 1 of the WSP may have resulted in a 9.5% reduction in water use in extremely high-water-stress areas. This was achieved through various actions. While it is difficult to attribute the reduction to a single action, it was likely influenced by a range of initiatives, including updates to maintenance procedures with a focus on water savings. In Konya, Turkey, we developed water stewardship training for employees to emphasize water efficiency. Additionally, one of our key partners has implemented quarterly water management audits to evaluate core processes and procedures, helping to drive continuous improvements in water efficiency.

In Konya, Turkey, we developed water stewardship trainings for employees, which emphasized water efficiency.



[14] Based on a 2024 LCA conducted by Fraunhofer IBP.

Simplifying label removal

We set clear standards for labels used on our RPCs, but we also know, to keep reducing waste and residue associated with labels, we need to continuously innovate our products. In North America, we have added special dimpling to the main label area on RPCs, which allows for effective adhesion while still making it easier to remove labels during washing. By doing so, we can reduce the amount of water needed to completely remove labels and residue, cutting our water footprint.



EMPLOYEE SPOTLIGHT

Katrin Jesch, ESG Operations Manager



Water is one of our planet's most valuable and limited resources, which is why we launched the WSP to help in preserving it. Playing a key role in leading the rollout of the program was Katrin Jesch, IFCO's ESG Operations Manager.

The WSP rollout has helped raise awareness, provided clear guidance and driven site-level action – creating a strong foundation for future water-efficiency improvements and long-term impact. And, through the development of an IFCO cross-functional water working group, in which Katrin will play an active role, it helps identify opportunities for interdepartmental water projects and improvements.

"Proper maintenance plays a key role in water-saving practices. We thank all maintenance and technical teams on-site who take this topic so seriously and contribute significantly to conserving water in our processes."

Reducing the water footprint of RPCs

Much of our water consumption is associated with the rigorous washing procedures we follow for our RPCs to maintain the highest food safety standards. As such, our wash centers, particularly those in water-stressed areas, are a key focus of our efforts. Across sites, we look for ways to minimize consumption, including through water reclamation and the integration of innovative, more efficient technologies. As a result of this ongoing focus, during FY25, water use per crate decreased by 8%.

Supporting customer goals

As well as reducing our water footprint, we want to help customers understand the role IFCO RPCs can play in managing their own water use. During FY25, our RPCs helped customers save 33 times more water in their supply chains than the amount we use in our own operations.

Our water footprint vs. supply chain savings

in megaliters



Looking ahead

Our WSP will continue to play a driving role in our water protection efforts moving forward as we look to significantly reduce the water we use, particularly in at-risk areas.

2030 Goals

- Water Stewardship Program in place at Key Sites by 2030
- 50% reduction in freshwater used per crate in extremely high-water-stress key locations by 2030

MATERIALS

Progress Check

2025 Goals

Zero waste to landfill ✔

Progress

→ 93% of waste generated at all sites diverted from landfill

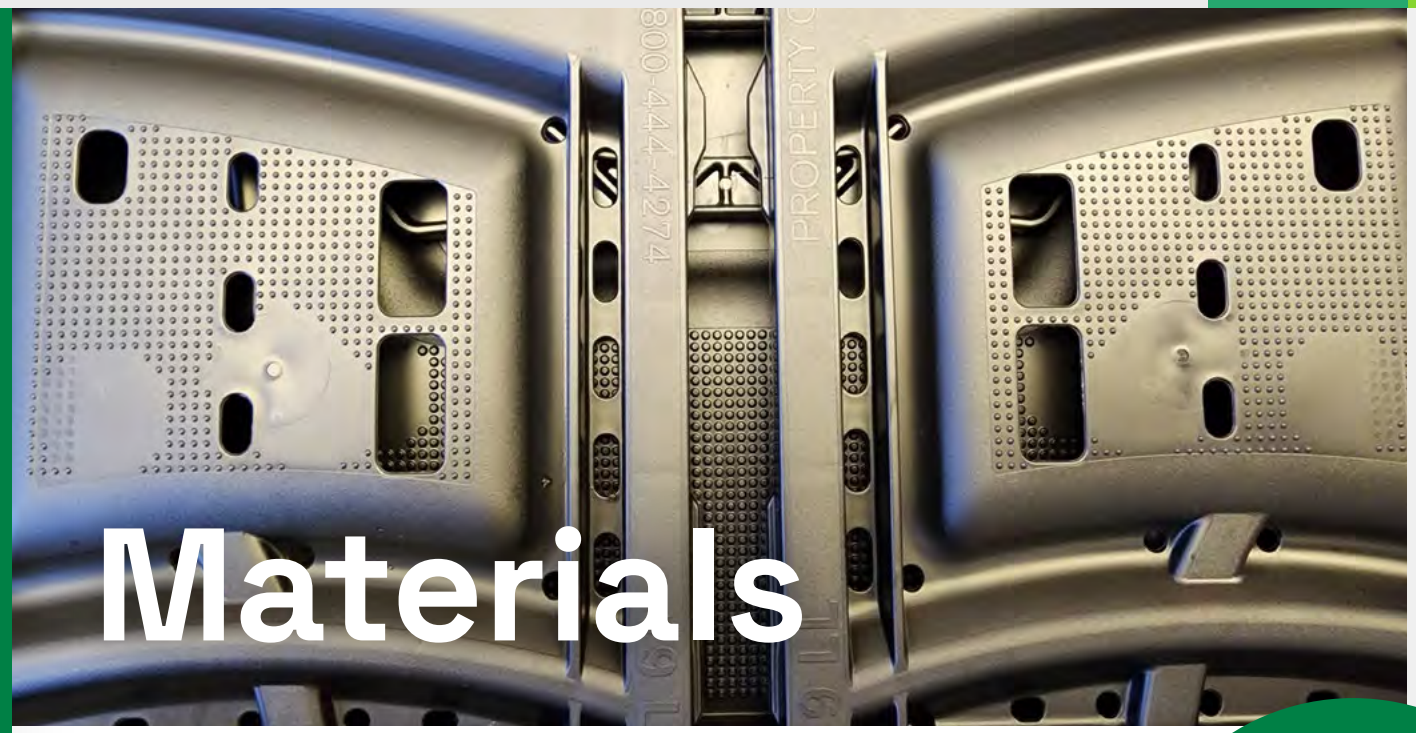
2025 Goals

100% product material reuse ✔

Progress

→ 100% of all product waste is reused at end of life

→ Average recycled content decreased to 39%



Materials

As a company with circularity at our core, we produce very little waste throughout our operations. However, we know there is always more we can do and, in line with our commitment to be a zero-waste business by 2025, we are continuously innovating to keep more materials out of landfills.

We take a multifaceted approach to waste reduction, working throughout our organization and value chain to:

- Design RPC features that minimize food waste
- Address organic waste generated in crate returns
- Tackle packaging waste
- Promote customer use of environmentally compliant labels
- Reduce office waste

Most of the waste we manage comes from label residue left on crates and other packaging materials. As such, we collaborate closely with partners on efforts to reduce the amount of waste returned with our RPCs and to responsibly manage any remaining materials.

In FY25, our Portland service center recycled 100% of shrink wrap waste, enabling a

20%

reduction in waste to landfills

Closing the loop on RPC materials

Our RPCs are designed to last, with an estimated lifespan of up to 20 years. While each RPC can be used approximately 120 times, they eventually reach their end of useful life, at which point we recover them to be ground down and processed. In a closed-loop recycling system, we then repurpose 100% of that reground material into new RPCs or other reusable products.

Most of our crate sizes can be made entirely with recycled content, while the remainder is compatible with 50% recycled material. As of FY25, our crate portfolio contained, on average, 39% recycled content. This is down from 42% in FY24, primarily because of improved repair rates and business growth that resulted in a need for new crates to meet demand. We are constantly exploring opportunities to incorporate more recycled content, and with food safety always our top priority, we ensure any recycled content in our RPCs fully complies with relevant food-grade requirements.

Supporting customer goals

Alongside reducing our own waste, we look to support customers in managing their waste footprint. Using IFCO RPCs in their supply chains, customers achieved 33 times greater waste savings in FY25 compared to the waste we manage.

Our waste footprint vs. supply chain waste

in tonnes



[15] Based on a 2024 LCA conducted by Fraunhofer IBP.



Repairing broken RPCs

Most of our recycled material comes from old or broken RPCs; however, to achieve this, we need to engage our customers on the importance of returning broken RPCs to us. By doing so, we can also improve the efficiency of our asset tracking system, reducing unnecessary production of new crates.

As well as recycling old RPCs into material for new ones, where possible, our centers repair broken crates. Working with suppliers, we have created dedicated molds for repair parts, enabling us to increase repair rates.

Certified circularity

We take a cradle-to-cradle approach to materials, pursuing smart designs that maximize resource value and lifespans. To verify our efforts, we pursue certification of our RPCs through the Cradle to Cradle Products Innovation Institute and its dedicated Cradle to Cradle Certified® Products Program.

Having been the first food-safe reusable container provider to achieve this certification at the Silver level in 2021, during 2025, we pursued recertification under the more robust Cradle to Cradle Certified® Version 4.1 standard.

CERTIFIED cradle to cradle SILVER

Looking ahead

Waste will continue to be central to our ESG approach as we look to achieve, maintain and validate our zero-waste-to-landfill status. We will work toward upcycling all end-of-life RPCs and innovating replacements to virgin plastic use, recognizing this as a vital step toward reducing natural resource consumption and the associated emissions.

2030 Goals

- All IFCO products upcycled into new reusable products at the end of life
- Maintain Zero Waste to Landfill each year, and get external verification at key sites globally
- Innovate for new, improved material sources to replace virgin plastics

Thriving Society

Wherever we have a presence, we want to be a force of good for our employees, partners and communities – creating meaningful development opportunities, supporting inclusive experiences, fostering connections and uplifting those we call neighbors.

“We continue to prioritize our culture and the wellbeing of everyone in the company. Earning the ‘We Invest in People’ accreditation reaffirms our dedication to fostering a workplace where employees can thrive while advancing sustainability and innovation.”



Suzana Stanimirovic,
IFCO President,
North America



ESRS Standard S1, S2, S4

Our people 39
Our partners 45
Our community 47
Food safety 50

OUR PEOPLE

Progress Check

2025 Goals

Health and safety leadership in the industry ✔

Progress

→ IFCO's Incident Frequency Rate (IFR) is 0.6 – well below the industry benchmark

2025 Goals

Best-in-class employee satisfaction ✔

Progress

→ Overall satisfaction score is 80, improving by 3 points from 2024

2025 Goals

Embrace diversity and inclusion ✔

Progress

→ 20% of ILT are women

→ 32% of leadership roles are filled by women

→ DEI Training: 91% of employees and managers completion rate



IFCO Sales and Marketing teams - Fruit Logistica - Germany



In 2025, we were honored with the **Kununu Top Company Award** for the third year in a row – a testament to our ongoing commitment to fostering an outstanding workplace

Our people

Our talented, passionate people are behind every IFCO innovation, customer interaction and success. We want to show up for our employees, providing the opportunities and resources they need to thrive professionally and personally.

Understanding employee experiences

We want to create a positive, supportive and inclusive experience for employees, informed by their thoughts and opinions. In partnership with Glint, we conduct a biannual anonymous employee survey – Your Voice. Our Future. – to measure engagement and identify areas for enhancement.

During December 2024, we again conducted the survey. While our global response rate dropped to 69% – versus 78% in May 2024 – we were pleased to achieve 84% participation from office-based colleagues. We also achieved a record high of 80 points for overall satisfaction – six points above the industry benchmark.

Since the May 2024 survey, we've made progress in all 18 key areas. While topics such as wellbeing, collaboration and action taking remain areas for further growth, we still scored well above the industry benchmark for these categories, reflecting the strong foundation we have built for meaningful employee experiences.

Response rate

69%

a 9% decrease[16] from 2024

80 **overall satisfaction score (eSAT)**

a three-point increase from 2024

18 scores increased | 0 scores remained the same | 0 scores decreased

Top strengths

Purpose: The work that I do at IFCO is meaningful to me.

Prospect: I am excited about IFCO's future.

Motivational Manager: My manager inspires me to do my best.

Top opportunities

Action Taking: I believe meaningful action will be taken as a result of this survey.

Collaboration: Teams at IFCO collaborate efficiently to get things done.

Wellbeing: IFCO takes a genuine interest in the employees' wellbeing.











[16] The decline in the response rate was due to a technical problem with the QR code used to access the survey at our service centers.

BrainFood

We maintain a Learning Management System, BrainFood, as the central hub for all learning content and activities. It offers self-learning modules, expert-led interactive channels and training use cases for internal knowledge sharing and role-based training, badge-earning opportunities and onboarding available in four languages. Through a BrainFood-integrated self-learning library powered by LinkedIn Learning, employees have access to more than 21,000 courses in 13 languages. The platform also offers AI-supported guidance and personalized recommendations tailored to their role and career goals.

During FY25, employees completed 8,560 courses in BrainFood, up from 6,670 in FY24. Uptake of LinkedIn Learning resources also increased, with more than 1,800 courses completed and over 43,500 videos watched – totaling 2,520 hours. This is up from approximately 1,280 courses and nearly 31,890 videos in FY24, indicating a strengthening of our continuous learning culture.

Inspiring shared growth through job shadowing

We hosted the fourth round of our Job Shadowing Program in FY25, bringing colleagues together from across departments and countries to collaborate, network and develop. The fourth round fostered connections between employees from 15 countries, with participant feedback highlighting a 96% satisfaction rate. What's more, 100% said they would recommend the program.



IFCO Team - achieved Investors in People Silver accreditation - Tampa, FL, US

Investing in our people

We want to help our people reach their full potential and offer various resources to support them in achieving their career aspirations. These include expert-led, job-specific skills training, webinars, leadership development, tuition reimbursement, career planning, mentorship and self-paced online courses. To inspire employee engagement on sustainability, we also used ESG Week 2025 as an opportunity to educate employees on topics like our ESG strategy, WSP and climate goals.

In FY25, we introduced a new career resources page for employees to better highlight professional development opportunities. The page features resources focused on empowering women's career development, navigating challenges and achieving professional goals. We will continue to expand this hub with additional tools going forward to help meet the needs of all employees.

During FY25, we achieved Investors in People accreditation[17] in both Germany and the US, underscoring our commitment to employee wellbeing, development and success.

[17] The Investors in People accreditation is valid for three years, and we will have annual reviews to track our progress.

Encouraging and recognizing values-driven contributions

During FY25, we held workshops to foster ownership of our company values – Growing as One IFCO Team, Can-Do Ownership and Ambitious for Customers. These workshops were held for all key functions to inspire actions that support the values. Our values have been incorporated into performance reviews, encouraging employees to reflect on how they embody IFCO's values in their work. To further integrate the values across our organization, we also launched a global initiative to define and embed leadership principles that reflect our evolving culture and strategic ambitions. Informed by senior leaders from across regions, the principles align with our values and act as a foundation for more effective, values-driven leadership development, performance management and succession planning.

We want to create space to celebrate employees who exemplify our values and work tirelessly to support our success. To recognize remarkable accomplishments, we run an annual IFCO Recognition Program. During FY25, 50 employees from across regions and departments were recognized for outstanding work, including in areas such as site safety, business and process development, customer service and leading our ISO certification process.



EMPLOYEE SPOTLIGHT

Abby Turner, General Manager, Portland service center

At IFCO's Portland service center, safety is a fundamental consideration. Under the expert eye of General Manager Abby Turner, the site recently celebrated an exciting milestone – seven years without a single safety incident.

Abby brings precision and empathy to her role, putting people first and setting the standard for safe, supportive workplaces. And it's this leadership approach that has resulted in an incident-free site. Abby encourages her team to think of safety not just as a protocol but as a core value – something with clear policies and expectations to be met from the moment someone walks in the door.

Through clear signage, monthly meetings and stand-downs during each shift to keep the topic front of mind, Abby is encouraging shared responsibility for safety. Building this culture of collective awareness and support reflects Abby's broader commitment to creating an environment grounded in mutual respect, where every team member feels seen and appreciated.



"Seeing the team grow and succeed is, hands down, my favorite part of the job. There's nothing better than when someone runs up to me in the warehouse asking, 'Hey, how many crates did we wash yesterday?' and they're genuinely excited to beat the target. We process tens of thousands of crates each week, so hitting those goals requires working safely and smoothly together across all three shifts. When they exceed expectations, I feel like I'm doing something right as a leader."

Abby Turner

Health and safety

Part of creating a work environment where everyone can thrive is ensuring they feel safe, healthy and that their wellbeing is a priority. That is why we work tirelessly to prevent injuries and illness for our employees, contractors, customers, suppliers and communities.

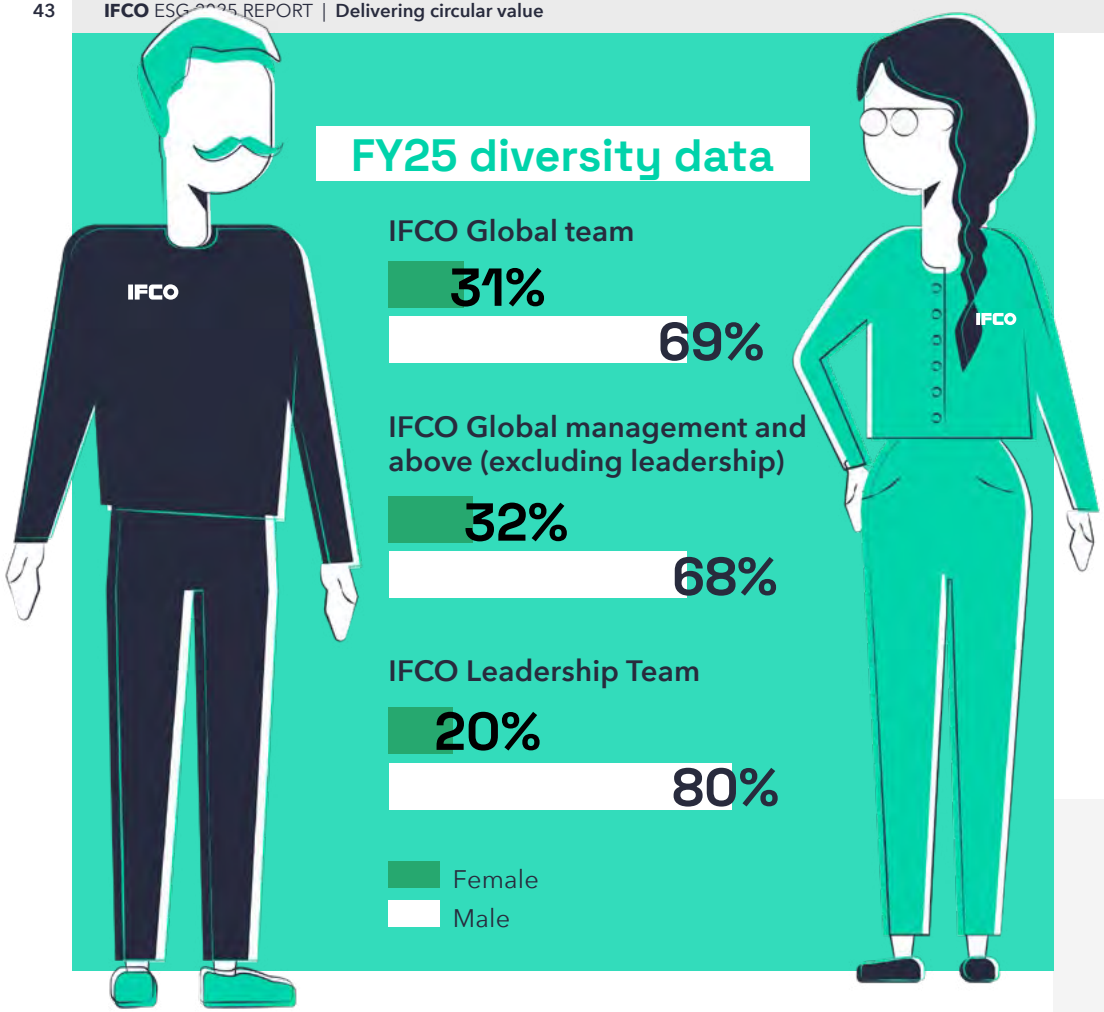
Our Zero Harm Charter details our commitment to ensuring zero injuries through:

- Health and safety culture
- Ongoing training
- Risk management

The global IFCO Safety Management System acts as a centralized hub for all our safety, health and environmental risk management processes. We also offer a Healthy Lifestyles Program that covers annual occupational medical examinations, an active breaks program, epidemiological surveillance and preventive medicine initiatives.

During FY25, we achieved an IFR of 0.6, an improvement from 1.03 in FY24.[18] This also puts us below the industry benchmark for IFR. To continuously strengthen workplace safety, we have signed a collaboration agreement with the Chilean Safety Association to enhance occupational risk prevention across all operational processes in Chile. Together, we will implement initiatives that will manage risks, reduce accidents and fatalities and continuously improve occupational health and safety.

[18] Our IFR methodology aligns with GRI and US Bureau of Labor/OSHA guidelines. Frequency based on 200,000 hours.



Diversity, Equity and Inclusion

Our employees bring with them a wealth of experiences, backgrounds and perspectives. We want to celebrate that diversity, creating environments where everyone feels safe and supported to be their true selves.

Through our Diversity, Equity and Inclusion (DEI) policy, we establish initiatives, training programs and a workplace system that help us advance a more inclusive, welcoming workplace.

Supporting employee wellbeing

IFCO grow well

Promoting holistic wellbeing is key to ensuring people feel their best. We offer the IFCO Wellbeing Hub to all employees, with resources to support their mental, physical, financial and social health. We also provide a 24/7 free, confidential Employee Assistance Program, which offers comprehensive support for topics like everyday stress and legal and financial guidance. This program is designed to help employees and their families navigate personal and work-related challenges. In the 12 months following its launch, the Employee Assistance Program achieved a utilization rate of 2.79%, which is above the Workplace Options industry benchmark.

To foster connection and engagement across the organization, we introduced a rhythm of quarterly campaigns designed to educate, inspire and energize our people. Kicking off the year, Healthy January encouraged a focus on nutrition and plant-based eating, bringing colleagues together to cook, share recipes and build positive habits as One Team. In the spring, Sleep Well raised awareness around the importance of rest and recovery, offering expert-led tips to help improve sleep quality. The summer brought the Global Move More Challenge, which united colleagues across regions to boost physical activity. Together, we collectively circled the planet with our step count, creating a strong sense of inclusion and shared purpose. These campaigns have been met with enthusiasm, driving high engagement across our internal platforms: the Move More Challenge drew 1,000 views, while the Sleep Well series reached over 880. This growing participation highlights the increasing relevance of wellbeing in our daily work lives.

Advancing a diverse workforce

We are pursuing actions to attract a wider pool of talent, like the goal we established to achieve 40% women representation in leadership roles by 2025. During FY25, 20% of ILT positions were held by women, with 31% women representation across the global team.

63

nationalities are represented across our global operations, bringing together diverse perspectives and backgrounds that shape how we innovate, learn and grow

While we have not yet achieved our goal, throughout FY25, we continued taking action to drive gender representation. To celebrate International Women's Day, we hosted a session on Understanding and Overcoming Gender Bias, led by psychologist and researcher Mona Algner. The online sessions, which were attended by over 200 employees, explored the impact of gender bias on workplace dynamics and offered practical strategies to challenge stereotypes and foster inclusivity. In a follow-up survey, 84% of respondents said they benefited from the session. We also launched a global training campaign with tailored modules for managers and employees, covering key topics such as unconscious bias and microinequities.

CASE STUDY



Celebrating the women of IFCO

We are honored to have so many talented, passionate women in our global workforce. To celebrate and recognize their contributions, we host a **Women@IFCO webinar** series, featuring the voices of women from across the organization.

During FY25, we hosted a session with Gina Yan, President of IFCO Asia. As well as exploring her thoughts on IFCO's role in China, Gina shared the story of her personal and professional journey and her approach to effective leadership. Another session was held with Suzana Stanimirovic, President of North America, during which she discussed her personal experience of being a leader.

Supporting managers to embed wellbeing

At IFCO, we see everyday leadership as essential to supporting our people. Managers have access to a range of tools and resources via the Managers Toolbox, including a dedicated feature of our Employee Assistance Program offering expert guidance via Manager Assist, on both challenging and positive aspects of team management. Coaching programs and training are also available, alongside the Wellbeing Hub, which provides practical information and training across all four pillars of health – mental, physical, financial and social.

These tools bring together in one place everything managers need to support them and their teams and promote a culture of wellbeing in day-to-day working life. This helps ensure our people feel supported and able to thrive.



Driving shared responsibility to inclusivity

Creating a more inclusive workplace requires collective effort from everyone at IFCO. To ensure people are equipped with the knowledge they need to support our efforts, we are adding various DEI-focused learning resources to BrainFood. In addition, we delivered trainer-led, on-site DEI trainings in our service centers to foster an inclusive and respectful environment. To celebrate the World Day for Cultural Diversity for Dialogue and Development, proclaimed by the United Nations, we launched a learning campaign covering concepts like cultural agility, along with a selection of learning pieces that help employees navigate diverse cultures and gain insights to collectively create a welcoming, respectful environment and build strong intercultural relationships.

Looking ahead

Moving forward, we will remain focused on enhancing the employee experience wherever we operate, enhancing health and safety and driving greater gender equity.

2030 Goals

- Exceed industry **safety IFR benchmarks** every year
- Employee survey results to be sustained above global benchmark and obtain **external culture recognition** in all regions by 2030
- 40% of managers and 40% of ELT **are women** by 2030, achieved through a **gender equity** audit and robust action plan

OUR PARTNERS

Progress Check

2025 Goals

Extend Zero Harm program to all strategic partners ✔

Progress

→ Strategic suppliers average 4.7 IFR, below industry benchmark

2025 Goals

Sustainable supplier engagement ✔

Progress

→ Strategic suppliers continue to progress on ESG initiatives



Eternity Systems employees in Spain

Our partners

We seek to partner with organizations that share our commitment to upholding the rights, health and wellbeing of people and the planet. Throughout our global supplier network, we work closely with our partners on sustainability efforts, sharing best practices and building a collective culture of ongoing improvement. When doing business with IFCO, all suppliers must comply with our Supplier Policy, Zero Harm Charter and Code of Conduct, including our Human Rights Policy.

Safe, healthy supply chains

Our commitment to health, safety and wellbeing extends to our supply partners, particularly those operating in our service centers. As well as upholding our Zero Harm Charter, we require key suppliers to implement an ISO 45001-certified health and safety program across their major sites, adhering to strict standards, completing mandatory training and keeping safety protocols up to date.

To ensure continuous improvement, we regularly audit supplier performance. In FY25, our strategic partners achieved an IFR of 4.7, down from the previous year and below the industry average.

CASE STUDY

Partnering to better serve Japan

A key part of our success is the global network of strategic partnerships we maintain. This includes Sanko, which has been a key business partner since 2021. As an RPC manufacturer across Japan and North America – as well as operating RPC wash centers in Japan – Sanko shares our dedication to providing environmentally responsible solutions to customers and society. In fact, through returnable, recyclable products, recycled materials and a goal to achieve carbon neutrality by 2050, Sanko is helping realize a decarbonized society through plastic industrial products.

In 2022, we built on this relationship, acquiring Sanko's RPC pooling services business and building our position as the leading RPC provider for fresh grocery products in Japan. At the same time, we entered into a long-term strategic cooperation with Sanko for the Japanese market, ensuring our customers benefit from the combined experience and resources of both companies.





IFCO's Sales team in Canada - attending the Canadian Produce Marketing Association trade show

Advocating for sustainability

We actively engage strategic partners and customers on collective efforts to reduce environmental impacts. In October 2024, we were proud to sponsor the International Sustainability Summit – created by the Canadian Produce Marketing Association, the Global Coalition of Fresh Produce and the International Federation of Produce Standards. Held in Vancouver, Canada, the summit explored actions the fresh produce sector should take to collectively address sustainability challenges such as water conservation, packaging, food waste, emissions and supply chain transparency.

Throughout FY25, we also hosted webinars to support produce growers in decarbonizing their operations. Through "Unpack how Experts are Decarbonizing the Fresh Grocery Supply Chain," we explored best practices, real-world approaches to navigating the complexities of emissions, measurement and reporting.

We also brought in expert guest speakers to share firsthand sustainability insights and explained how IFCOs RPCs can support growers in reducing their emissions.

Looking ahead

Our partners will remain a valuable part of our ESG efforts. Recognizing this, we will encourage more of our Key Partners to pursue ISO certifications for Quality, Health & Safety and Environment, and to strengthen their own ESG efforts.

2030 Goals

- Key Service Center Partner sites to meet or exceed **industry safety** IFR benchmarks by 2030
- Key Service Center Partners to receive **ISO 45001, 9001 and 14001** or equivalent by 2030
- Key Partners to be monitored annually on **ESG topics**, including due diligence in selection process

OUR COMMUNITY

Progress Check

2025 Goals

Partner with food banks in all regions ✔

Progress

→ Partnered with 30 food bank organizations, covering every region we operate in

2025 Goals

One volunteering activity per employee per year ✔

Progress

→ 55% of office-based employees participated in at least one volunteering activity



IFCO Team Italy volunteering at an agricultural and social non-profit in southern Milan

Since 2021, we donated over **440k** crates to food banks globally

Our community

With a presence in 50 countries, we are a part of many communities around the world. We want to use that presence for good, engaging in efforts to uplift people in locally relevant ways.

Inspiring employee action

Our people are passionate about giving back to their local communities, stepping up to support causes that matter to them. Every year, we identify a range of initiatives that align with our company values that our employees can donate to. To amplify their impact, we then match employee donations. Throughout FY25, IFCO and our employees donated over $78,000 to various charitable organizations.

Following the devastating October 2024 flash floods in Valencia, Spain, we launched a donation drive to support Red Cross relief efforts. Through a combination of employee donations and matched funds, as well as an initial company donation, we raised €12,000 to help the city rebuild and strengthen community resilience.

Volunteering for community impact

As well as financial donations, we encourage our employees to donate their time and expertise through volunteering opportunities.

To support them in doing so, we offer every employee 24 hours of paid volunteer time a year. In FY25, 55% of global office employees volunteered. Despite missing our target, we have seen a huge uptick in community engagement year after year with employee volunteering increasing by 188% since FY21.

We believe in creating space to recognize those who go above and beyond for their communities. In FY25, we recognized IFCO's Project Management Office with first place in our volunteering competition for their volunteer efforts at Ronald McDonald House in Munich. The team helped organize and prepare a dinner for around 30 people – families living at the house who have sick children being treated at a nearby clinic. We also recognized three additional entries that were well received by IFCO colleagues:

- IFCO Iberia for its partnership with the Red Cross in Portugal, preparing food packs and learning crucial first aid skills
- IFCO Brazil for its volunteer-led Easter campaign, through which they collected 362 chocolate bars for children in need
- IFCO Poland for its participation in the Wings for Life World Run 2025, which raises funds for research into cures for paralysis caused by spinal cord injuries

During FY25 **55%** **of employees** volunteered a collective 4,745 hours to local community action

CASE STUDIES

The Felix Project

In London, our UK Sales Team came together to support the Felix Project, a charity dedicated to fighting the dual challenges of food waste and hunger by redistributing surplus food to vulnerable communities. The team spent the day helping in the warehouse and kitchen, sorting food, packing supplies for food bank hubs and putting together over 1,500 nutritious meals for those who need them most.



Berliner Tafel

As part of the Fruit Logistica 2025 trade show in Berlin, 33 IFCO employees supported Berliner Tafel – the country's oldest food rescue organization – to recover over 57,000 kilograms of food. They also prepared more than 2,000 jars of jam to support communities while simultaneously keeping good food out of landfill.



Tree planting

Our team in Poland got together in October to plant 1,000 pine seedlings and build nesting houses for birds. Joined by loved ones, the afternoon was a great opportunity, not only to help the planet but also to teach younger generations how to care for nature.



Leveraging the power of RPCs for food donations

As a global leader in reusable packaging for fresh food, we're helping to drive the recovery and redistribution of surplus food. During May 2025, we signed an agreement with the Catalan Red Cross to donate 3,000 RPCs to their food collection efforts. By doing so, we can help the nonprofit organization better protect fresh produce, minimize spoilage and reduce waste, getting more food to those in need.

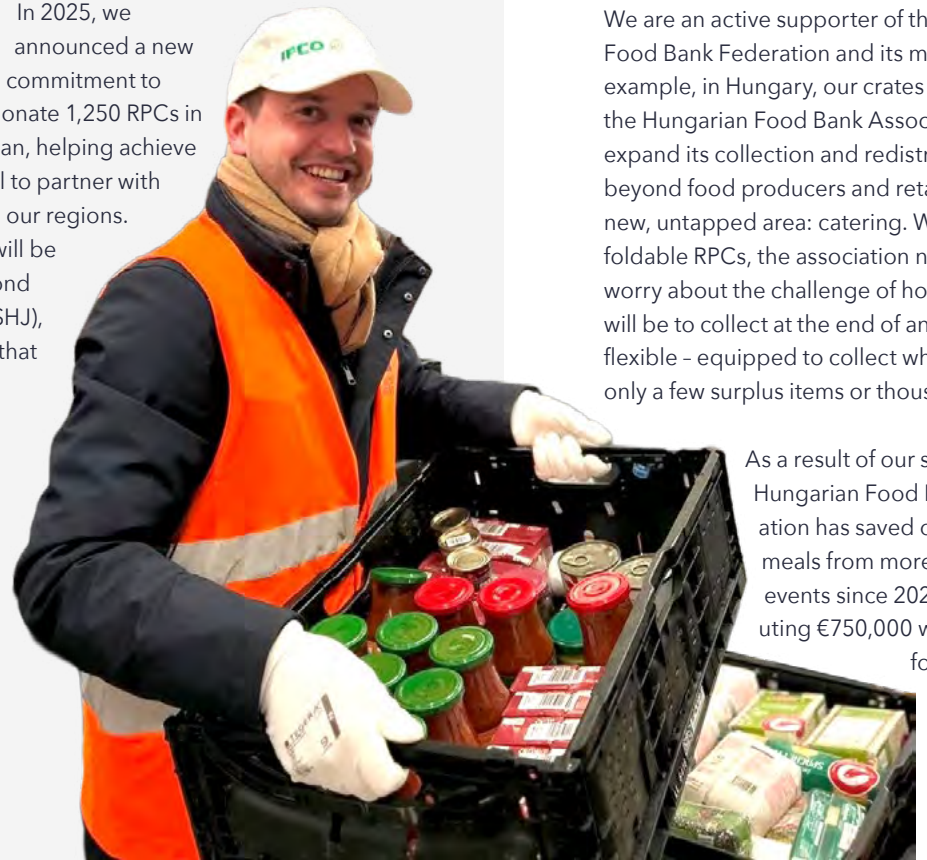
3,000

RPCs donated to the Catalan Red Cross in May 2025

Similarly, we have been working with the French association SOLAAL since 2018 to increase food donations from farmers who use IFCO RPCs. Historically, farmers may have hesitated to donate items in RPCs for fear of losing their deposit if food aid associations didn't return the crates. To remove this barrier, SOLAAL helped us forge partnerships with authorized national food aid associations, facilitating greater return rates of RPCs from food donations. Today, thanks to SOLAAL, we maintain partnerships with around 60 food aid associations.

Our partnership with Bancos de Alimentos ARGENTINA (BAA) was recognized in the 2024 Excellence and Innovation Awards by The Global FoodBanking Network. Selected as a finalist in the Outstanding Partnership category, our joint Yellow Tide campaign saw us work with BAA to redistribute more than 500,000 kilograms of surplus lemons between 2021 and 2023.

In 2025, we announced a new commitment to donate 1,250 RPCs in Japan, helping achieve our goal to partner with food banks in all our regions. The containers will be donated to Second Harvest Japan (SHJ), an organization that provides 10,000 free meals daily to households in need. The containers will help SHJ distribute important food supplies to 320 locations across Japan.



A long-standing commitment to food banks

We strive to engage our employees in our food bank partnerships, which is why, during 2025, we took ESG Week as an opportunity to engage one of our long-standing partners: the European Food Bank Federation.

We are an active supporter of the European Food Bank Federation and its members. For example, in Hungary, our crates have enabled the Hungarian Food Bank Association to expand its collection and redistribution efforts beyond food producers and retailers into a new, untapped area: catering. With IFCO's foldable RPCs, the association no longer has to worry about the challenge of how much there will be to collect at the end of an event. It can be flexible – equipped to collect whether there are only a few surplus items or thousands of meals.

As a result of our support, the Hungarian Food Bank Association has saved over 150,000 meals from more than 300 events since 2023 – redistributing €750,000 worth of quality food to homeless shelters and families.

Looking ahead

We want to inspire greater action for our communities, encouraging all our employees – including those working at service centers – to get involved in social impact activities. At the same time, we will continue to expand our food bank partnerships to divert even more surplus food to those in need.

2030 Goals

- All office employees to complete one **volunteering activity** per year, and all IFCO service centers to run one community activity per year
- Partner with **food banks** in all regions to support the delivery of 500,000 tonnes of food by 2030

OUR COMMUNITY

Progress Check

2025 Goals

Food safety leadership ✔

Progress

→ Global Quality Dashboard implemented to help us achieve our food safety and quality requirement

→ Renewed OMRI certification to comply with USDA National Organic Program (NOP) standards, which is accredited to ISO 17065 standards



Food safety

Our RPCs are a key resource in many fresh food supply chains and, as such, ensuring food safety and quality is a fundamental priority across all our activities.

From RPC production to cleaning and maintenance, we are committed to upholding our leading position in food-packaging hygiene.

Our hygiene approach

The cleanliness and sanitation of our RPCs are non-negotiable. We follow science-driven wash and disinfection protocols that are certified to the highest international standards and monitor four key wash factors:

- Wash temperature
- Detergent and disinfectant concentrations
- Contact time in the wash process
- Pump pressures that create the agitation for debris and soil removal



>> Find out more about our **food safety efforts** and take a look into our washing center in Krefeld, Germany.



Testing for microorganisms

Our approach to hygiene is incredibly vigorous and includes swabbing cleaned crates to ensure they are free of transient microorganisms and soils that could be introduced from the fresh food supply chain. We achieve this through daily ATP (adenosine triphosphate) monitoring and bacterial monitoring. IFCO Systems' environmental monitoring program ensures our RPC wash, rinse and sanitization process is effective in maintaining industry standards for containers used for food product transport.

To support the process, we have upgraded ATP swab units with cloud-based technology, enabling management to access test results in real time enhancing our monitoring capabilities. This technology was first rolled out to all wash sites in North America, France, Germany, Spain, UK, Brazil and Santiago. It has been expanded to Colombia, Greece, Austria, Romania, Serbia and South Africa, as well as our other Chilean sites, completing the global roll out.

Sample plans have been created so results can be displayed by wash site and at the individual machine level. This data is then displayed on our Global Quality Dashboard 19 – alongside audit results and customer complaint data – enabling teams to identify trends, recurring issues and areas for improvement.



Mock recalls

We conduct mock recalls to ensure the recall process is fit for purpose in its ability to remove any unsafe RPCs from customers and the distribution chain. During FY25, we expanded the mock recall exercise to all German wash sites, with plans to roll this out to the remaining sites in Europe.

Supporting industry progress

We strive to keep pace with evolving food safety best practices and to share our learnings with industry peers. In response to potential regulations concerning per- and polyfluoroalkyl substances (PFAS)[17] Working Group, we have already received statements from crate manufacturers that confirm PFAS[18] have not been – and will not be – used in production.

Throughout FY25, we continued to participate in the Product Traceability Initiative's Food Safety Modernization Act (FSMA) Section 204 Retail Task Force. As part of this, we're helping establish best practices for retailers in meeting rules for documenting how they receive, track and document produce shipments. This includes exploring the potential role radio frequency identification (RFID) and other advanced tracking technologies could play.

We actively collaborate with the reusable packaging industry to ensure our systems remain viable for food packing. This includes monitoring potential regulatory changes and emerging risks that could affect RPC use. We participated in the European business project review of DIN SPEC 91510, focusing on hygienic reprocessing and recycling of reusable plastic packaging. Our input helped clarify that the risks associated with using reusable plastic packaging in foodservice differ from those in the industrial sector, thus allowing IFCO to continue operating under its current processes.

[18] Man-made "forever" chemicals known for their water-, grease- and stain-resistant properties.

Auditing our efforts

We are continuously looking to enhance our food safety efforts and have developed a Food Safety and Quality (FSQ) audit to assess our progress. The audit is conducted with support from the National Sanitation Foundation (NSF), which ensures we maintain a network of calibrated, trained auditors that perform assessments consistently across IFCO-owned and third-party service centers in Europe, LATAM and North America. This audit was successfully rolled out in all three of these regions and has already helped us improve our processes.

To comply with the USDA National Organic Program (NOP), we maintain an Organic Materials Review Institute Certification. OMRI Listed® products are required to undergo an annual review. During FY25, we completed the Ongoing Compliance Review process, maintaining our OMRI certification. We have also completed validation testing of our chemical cleaning regime use in Japan and China that will improve the hygiene and quality of the crates in this region.

Bringing sight to supply chains

In November 2024, we opened a new digital hub in Barcelona to advance operational efficiency and innovation. With the introduction of its Tracking-as-a-Service (TaaS) plug-and-play digital solution, the hub will improve supply-chain transparency for our customers globally by enabling real-time RPC tracking.

The hub's initiatives include optimizing transportation and cleaning through a connected IoT ecosystem that combines Bluetooth Low Energy, Global Positioning System, Radio Frequency Identification, and Global Returnable Asset Identifier -code technologies to provide data-driven insights that help reduce waste, optimize logistics, and improve sustainability.

With the opening of this new hub, we're taking the next step in our digital journey, enhancing our technological capabilities to improve the services we can deliver to our customers.

> "Our new digital hub marks a pivotal advancement in our digital journey, enhancing our technological capabilities to drive meaningful improvements in our services. Building this expertise in-house enables us to innovate continuously, while Tech Barcelona's dynamic ecosystem aligns perfectly with our vision of a tech-driven future for sustainable supply chain solutions."



Dr. Sebastian Grams,
Chief Digital Officer at IFCO



IFCO employees at our Digital Hub in Barcelona



Meet the smartest RPCs on the block

Thank You

FY25 marks an important milestone in our ESG journey. I would like to take this moment to extend my deepest thanks to everyone who contributed to our ESG progress in FY25 – our customers, employees, stakeholders and partners. Your passion and collaboration are instrumental to our success and the work we do every day to advance the circular economy.

The last five years of our sustainability journey, guided by our Thriving in the Circular Economy strategy, would not have been possible without your continued support and commitment. I am extremely proud of what we've been able to achieve; the business has been able to thrive while also making significant progress in our comprehensive ESG program. And, as we look toward the next five years, I know that shared dedication to driving positive change for a more circular future will endure.

I look forward to seeing what comes next as we continue to collaborate and innovate, working together to create real change for people, the planet and our business.



Iñigo Canalejo

Vice President ESG and Strategic Marketing

During FY25, each IFCO employee contributed to saving approximately:



IFCO employees at the Tampa, Florida office

Thank you for exploring the ESG Report 2025 and joining us on our sustainability journey. We value your feedback and encourage you to reach out to us at sustainability@ifco.com.

IFCO



For additional details, please visit **IFCO.com.**