# Impact report 2024

FAIRFOOD

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# A message from our director

This year, Fairfood turns 25. A quarter-century of working with farmers, businesses, and policymakers to build a fairer food system. And while we've made real progress, the challenges ahead are sharper than ever.

2024 brought both momentum and backlash. New EU regulations like CSRD, CSDDD and EUDR began taking shape, finally making traceability a condition for access to the European market. But alongside this progress came pushback. Political shifts and watered-down policies reminded us that system change does not stop at compliance. It is not just about ticking boxes, but about making sure transparency leads to fair prices, stronger incomes and resilient supply chains.

That is why we sharpened our focus. Fairfood has evolved into an impact engine, using data-driven tools, farmer-first digital solutions and strategic partnerships to help businesses move from compliance to real transformation.

The global context is not making this easier. The United States is pulling back from foreign aid. The Dutch government is scaling down its global development commitments. And within Europe, the EU Omnibus proposal threatens to roll back essential sustainability regulations. These decisions do not just reshape policies; they impact lives and the resilience of food systems.

In response, our 2025 to 2028 strategy is clear: invest in first-mile digitisation, climate-smart agriculture and new ways to put money directly in farmers' hands. We are aiming to increase farmer incomes by 30 percent, close the living income gap by 20 percent, and ensure 70 percent of participating farmers adopt regenerative practices.

These goals are bold, but not impossible. Over the years, I have met farmers who, when given a chance, transform their futures. I have seen companies take real responsibility. And I know this: change happens when we choose it.

We are building a food system where fairness and sustainability go hand in hand. I hope you will stand with us.

**Sander de Jong**
**Managing Director, Fairfood**

# What kept our team busy in 2024

### *Behind the impact: The partnerships, platforms, and quiet work that made our results possible*

2024 was a year of building and scaling — not just tools and dashboards, but trust, transparency, and tangible impact. From integrating geolocations in Uganda to testing living income pricing in Honduras, Fairfood strengthened its role as a system change organisation. To challenge the business models that continue to fail farmers, we ensured that every innovation was grounded in farm realities and built for long-term change.

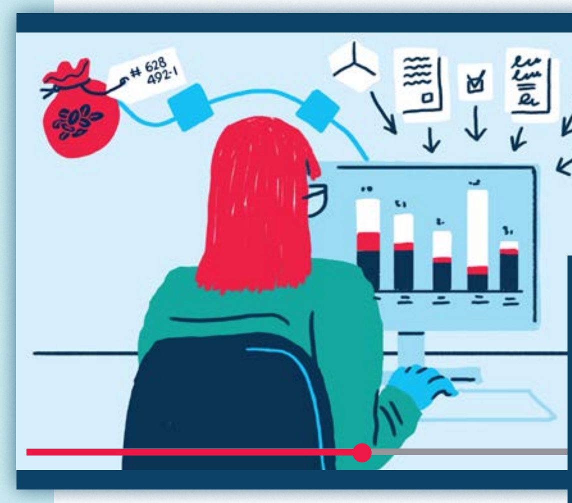
Fairfood's tech-for-good mission took shape across platforms, partnerships, and commodities. We focused not only on helping supply chains meet ESG requirements, but on creating digital infrastructure and open methodologies that put **farmers first** and **compliance in real-world context**.

**10,000+**
**farmers now visible to supply chain partners via our Trace platform.**

**10** active countries:


## Tech for traceability... and compliance

No, we're not turning into a compliance organisation—but we do know what's at stake if smallholder farmers can't meet new EU regulations. That's why in 2024 we added tools to help our partners stay ahead. With support from **GIZ** through the **Due Diligence Fund**, we built a new Due Diligence Dashboard and tested it with **Tradin Organic** in Sierra Leone. You can read all about this new function of our Trace tool, called **Navigate**, and learn more about the partnership here.



Click or scan to learn more

As it's the Fairfood style, we made sure to open source the model. In Uganda, the coffee exporter **ACPCU** is now using Navigate to combine geolocation and certification data, helping farmers prove their sustainability credentials and hold their place in the market. To make sure compliance systems talk to each other, we also launched **Connect**, a Trace integration module that allows data from existing systems to sync seamlessly with due diligence requirements. You can read more about the project to see how this tech works. here.

## Data-driven tools for fair —or should we say *resilient*— pricing

Together with **Heifer International**, we introduced a new approach to fair pricing. The Living Income Commodity Strategy— now tested in Honduras and India, with coffee and spices — puts real numbers behind what a farmer needs to earn a decent living. In the next chapter, you will read about the tools that are now open sourced to help supply chain partners track production costs, tackle inefficiencies, and build pricing and intervention models that actually support farmers.

## Living Income Lab: Getting real about prices

Initiated by Fairfood in 2015 and now part of the **RECLAIM Sustainability! Programme**, funded by the **Dutch Ministry of Foreign Affairs**, the Living Wage & Income Lab remains a key space for critical, grounded dialogue. In 2024, we hosted three sessions that brought together over 100 participants from across the agri-food sector, from brands and buyers to NGOs and governments. One of them took over the center of the Chocoa Conference, the main Cocoa event hosted in Europe.

The focus wasn't on defining Living Income, but on making it happen. In a year marked by sky-rocketing cocoa and coffee prices, the Lab provided a much-needed space to reflect on the potential of exisiting tools, where they're falling short, what does fair pricing look like in a volatile market, and how we — as NGOs and sector actors — can adjust the road ahead. Read more about the sessions here!

## Building fairer supply chains

In Indonesia, we teamed up with **Verstegen Spices & Sauces** and **PT CAN** to help 2,300 pepper farmers make the switch to agroforestry. Improved soil health, supporting biodiversity, and new income streams started to be felt, as you will read in the next chapter. In South Africa, our work with **Dole Europe B.V.** came to an end, helping return part of the citrus supply chain's profits to the communities that make it all possible, funding education and training programmes. If you've missed it, read about it here.

Meanwhile, long-term Trace users continued to grow. Pure Africa expanded its farmer tracing from 205 farmers to **2.218 in Rwanda**, and another **1.473 in Burundi**. **In Kenya, 561** vanilla producers working with Social Vanilla are now visible to all supply chain partners through Trace.

From Honduras to South Africa, we helped exporters, brands and cooperatives turn sustainability goals into tangible results. With support from our donors, we used data to connect income tracking and due diligence, building more transparency in farmer-first supply chains.


**4 Tools built and refined**

**Navigate** is our newest due diligence dashboard, enabling partners to layer geolocation and sustainability data for EUDR preparedness, and present impact on ESG topics like Living Income and Carbon projects.

A **Living Income Pricing Methodology** now helps you define what fair pricing actually means, based on real-world production costs.

A **Cost-Yield Efficiency Assessment** complements the work: find the key drivers of price gaps and shape more effective interventions.

**Connect** is the new Trace's integration module, making it easier for partners to sync and share farmer-level data

# Impact Stories

# Supporting farmers and biodiversity: agroforestry in Indonesia with Verstegen

Across Indonesia's Bangka and Lampung provinces, climate change is rewriting the rules for farmers. Irregular rainfall, declining soil health, and the limitations of monoculture have left many farmers struggling with rising fertilizer costs and shrinking yields.

Since 2022, the **aGROWforests** project has worked with 2,300 farmers to turn this around by introducing agroforestry practices. By growing pepper alongside companion crops and trees, farmers are restoring soil health, reducing dependence on costly chemical inputs, and diversifying their income sources. This shift is not only improving harvests but also strengthening farmers' long-term resilience in the face of a changing climate.

## A farmer-led transition to agroforestry

Coordinated by **Fairfood** and supported by **GIZ**, **PT CAN**, **PT KGF** and **Verstegen Spices & Sauces**, aGROWforests is designed around farmer ownership and long-term impact. The project provides training in climate-smart agriculture, financial literacy, and sustainable farming techniques, ensuring that agroforestry is not just a concept but a practical, profitable model for smallholders.

Traceability is central to aGROWforests. By using Fairfood's Trace platform, farmers gain better insight into the prices they receive for their pepper and other supply chain processes, strengthening their financial insight. Attached to the traceability effort is a premium price, an incentive for those growing pepper sustainably, encouraging long-term commitment to agroforestry.

## What's next

By 2026, aGROWforests aims to validate agroforestry as both an **economically viable** and **environmentally regenerative** model for spice production. With a strong coalition of partners, expanding farmer demand, and infrastructure in place, the foundations are set for wider scale-up—both within Indonesia and across other spice-growing regions.

## Learn more

Check out an elaborate case study on this project

Watch the video we produced for this project

*"I am eager to learn more about agroforestry so I can improve my farming practices. I want to understand how to cure pepper diseases in an environmental friendly way. I saw on the demo plot in Namang. I even told my child, 'Those peppers are really good!' and I hope to achieve the same results on my own farm"*
*~ Pepper farmer Sapauni*

# in 2024:

**10** decentralised Spice Hubs established

These are centres for training, seedling distribution, and farmer exchange.

**11** experienced agronomists trained

They act as regional 'change-makers', sharing knowledge on agroforestry and climate-smart techniques with farmer groups.

**launch of agroforestry demonstration plots**

Plots in Bangka and Lampung. Real-life examples of successful agroforestry implementation and crop diversification.

**introduction of Fairfood's Trace platform**

Trace allows farmers to better keep track of prices received, of their produce, and link agroforestry practices to premium market access.

# What has changed so far?

**929** farmers trained

of which **644** are actively implementing agroforestry techniques on their plots

**4** nurseries established

growing **23,750** seedlings, which is **25% of the 2025 target** of 95,500

**110** tons of compost produced

supporting/improving **soil health** across transition plots

*"I can consider it to have a lot of changes. In the past, when I saw weeds around, it already made me feel uncomfortable. But now I take it easy. Even if the weeds are tall, my heart is still calm."*
*~ Pepper farmer Arofiq*

# Building resilience through fair pricing with Molinos de Honduras

In Honduras, the coffee sector tells a story of contrasts. While some farms are thriving, many smallholders still struggle to earn a living income from coffee. Rising input costs, unstable prices, and inefficiencies at farm level continue to erode already thin margins—raising hard questions about the long-term viability of coffee in the country.

In 2023, Fairfood, Heifer International, and **Molinos de Honduras** (a Volcafe subsidiary) came together with a shared ambition: to explore what it takes to redistribute value more fairly across global agri-food supply chains. What started as a strategic alignment evolved in 2024 into a hands-on pilot to test pricing models that put fairness and resilience at the centre of sourcing/procurement decisions.

## A data driven approach to Fair Pricing

This partnership aims to integrate living income pricing- and interventions into sourcing practices, combining sustainability and procurement goals. In 2024, Fairfood introduced and open-sourced its **Living Income Commodity Strategy**, built around two complementary methodologies:

- **Living Income Price (LIP)** defines the minimum price farmers need to earn a decent living, based on real production costs and yield data.
- **Cost-Yield Efficiency (CYE)** assesses where farm operations can be improved—spotting inefficiencies, cost drivers, and productivity gaps.

Grounded in actual data/evidence, this approach helps align procurement practices with sustainability goals by using farm-level data to measure/track/monitor interventions' success and inform decision making.

## What's Next

In 2025, **Fairfood and Molinos de Honduras** will scale up the use of LIP and CYE, refining pricing models and expanding targeted support. Planned interventions include:

- **Productivity improvements** through optimized pruning and farm management techniques.
- **Income diversification** via agroforestry, integrating fruit and timber crops.
- **Youth-led farmer brigades** to tackle labor shortages, decrease input costs and create rural job opportunities.

This pricing model is more than a pilot, but a **blueprint for how agri-food companies can measure, improve, and invest in farmer livelihoods**. By leveraging real data to drive systemic change, we aim to demonstrate that coffee farming can be not just viable, but genuinely profitable. And in doing so, help secure a future that new generations of farmers want to invest in.

## Learn more

Explore the methodology

- Or listen to a podcast from Business Fights Poverty on the methodology
- Case study coming soon

# Together with Molinos de Honduras, in 2024 we:

Piloted
**LIP and CYE methodologies**
to assess real production costs and fair pricing structures.

**Analysed cost structures**
for participating farmers to identify intervention points.

Segmented farmers groups and designed targeted strategies to **lower costs**, **boost productivity**, and create **new income streams** according to their needs.

Integrated insights into
**Molinos' procurement model**
to test fairer, more stable pricing mechanisms.

# What has changed so far?

**Real production cost data**
is now informing Molinos de Honduras' procurement decisions, ensuring a more stable and transparent pricing model.

Cost analysis has pinpointed key areas where interventions can **reduce the living income price gap**, including for example, redefining the urgency of addressing living income gaps between men and women.

**Sustain-ability interventions**
are being tailored to improve efficiency, lower costs, and support farmers' long-term viability.

# Advancing traceability and sustainability in Uganda's coffee sector

Uganda is the world's fourth-largest producer of Robusta coffee, with 80% of its exports bound for Europe. As new sustainability regulations like the **EU Deforestation Regulation (EUDR)** and the **Corporate Sustainability Due Diligence Directive (CSDDD)** take effect, the country's coffee producers face an urgent challenge: how to maintain access to global markets and meet compliance demands in time, without being left behind. Robust and often costly data systems are urgently needed to respond swiftly to buyers' requests.

As we prepared to wrap up the Dream Fund and RECLAIM Sustainability! programmes–funded by the **Nederlands Postcode Loterij** and the **Dutch Ministry of Foreign Affairs** respectively–that brought us to Uganda in the first place, the focus of 2024 was to secure the continuation of our partners' needs for first mile digitisation and pricing transparency. Not just as compliance tools, but as critical levers for farmer inclusion and equity. Our tech team doubled down on refining our toolbox: from **Farmer Cards** that digitise transactions for farmers without smartphones, to a new **Due Diligence Dashboard** built for the realities of the first mile.

## Strengthening digital traceability: ACPCU's first-mile digitisation

In partnership with **ACPCU**—a farmer-owned exporter representing 32 cooperative societies in Southwestern Uganda—Fairfood's focus was on accelerating first mile digitisation efforts to support compliance.

## In 2024, we piloted two key tools:

**Fairfood Farmer Cards:** Our Near Field Communication (NFC) card system, connected to an offline app, provided transparent proof of cash payments—crucial for farmers without mobile phones or bank accounts.

**Due Diligence Dashboard:** A newly developed tool integrating geolocation and certification data (e.g. Organic, Fairtrade) to help ACPCU meet EUDR requirements and communicate wider sustainability efforts.

In practical terms, this meant integrating geolocation into ACPCU's dashboard and ensuring interoperability with locally used platforms, such as Asigma, so data can be exported directly to buyers and auditors—streamlining EUDR reporting and reducing the burden on cooperatives. **The success helped secure new funding from Enabel, allowing ACPCU and Fairfood to keep working on their shared vision: turning sustainably sourced Robusta into a Ugandan flagship.**

## Learn more

**Watch the video we produced for this project**

## in 2024

Across Kyagundu and Nyeibingo cooperatives **50 farmers were equipped with Fairfood Farmer Cards** setting the stage for **1,500** farmers to adopt the low-tech solution in 2025.

We expanded from **1,200** to **12,847 farmer geolocation records** within the due diligence dashboard.

# Ndugu's data-driven expansion

Ndugu, a tech-savvy social enterprise representing 6,000 farmers across 23 cooperatives in Central Uganda, is working with Fairfood to make traceability a competitive advantage. With Fairfood's **Due Diligence Dashboard** now fully integrated into its systems, Ndugu is overlaying geolocation and compliance data onto its ongoing sustainability efforts, ranging from improved agricultural practices to strengthened governance.

By sharing an authentic and transparent origin coffee story and the sustainability practices in place, Ndugu is boldly testing the true commercial value of transparency. And it's working. In 2024, we found in Ugacof, the Ugandan subsidiary of Sucafina, a key ally to support Ndugu's ongoing sustainability interventions and connect their data-driven approach to forward-thinking buyers.

## A Model for the Future

Together with ACPCU and Ndugu, we're showing that traceability can be a pathway to fair pricing, improved livelihoods, and stronger market inclusion. These partnerships prove what's possible when tools are built for the realities of smallholder farming—and when compliance becomes a stepping stone, not a barrier.

As Uganda continues to position itself as a global leader in responsible coffee, Fairfood remains committed to keeping farmers in the lead, by owning their data, using practical tools, and shaping the rules of a fairer food system.


Download the case study we made about carbon insetting

*As a pioneer in traceability-first sourcing, Ndugu is helping define what sustainable purchasing could — and should — look like across the coffee sector.*

# Key milestones

Built tailored **traceability solutions** that align with buyer expectations and EUDR requirements

Initiated data collection to use the Living Income Strategy, more specifically, the **cost-yield efficiency tracking** that will inform data-driven price setting in 2025

Supported new connections with specialty coffee buyers, improving **farmers' bargaining power** and access to premium markets

Piloted a **carbon insetting proposition** in Uganda with 6000 farmers

# Strategy 2025 ~ 2028

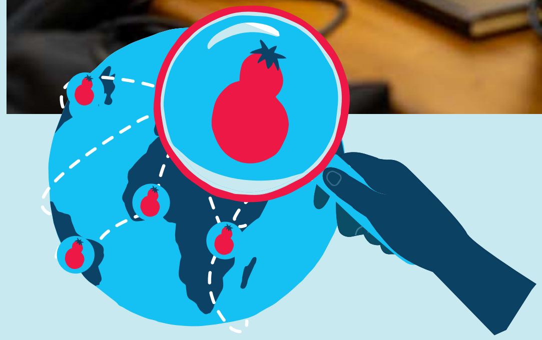
## The next chapter in reaching connected and equitable food supply chains

As Fairfood celebrates 25 years of advocating for fair and sustainable food systems, we look ahead to a future where smallholder farmers are active and valued participants in responsible supply chains. Farmers produce much of the world's food, yet many struggle to make a living income while also facing the increasing demands of sustainability regulations such as the EU Deforestation Regulation (EUDR). At the same time, poverty continues to drive environmental degradation. Without financial security, farmers cannot invest in climate-smart practices, creating a cycle where sustainability remains out of reach.

Our 2025-2028 strategy is built to break that cycle, ensuring farmers are empowered, rewarded, and equipped with the tools to thrive in a changing food system.

By 2028, we aim to achieve:

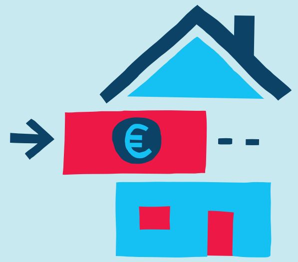
- Higher incomes for smallholder farmers: increasing earnings by 30% and closing the living income gap by 20%.
- Stronger market access: digitally connecting 250,000 farmers to traceable, market-driven supply chains.
- Sustainable agricultural practices: launching groundbreaking programmes transforming the lives of 1 million coffee, cocoa, and spice farmers and family members, achieving 70% adoption of climate-smart practices.



## Building a transparent and inclusive food system

To transform food supply chains, we focus on digital inclusion and traceability. Many smallholder farmers lack the means to document their contributions to sustainability, making them vulnerable to global markets' decisions. By 2028, we aim to integrate 250,000 farmers into digital traceability systems that help businesses meet compliance requirements while ensuring farmers retain ownership of their data. Through our Due Diligence Dashboard and open-source traceability solutions, companies will have access to reliable data on living incomes, carbon footprints, and deforestation-free supply chains. To encourage participation, farmers will receive direct data premium payments in return for verified information, turning transparency into an economic opportunity.





## Ensuring fair pricing for farmers

At the heart of our strategy is the Commodity Living Income Strategy, which helps identify inefficiencies in supply chains and set fair price benchmarks that reflect actual production costs. Using this model, we will increase farmer incomes by 30% and reduce the living income gap by 20% across all projects. By aligning pricing models with living income targets, we enable a more sustainable distribution of value across supply chains.

## Scaling climate-smart agriculture

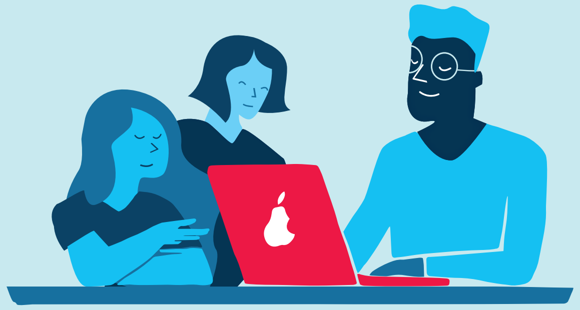
Sustainability cannot be achieved without environmental resilience. Many smallholder farmers operate on degraded land, making them more vulnerable to climate change. Our strategy promotes regenerative agriculture, aiming for 70% adoption of climate-smart practices such as agroforestry, soil regeneration, and water conservation. By ensuring farmers have the knowledge and incentives to invest in sustainable farming, we create a system where environmental responsibility and financial security go hand in hand.


## A call for collective action

By 2028, we envision a food system where farmers are no longer the weakest link, but active stakeholders who are fairly compensated for their role in sustainable production. Businesses will benefit from reliable, verifiable data that supports their ESG commitments, and consumers will gain greater confidence that their choices contribute to a fairer world.

But we cannot do this alone. Real change happens through collaboration. Together with industry partners, policymakers, and consumers, we can build a future where fairness and sustainability go hand in hand. The next four years are crucial—let's make them count.

**Learn more: download the** Strategy



# Risk mitigation

## Cybersecurity

A major cyber incident could disrupt Fairfood's operations, compromise sensitive data, and result in GDPR breaches, business disruption, potential fines, and reputational harm. To mitigate these risks:

- All devices are equipped with centrally managed antivirus software and receive regular security updates.
- Only essential systems are accessible from the internet, protected through strict firewall controls.
- Administrative accounts are secured with strong passwords (using password manager Lastpass) and multi-factor authentication.
- Staff receive training on information security, cyber security, and GDPR compliance, with regular reminders and updates.
- Daily data backups and site recovery protocols are in place to ensure business continuity.
- Programme delivery
- Fairfood's international activities are exposed to risks such as disease outbreaks, natural disasters, civil unrest, and unpredictable political developments. To address these:
- Fairfood maintains close contact with partners in high-risk areas, making clear agreements to minimize risks and providing support as needed.
- Before entering partnerships, risk assessments are conducted and mitigation strategies agreed upon.
- The organisation collaborates with other NGOs and advocacy platforms to anticipate and respond to political and operational challenges.

## Financial risks

Challenges in meeting income targets or rising costs could affect Fairfood's ability to achieve its mission. Fairfood mitigates these risks through:

- A dedicated business development team and a focused income strategy.
- Budgets are approved by the director, with clear separation of duties in project management.
- Major grants are subject to external audit to verify the appropriateness of expenditures.
- Regular monitoring of income, expenditure, and cash flow, with strategic financial planning to ensure long-term sustainability and adequate reserves.

## Geopolitical and external risks

Political instability, shifting government policies, and global crises can impact Fairfood's work and the safety of its partners. To mitigate these:

- Fairfood actively engages in advocacy and coalition-building with other NGOs and lobby organisations to influence policy and funding decisions.
- The organisation monitors political developments and adapts its strategies accordingly, working with networks such as Partos and MVO Platform to strengthen its position.

## Reputation

Reputational risks may arise from partnerships or project outcomes. Fairfood manages these by:

- Implementing internal guidelines for confidentiality agreements and memoranda of understanding with partners.
- Regularly assessing stakeholder expectations and maintaining open, transparent communication.
- Continuous monitoring of risks and swift response to emerging issues to protect organisational credibility.
- People and safeguarding
- The ability to attract and retain talented staff, and to ensure their wellbeing and safety, is essential. Fairfood's measures include:
- Adherence to the Partos Code of Conduct and a robust integrity policy.
- Clear internal procedures for reporting and addressing misconduct.
- Ongoing training and support for staff, with a focus on a safe and inclusive working environment.
- Through these comprehensive risk management and mitigation strategies, Fairfood safeguards its assets, reputation, and mission, ensuring the organisation remains resilient and effective in a rapidly changing world.

# Governance, internal control, and risk management

## Responsibilities of the Supervisory Board and management

The Supervisory Board of Fairfood is responsible for ensuring that the organisation has a robust system of internal control to safeguard its assets and funds, and to ensure these resources are used solely in furtherance of Fairfood's mission and objectives. The Supervisory Board oversees management, financial matters, and the implementation of annual plans, providing critical scrutiny of the team's working methods. Its members offer guidance and share expertise in areas such as legal affairs, accounting, marketing, digitalisation, management, and strategic issues. The internal control system is designed to appropriately manage, rather than eliminate, risks and to provide reasonable—not absolute—assurance regarding the achievement of Fairfood's strategic and operational aims.

The Supervisory Board exercises its responsibilities through regular board meetings and committee oversight, reviewing financial and operational performance, approving annual plans and budgets, and monitoring progress against strategic objectives. The Management Board, led by the Managing Director, is responsible for implementing these controls and reporting to the Supervisory Board.

The Supervisory Board convenes quarterly, with at least one meeting each year dedicated to in-depth discussion of themes like impact management and integrity. Members serve on a voluntary basis and are appointed for three-year terms, which may be extended up to a maximum of six years. The Board is responsible for appointing and annually evaluating the Managing Director.

## Internal control and risk management framework

Fairfood manages risks at organisational, programme, and project level. Risks are regularly assessed, and response measures are taken and monitored to mitigate or absorb the impact of specific risks. The internal control procedures are designed to address financial risks, including the potential misuse of funds due to corruption, fraud, or theft, as well as to ensure the proper receipt, allocation, and payment of funds. Financial management follows a low-risk strategy, with reserves maintained to cover investment risks and potential losses.

Key elements of Fairfood's internal control and risk management system include:

- Project Control System: Monitoring project progress and fund utilisation to ensure effective deployment of resources and alignment with organisational objectives.
- Internal and External Audits: Regular audits of operations, with outcomes discussed by management and the Supervisory Board, ensuring accountability and continuous improvement.
- Financial Oversight: Monthly monitoring of performance, income, and expenditure against annual plans and budgets, with strategic financial planning to ensure long-term sustainability.
- Compliance and Integrity: Adherence to the Partos Code of Conduct and implementation of an integrity policy to uphold ethical standards in all activities.
- Transparency: Commitment to transparent reporting and open communication with stakeholders about performance, risks, and mitigation measures.

## Continuous improvement and learning

As a learning organisation, Fairfood is committed to ongoing evaluation and enhancement of its governance, risk management, and internal control systems. Feedback from audits, project reviews, and stakeholder engagement is used to refine processes and strengthen resilience. This approach ensures that Fairfood remains adaptive and responsive to emerging risks and opportunities in the dynamic context of sustainable food systems.

# Organisation & Team

**Fairfood is governed by a two-tier structure comprising a Supervisory Board (Raad van Toezicht) and a Management Board.**

## Team and culture

Fairfood's team is based in Amsterdam and in 2024 consisted of 12 employees, reflecting a blend of expertise in the food and beverage industry, advocacy, sustainability, and innovative technologies such as blockchain. The organisation fosters a culture of transparency, solution-oriented thinking, and collaboration, both internally and with external partners. Fairfood values diversity, continuous learning, and adaptability, which are essential for accelerating the transition to a fair and sustainable food system.

## Collaboration and partnerships

Collaboration is central to Fairfood's approach. The organisation works closely with partners across the agri-food sector, to empower farmers and food workers and drive systemic change. These partnerships are founded on shared goals of traceability, transparency, and ethical practices throughout the supply chain.

## Commitment to impact

The team's work is guided by Fairfood's mission to ensure fair value distribution, responsible production, and prosperity for all actors in the food chain. Regular evaluation and reflection, both at board and team levels, ensure that Fairfood remains agile and effective in achieving its objectives and adapting to new challenges.

# Financial overview

**The Management Board of Stichting Fairfood International (Fairfood) hereby presents the financial statements for the financial year ended December 31, 2024. The financial statements have been prepared in accordance with Dutch Accounting Guidelines for Annual Reporting - RJ 640 for not-for-profit organizations.**

## Management board report

The Management Board of Stichting Fairfood International, led by Managing Director Sander de Jong, hereby presents the financial statements for the year ending 31 December 2024. The Supervisory Board, composed of H.I.J. Bruggeman (Chair), W.P. Gorter, P.C.D. Goudswaard, M. Swart, and H. de Groot, reviewed and approved the financial accounts. As part of this review, the Board also discussed Fairfood's strategic priorities, including funding diversification, sustainability of digital tools, and a renewed focus on resilience-building through partnerships.

This year marked a consolidation phase after a turbulent 2023. Despite the subdued fundraising environment and ongoing global uncertainties, Fairfood maintained its core operations and expanded its collaborative network, while adapting its cost structure. Strategic decisions made in the past year to scale selectively and concentrate on key project deliverables helped stabilise the organisation.

## Income and expenses

In 2024, total income amounted to €1,518,667, lower than the budgeted €1,825,726, but up from €1,349,939 in 2023. Contributions from third parties (including business assignments, NGO grants, and in-kind support) reached €1,103,692. Although this was slightly below the target (€1,309,410), NGO contributions remained solid, and income from business partnerships aligned closely with budgeted projections. Grant income, however, underperformed compared to projections.

Government contributions, entirely derived from the GIZ aGROWforests project, totaled €414,975, which was significantly below the expected €606,316. This shortfall is attributable to recalibrated funding schedules.

Expenditure totaled €1,657,280, which is below the budgeted €1,797,924 and slightly less than the 2023 actuals. Staff costs, at €756,510, declined by over €110,000 year-on-year due to lower average FTEs (9.27 in 2024 compared to 10.67 in 2023). Project costs, including platform operations and other implementation costs, remained consistent, while development expenditures were kept minimal (€3,744) due to budgetary constraints. Communication and organisational costs were also reined in significantly compared to the previous year. These tight cost controls partially offset the income gap.

The operational result for 2024 was a deficit of €138,613. After factoring in net financial income of €2,703, the net result came to a negative €135,910, which was allocated against the General Reserve.

## Operational result and financial health

While the deficit in 2024 is not ideal, it reflects a trend toward financial correction after a difficult 2023. Key financial management measures such as cost reductions, cautious commitments, and conservative development spending helped reduce exposure. The General Reserve declined to €206,473 at year-end, down from €342,383 in 2023. Though this is below the long-term target (45–60% of annual operating costs), it remains sufficient to cover short-term liquidity risks. The organisation remains alert to the need to rebuild reserves in 2025.

## Cash flow and liquidity

Fairfood's liquidity position remained manageable throughout the year. The cash flow from operating activities was positive at €214,679, driven by increased liabilities (primarily project advances) and stable receivables. However, after adjusting for the net result and working capital changes, the overall cash position decreased by €93,880. Total cash and equivalents stood at €521,642 at the end of 2024, down from €615,522 a year earlier. The cash flow statement was drawn up using the indirect method.

## Current liabilities and commitments

Current liabilities increased to €440,031 (2023: €396,852), mainly due to higher project funds received in advance (€308,185) and outstanding creditors (€66,067). These liabilities are short-term and relate to normal operational cycles. Other liabilities include accrued audit and tech costs and unused employee vacation days.

Fairfood's only off-balance sheet commitment is the ongoing office lease with the Royal Tropical Institute in Amsterdam. The agreement was extended in April 2025. The rental charge for 2024 was €23,006.

No new crypto assets were acquired in 2024, and existing holdings had been fully depleted to nil by April.

# Final remarks

2024 was a year of necessary financial restraint and recalibration. Despite missing income targets, Fairfood adapted by lowering its cost base and protecting liquidity. While the deficit remained significant, careful cost control ensured that the organisation ended the year with a cautiously stable financial position. Management is aware that rebuilding reserves and strengthening income streams must be a top priority in 2025, particularly in light of growing reliance on a limited number of funders.

With project pipelines and strategic partnerships showing promise, and internal efficiency measures in place, Fairfood enters 2025 cautiously optimistic. Its commitment to transparent financial management, fair remuneration, and long-term sustainability continues to anchor its work in the agri-food sector.

Management Board,

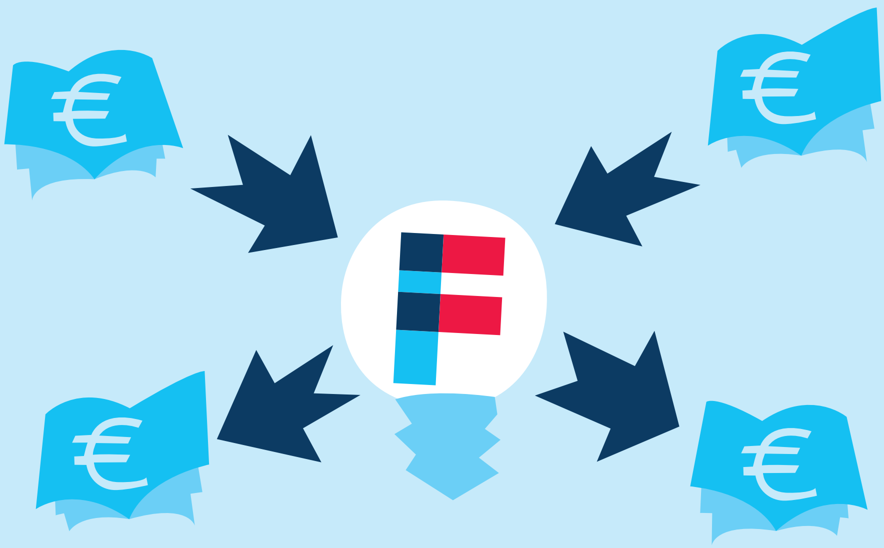
Sander de Jong

Amsterdam, May 2025

fairfood.org

FAIRFOOD

# Financial annual report 2024



# Financial Statements 2024

The Management Board of Stichting Fairfood International (Fairfood) hereby presents the financial statements for the financial year ended December 31, 2024. The financial statements have been prepared in accordance with Dutch Accounting Guidelines for Annual Reporting - RJ 640 for not-for-profit organizations.

## Management board report

The Management Board of Stichting Fairfood International, led by Managing Director Sander de Jong, hereby presents the financial statements for the year ending 31 December 2024. The Supervisory Board, composed of H.I.J. Bruggeman (Chair), W.P. Gorter, P.C.D. Goudswaard, M. Swart, and H. de Groot, reviewed and approved the financial accounts. As part of this review, the Board also discussed Fairfood's strategic priorities, including funding diversification, sustainability of digital tools, and a renewed focus on resilience-building through partnerships. This year marked a consolidation phase after a turbulent 2023. Despite the subdued fundraising environment and ongoing global uncertainties, Fairfood maintained its core operations and expanded its collaborative network, while adapting its cost structure. Strategic decisions made in the past year to scale selectively and concentrate on key project deliverables helped stabilise the organisation.

### Income and Expenses

In 2024, total income amounted to €1,526,906, lower than the budgeted €1,825,726, but up from €1,349,939 in 2023. Contributions from third parties (including business assignments, NGO grants, and in-kind support) reached €1,100,901. Although this was slightly below the target (€1,309,410), NGO contributions remained solid, and income from business partnerships aligned closely with budgeted projections. Grant income, however, underperformed compared to projections. Government contributions, entirely derived from the GIZ aGROWforests project, totaled €420,806, which was significantly below the expected €606,316. This shortfall is attributable to recalibrated funding schedules.

Expenditure totaled €1,678,222, which is below the budgeted €1,797,924 and slightly less than the 2023 actuals. Staff costs, at €756,510, declined by over €110,000 year-on-year due to lower average FTEs (9.27 in 2024 compared to 10.67 in 2023). Project costs, including platform operations and other implementation costs, remained consistent, while development expenditures were kept minimal (€3,744) due to budgetary constraints. Communication and organisational costs were also reined in significantly compared to the previous year. These tight cost controls partially offset the income gap.

The operational result for 2024 was a deficit of €138,613. After factoring in net financial income of €2,703, the net result came to a negative €135,910, which was allocated against the General Reserve.

### Operational Result and Financial Health

While the deficit in 2024 is not ideal, it reflects a trend toward financial correction after a difficult 2023. Key financial management measures such as cost reductions, cautious commitments, and conservative development spending helped reduce exposure. The General Reserve declined to €193,770 at year-end, down from €342,383 in 2023. Though this is below the long-term target (45–60% of annual operating costs), it remains sufficient to cover short-term liquidity risks. The organisation remains alert to the need to rebuild reserves in 2025.

### Cash Flow and Liquidity

Fairfood's liquidity position remained manageable throughout the year. The cash flow from operating activities was positive at –€88,051, driven by increased liabilities (primarily project advances) and stable receivables. However, after adjusting for the net result and working capital changes, the overall cash position decreased by €93,880. Total cash and equivalents stood at €521,642 at the end of 2024, down from €615,522 a year earlier. The cash flow statement was drawn up using the indirect method.

### Current Liabilities and Commitments

Current liabilities increased to €454,079 (2023: €396,852), mainly due to higher project funds received in advance (€308,185) and outstanding creditors (€66,067). These liabilities are short-term and relate to normal operational cycles. Other liabilities include accrued audit and tech costs and unused employee vacation days.

Fairfood's only off-balance sheet commitment is the ongoing office lease with the Royal Tropical Institute in Amsterdam. The agreement was extended in April 2025. The rental charge for 2024 was €23,006.

No new crypto assets were acquired in 2024, and existing holdings had been fully depleted to nil by April.

### Conclusion

2024 was a year of necessary financial restraint and recalibration. Despite missing income targets, Fairfood adapted by lowering its cost base and protecting liquidity. While the deficit remained significant, careful cost control ensured that the organisation ended the year with a cautiously stable financial position. Management is aware that rebuilding reserves and strengthening income streams must be a top priority in 2025, particularly in light of growing reliance on a limited number of funders.

With project pipelines and strategic partnerships showing promise, and internal efficiency measures in place, Fairfood enters 2025 cautiously optimistic. Its commitment to transparent financial management, fair remuneration, and long-term sustainability continues to anchor its work in the agri-food sector.

Management Board,
Sander de Jong
Amsterdam, 17 July 2025

## Balance sheet as of December 31, 2024

After appropriation of the result

| | 31/12/2024 | 31/12/2023 |
|---|---|---|
| | € | € |
| **Fixed Assets** | | |
| **Tangible Fixed Assets** | | |
| Office Inventory | 4.634 | 5.997 |
| Hardware | 651 | 829 |
| | **5.285** | **6.826** |
| **Current Assets** | | |
| Inventory | - | 488 |
| Receivables | 120.923 | 116.399 |
| Cash and cash equivalents | 521.642 | 615.522 |
| | 642.565 | 732.409 |
| **Total** | **647.849** | **739.235** |

| | 31/12/2024 | 31/12/2023 |
|---|---|---|
| | € | € |
| **Liabilities** | | |
| **Equity** | | |
| General Reserve | 193.770 | 342.383 |
| | **193.770** | **342.383** |
| **Current Liabilities** | | |
| Liabilities and accruals | 454.079 | 396.852 |
| | 454.079 | 396.852 |
| **Total** | **647.849** | **739.235** |

## Statement of income and expenses 2024

| | 2024 | Budget 2024 | 2023 |
|---|---|---|---|
| | € | € | € |
| **Income** | | | |
| Contributions from third parties | 1.100.901 | 1.219.410 | 1.030.709 |
| Benefits from third-party actions | - | - | - |
| Governmental contributions | 420.806 | 606.316 | 319.230 |
| Other income | 5.199 | - | - |
| **Total** | **1.526.906** | **1.825.726** | **1.349.939** |
| **Costs** | | | |
| Staff costs | 756.510 | 691.970 | 870.414 |
| Other personnel costs | 31.251 | 38.900 | 39.468 |
| Housing | 23.663 | 26.000 | 22.644 |
| Office | 17.249 | 18.950 | 13.898 |
| Organisation | 84.657 | 96.800 | 107.299 |
| Depreciation | 1.872 | 2.200 | 1.872 |
| Communication | 49.870 | 29.700 | 99.688 |
| Development | 3.744 | 10.000 | 33.534 |
| Project platform costs | 208.776 | 200.298 | 210.540 |
| Other project costs (excl. personnel) | 500.630 | 675.306 | 289.006 |
| Unforeseen | - | 10.000 | - |
| **Total** | **1.678.222** | **1.800.124** | **1.688.360** |
| **Operational Result** | **-151.316** | **25.602** | **-338.421** |
| **Financial income and expenses** | **2.703** | **1.000** | **1.405** |
| **Result** | **-148.613** | **26.602** | **-337.016** |
| **Allocation of result** | | | |
| General Reserve | -148.613 | 26.602 | -337.016 |
| **Total** | **-148.613** | **26.602** | **-337.016** |

## Cash flow Statement 2024

| | 2024 | 2023 |
|---|---|---|
| | € | € |
| **Description** | | |
| Result | -148.613 | -335.144 |
| Adjusted for: Depreciations | 1.541 | 2.203 |
| **Changes in working capital:** | | |
| Movement in inventory | 488 | -709 |
| Movement in receivables | -4.524 | -2.851 |
| Movement in liabilities | 57.227 | 59.021 |
| Cash flow from operating activities | -88.051 | -3.560 |
| Cash flow from investing activities | - | - |
| Net cash flow | -93.880 | -680.220 |
| Balance cash and cash equivalents Jan 1 | 615.522 | 1.295.742 |
| Movement financial year | -93.880 | -680.220 |
| **Balance cash and cash equivalents Dec 31** | **521.642** | **615.522** |

The Cash Flow Statement has been drawn up according to the indirect method.

Note: In 2024, the depreciation included in the cash flow statement (€1.541) reflects the operational portion aligned with cash flow timing. The full depreciation amount in the income statement is €1.872.



# Notes to Financial Statements

### General

The registered address of Stichting Fairfood International is Mauritskade 63 in Amsterdam (registered at the Chamber of Commerce with file number 34141098).

The main activity of Stichting Fairfood International is to offer innovative solutions that enable agri-food businesses to improve their responsible business practices. These open solutions are designed to democratize the world of food. We actively engage all supply chain actors – from farmer to retailer and consumer – aiming to contribute to the socioeconomic prosperity of farmers and food workers. Fairfood believes in establishing partnerships to jointly accelerate the change towards a sustainable food system.

### Going Concern Assumption

The financial statements have been prepared on the basis of the going concern assumption. This means that Fairfood is expected to continue its operations for the foreseeable future, and there are no indications of discontinuity as of the reporting date.

### Principles of Value and Determination of Results

The financial statements have been prepared in accordance with the Guideline for Annual Reporting 640 'Not-for-profit organisations' of the Dutch Accounting Standards. Annual accounts are based on historical cost conventions. The valuation of assets and liabilities is done at nominal value unless stated otherwise. Profits are assigned to the period in which they were realized. Expenses are also accounted for in the period they occur.

### Foreign Currencies

The accounts of the organization are presented in euros, which is Fairfood's functional currency. Transactions in foreign currencies are converted to euros at the beginning of the month in which the transaction occurs. At the end of the financial year, all accounts receivable and liabilities in foreign currencies are converted to euros based on the exchange rate as of the balance date. Exchange rate results have been added to the statement of revenues and expenditures.

### PRINCIPLES OF VALUATION OF ASSETS AND LIABILITIES

### Tangible Assets

Tangible fixed assets are recognized in the balance sheet when it is probable that the expected future economic benefits attributable to the asset will flow to the company, and the cost of that asset can be measured reliably. Tangible assets are valued at acquisition price less straight-line depreciation. The yearly depreciation of office inventory and hardware is 20%.

### Inventory
The cryptocurrency for trace technology is valued at purchase price unless there is a lower market value on the balance sheet date. In that case, this lower market value is used as the value of the inventory.

### Receivables
Receivables are initially valued at their fair value and subsequently at amortized cost, which is usually the nominal value. Provisions deemed necessary regarding the risk of bad debts are deducted. These provisions are determined based on an individual assessment of the receivables. Prepaid expenses are valued at the amount paid.

### Cash and Cash Equivalents
Cash and cash equivalents are measured at nominal value. If cash and cash equivalents are not immediately available, this will be explained.

### General Reserve
The reserves concern the balance of assets minus debts and provisions. Positives and negative results within a financial year are deducted from the balance of the general reserves. Fairfood aims to reach a discretionary net worth of 45% minimum and 60% maximum of the annual ongoing costs of the work organization. This is done to avoid immediate issues that may arise in case of financial setbacks.

### Liabilities
Current liabilities are those with a term of less than one year. These are initially valued at their fair value and subsequently at amortized cost, which is usually the nominal value. Accruals are valued at their nominal value. Accruals and deferred income are stated at their nominal value.

### Principles of the Determination of Results

### GENERAL PRINCIPLE OF CALCULATION OF RESULTS
The general principle of calculation of results is historical cost. Revenue is accounted for in the year in which it is realized. Expenditure is taken into account in the year in which it is incurred. Costs and revenue are thus accrued to the financial year in which the activities concerned take place.

### Contributions from Third Parties
Contributions from third parties are accounted for in the year to which they relate. As far as the proceeds are used for (co-)financing of projects, they are accounted for in the reporting period in which the project costs are incurred. Unspent project funds are added to the balance sheet and capitalized as project funds to be spent.



### Benefits from Third Parties
Income from third-party promotions concerns gifts and donations. These are accounted for in the year in which we receive them. Therefore, gifts and donations received in advance are not taken into account.

### Other Income
Other revenues are allocated to the year to which they relate.

### Wages
The remuneration owed to the staff is included in the statement of income and expenditure based on the terms of employment.

### Other Expenses
Other expenses are determined on a historical basis and allocated to the year to which they relate.

### Financial Income and Expenses
Interest income and interest expense are recognized on a time-proportionate basis, taking into account the effective interest rate of the relevant assets and liabilities.

### Corporation Tax
The financial statements have been prepared on the assumption that Fairfood's activities are exempt from corporate income tax.

### Cash Flow Statement
The cash flow statement is prepared using the indirect method. Cash and cash equivalents include cash. Cash flows in foreign currency are translated into euros using the weighted average exchange rate for the reporting period or the exchange rate at the dates of the transactions. Foreign exchange differences with regard to cash and cash equivalents are presented separately in the cash flow statement. Transactions that do not include an exchange of cash and cash equivalents are not included in the cash flow statement.

# Notes on balance sheet as of December 31, 2024

| | 31/12/2024 | 31/12/2023 |
|---|---|---|
| | € | € |
| **Office Inventory** | | |
| Value as of January 1 | 5.997 | 7.905 |
| Investment | - | - |
| Depreciation | -1.364 | -1.908 |
| **Value as of December 31** | **4.633** | **5.997** |
| **Hardware** | | |
| Value as of January 1 | 829 | 1.124 |
| Investment | - | - |
| Depreciation | -178 | -295 |
| **Value as of December 31** | **651** | **829** |

| | 31/12/2024 | 31/12/2023 |
|---|---|---|
| | € | € |
| **Inventory** | | |
| Crypto currency for trace technology | - | 488 |
| | - | 488 |

Cryptocurrency is used to support the operation of our Trace platform. By April 2024, the previous holdings had been fully depleted to nil. No new cryptocurrency was acquired.

| | 31/12/2024 | 31/12/2023 |
|---|---|---|
| | € | € |
| **Receivables** | | |
| Prepaid expenses | 5.281 | 45.244 |
| Invoices received in advance | 20.652 | |
| Other receivables | 66.170 | 57.084 |
| Debtors | 28.819 | 14.072 |
| | **120.923** | **116.399** |

The item prepaid expenses and invoices received in advance relates to invoices received in 2024 for services to be rendered in 2025, specifically for sickness insurance and first-quarter rent.

The other receivables mainly concern project funds that are still to be received in 2025 from project partners.



| | 31/12/2024 | 31/12/2023 |
|---|---|---|
| | € | € |
| **Cash and cash equivalents** | | |
| Cash | - | - |
| Payment accounts | 319.621 | 16.486 |
| Saving accounts | 202.021 | 599.036 |
| | **521.642** | **615.522** |
| **General Reserve** | | |
| Balance sheet as of January 1 | 342.383 | 677.527 |
| Allocation of result | -148.613 | -335.144 |
| **Balance sheet as of December 31** | **193.770** | **342.383** |

**Equity - Composition and Availability**
The equity consists solely of a general reserve. This reserve is freely disposable and is intended to provide a buffer for financial risks and to safeguard Fairfoods continuity. There are no designated or earmarked reserves, and no founding capital (stichtingskapitaal) was contributed at the time of incorporation.

| | 31/12/2024 | 31/12/2023 |
|---|---|---|
| **Current Liabilities** | | |
| Creditors | 67.340 | 52.076 |
| Other liabilities | 82.011 | 71.696 |
| Value added tax to be paid | -418 | 2.980 |
| Project funds received in advance | 305.145 | 270.100 |
| | **454.079** | **396.852** |

Other liabilities are costs that are due on balance sheet date, but for which no invoice has been received on balance sheet date. The largest items here are audit costs, tech development costs and the value of the balance of employees' vacation days.

Project funds still to be spent are funds that have already been received in the bank, but have not yet been spent. The amount here is from the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) for the aGROWforests project.

**Off balance sheet commitments:**
FAIRFOOD, which has its head office in Amsterdam, has signed a rental agreement with the Royal Tropical Institute in Amsterdam. The rental charge for 2024 is €23,006. In April 2025, the agreement has been extended.

# Notes on the statement of income and expenses 2024

| | 2024 | Budget 2024 | 2023 |
|---|---|---|---|
| | € | € | € |
| **Income** | | | |
| **Contribution from third parties** | | | |
| Business assignments | 240.141 | 265.507 | 175.472 |
| NGO contributions | 667.393 | 659.752 | 681.177 |
| Sponsorship in kind (google-ad) | 44.032 | 90.000 | 83.458 |
| Grants | 149.197 | 294.151 | 90.465 |
| Donations | 138 | - | 137 |
| | **1.100.901** | **1.309.410** | **1.030.709** |
| **Governemental contributions** | | | |
| GIZ- Germany | 420.806 | 606.316 | 319.230 |
| | **420.806** | **606.316** | **319.230** |
| **Other** | | | |
| Other income | 5.199 | - | - |

**Contribution from third parties**
In 2024, contributions from third parties totaled €1,100,901, which was lower than the budgeted €1,309,410. NGO contributions remained steady and slightly above target. Income from business assignments also held close to projections. However, grant income was well below expectations, and the value of in-kind support (Google Ads) was less than planned.

**Governemental contributions**
Government contributions from GIZ Germany reached €420,806, which was below the anticipated €606,316. The overall shortfall reflects shifts in funding patterns.

**Other income**
An amount of €5,199 was released from previously accrued liabilities that are no longer deemed payable. Although the underlying assessment took place in early 2025, the release was included in the 2024 result for practical purposes.



| | 2024 | Budget 2024 | 2023 |
|---|---|---|---|
| | € | € | € |
| **Costs** | | | |
| **Staff** | | | |
| Salaries | 620.947 | 595.870 | 705.108 |
| Social expenses | 102.748 | 100.000 | 126.276 |
| Pension costs | 50.894 | 50.000 | 56.362 |
| Benefits | -18.078 | -15.000 | -17.332 |
| Non-salaries staff | - | - | - |
| | **756.510** | **730.870** | **870.414** |

**Average Number of FTEs**
The average FTE in 2024 was 9,27 (2023: 10,67)

**Pension costs**
The pension scheme for employees is administered by ASR (Doenpensioen). Fairfood is only required to pay fixed contributions to the pension provider."

**Remuneration of the Director**
Director S.B. de Jong received a total gross salary of € 100.153 with a full-time position of 36 hours per week. This amount includes holiday allowance and compensation for a pension provision. No loans have been extended to the CEO. The remuneration is in principle in accordance with the regulation for the remuneration of directors in charity organisations" of Goede Doelen Nederland.

The members of the Supervisory Board do not receive any remunaration.

| | | | |
|---|---|---|---|
| **Other personnels costs** | | | |
| Travel expenses | 7.031 | 9.000 | 7.896 |
| Training | - | - | 635 |
| Canteen expenses | 1.199 | 1.000 | 494 |
| Sick leave insurance | 13.109 | 10.000 | 13.450 |
| Additional personnel costs | 9.911 | 18.900 | 16.993 |
| | **31.251** | **38.900** | **39.468** |
| **Housing** | | | |
| Rent | 23.006 | 25.000 | 22.057 |
| Additional housing costs | 657 | 1.000 | 586 |
| | **23.663** | **26.000** | **22.644** |
| **Office** | | | |
| Office supplies | - | 2.000 | 363 |
| Software | 17.249 | 13.000 | 11.899 |
| IT support | - | 1.700 | - |
| | **17.249** | **16.700** | **12.262** |

| | 2024 | Budget 2024 | 2023 |
|---|---|---|---|
| | € | € | € |
| **Organisation** | | | |
| Supervisory Board | 169 | 500 | 432 |
| Contributions | 2.346 | 3.000 | 2.881 |
| Financial - & Salary Administration | 48.740 | 53.300 | 49.335 |
| Software | 3.669 | 5.000 | 3.305 |
| Insurances | 3.613 | 5.000 | 3.605 |
| Accountant | 20.793 | 25.000 | 29.441 |
| Advice and other | 5.327 | 5.000 | 18.062 |
| | **84.657** | **96.800** | **107.062** |
| **Depreciation** | | | |
| Depreciation Office Inventory | 1.636 | 1.950 | 1.636 |
| Depreciation hardware | 237 | 250 | 237 |
| | **1.872** | **2.200** | **1.872** |
| **Communication** | | | |
| Software | 1.710 | 1.200 | 570 |
| Promotion | - | - | - |
| Annual Report | 1.813 | 15.000 | - |
| Marketing and Website | 697 | 4.000 | 4.773 |
| Google-Advertisements | 44.203 | 90.000 | 83.458 |
| Other communication costs | 1.446 | 9.500 | 10.887 |
| | **49.870** | **119.700** | **99.688** |
| **Development** | | | |
| Platform costs | 3.221 | - | - |
| Business Development | 523 | 10.000 | 33.534 |
| | **3.744** | **10.000** | **33.534** |

A total of €3,744 was spent on development in 2024, against a budget of €10,000. The majority of this was used for essential platform-related work, which had not been foreseen at the time of budgeting. Business development costs remained very low at €523. These were kept to a minimum as funds were not available to support further activity during the year.



| | 2024 | Budget 2024 | 2023 |
|---|---|---|---|
| | € | € | € |
| **Financial income and expenses** | | | |
| Interest Paid | - | - | -104 |
| Interest Received | 3.417 | -2.000 | 2.231 |
| Bank charges | -714 | 1.000 | -722 |
| | **2.703** | **-1.000** | **1.405** |

Amsterdam, 17 July 2025

S.B. de Jong, Managing Director

H.I.J. Bruggeman, chair Supervisory Board

W.P. Gorter, member Supervisory Board

P.C.D. Goudswaard, member Supervisory Board

M. Swart, member Supervisory Board

H. de Groot, member Supervisory Board

fairfood.org

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E-mail info@eshuis.com

## INDEPENDENT AUDITOR'S REPORT

To: the supervisory board of Stichting Fairfood International.

**Our opinion**

We have audited the financial statements of Stichting Fairfood International based in Amsterdam, Netherlands.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of Stichting Fairfood International as at 31 December 2024 accordance with the 'RJ-Richtlijn 640 Organisaties zonder winststreven' (Guideline for annual reporting 640 'Not-for-profit organisations' of the Dutch Accounting Standards Board).

The financial statements comprise:

1. the balance sheet as at 31 December 2024
2. the profit and loss account for 2024 and
3. the notes comprising of a summary of the accounting policies and other explanatory information.

**Basis for our opinion**

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the financial statements' section of our report.

We are independent of Stichting Fairfood International in accordance with the Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore we have complied with the Verordening gedrags- en beroepsregels accountants (VGBA, Dutch Code of Ethics for Professional Accountants).

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



**Report on the other information included in the annual report**

The annual report contains other information, in addition to the financial statements and our auditor's report thereon.

Based on the following procedures performed, we conclude that the other information is consistent with the financial statements and does not contain material misstatements.

We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements.

Management is responsible for the preparation of the other information in accordance with the 'RJ-Richtlijn 640 Organisaties zonder winststreven' (Guideline for annual reporting 640 'Not-for-profit organisations' of the Dutch Accounting Standards Board).

### Description of responsibilities regarding the financial statements

**Responsibilities of management and supervisory board for the financial statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the 'RJ-Richtlijn 640 Organisaties zonder winststreven' (Guideline for annual reporting 640 'Not-for-profit organisations' of the Dutch Accounting Standards Board). Furthermore, management is responsible for such internal control as management determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, management is responsible for assessing the company's ability to continue as a going concern. Based on the financial reporting framework mentioned, management should prepare the financial statements using the going concern basis of accounting, unless management either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so. Management should disclose events and circumstances that may cast significant doubt on the company's ability to continue as a going concern in the financial statements.

The supervisory board of Stichting Fairfood International is responsible for overseeing the company's financial reporting process.

**Our responsibilities for the audit of the financial statements**

Our objective is to plan and perform the audit engagement in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material errors and fraud during our audit.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgement and have maintained professional skepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our audit included among others:

- identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control;
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
- concluding on the appropriateness of management's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a company to cease to continue as a going concern.
- evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
- evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

Amersfoort, July 17th, 202

Eshuis Registeraccountants B.V.

Antine van de Groep
2025.07.17 15:32:40
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A. van de Groep MSc RA