BLUE FOOT
unbreakable membranes ™

ESG REPORT 2025

OUR IMPACT. OUR RESPONSIBILITY.

WATER NEVER WASTE

IMPACT IN NUMBERS

A snapshot of the impact created by our technology and the progress made across **BLUE FOOT** in 2025.

18

million m³

water treated in 2025

WATER EFFICIENCY

35%

less

Water consumed
per module since 2023

ENERGY EFFICIENCY

32%

less

Electricity used
per module since 2023

GAS EFFICIENCY

25%

less

Gas consumed
per module since 2023

PRODUCT QUALITY

100%

Membranes and modules tested

OUR PEOPLE

36

Team members
in 7 countries
at year-end 2025

CUSTOMER REACH

75

Full-scale plants
across 19 countries

OUR IMPACT
OUR RESPONSIBILITY

Our impact grows with every installation.

Every **BLUE FOOT** module installed adds treatment capacity. That means more wastewater can be treated, more water can potentially be reused and less pressure is placed on freshwater resources. That is one side of our impact. The other is where we can act directly: how we build our technology and how we work across.

> **What I like about our growth is that the business and the impact side reinforce each other. Growth gives us more room to invest, which allows us to treat more wastewater and facilitates for more water reuse.**
> *Stephan van Hoof, CEO*

How we design and manufacture our membranes, where our materials come from, how we use energy and water, how we keep people safe and how we make decisions all matter.

This first sustainability report looks at both. It brings together the impact our technology can create at customer sites and the progress we are making within our own operations. In doing so, it gives us a clear reference point for where we stood in 2025 and helps us look more deliberately at what comes next.

> **For me, sustainability is about turning ambition into action. The numbers help us see where we stand, where we can improve and where we should focus next.**
> *Ann Schepers, CFO*

Sustainability is part of how we make decisions across **BLUE FOOT**, from production and sourcing to people, investment and growth.

This report gives us a clear baseline to build on, measure progress against and improve year after year.







— **WATER NEVER WASTE**

WHO WE ARE

36 PEOPLE. 7 COUNTRIES. ONE BLUE FOOT.

The people, perspectives and expertise behind BLUE FOOT.

WHO WE ARE

Seven countries. One team. And a surprisingly international footprint.

We are engineers, operators, project people, salespeople, support professionals and problem-solvers, all contributing in different ways to the same **BLUE FOOT** story.

At year-end 2025, we were 36 people strong, working across Belgium, the Netherlands, Germany, France, Poland, the United Kingdom and Singapore.

36
people

7
countries



And yes, we have a thing for blue shoes.
But being **BLUE FOOT** is less about what is on our feet, and more about the footprint we choose to leave behind.



WE ENGINEER AND MANUFACTURE

We develop and manufacture submerged ultrafiltration membrane technology for membrane bioreactor applications. Put simply, our membranes help turn wastewater into clean water that can be reused.



PRODUCED IN EUROPE

Our membrane sheets are produced in Belgium, while module production takes place in Germany. Across Europe and Asia, our teams bring together engineering, production, applications, operations, sales and support.



USED AROUND THE WORLD

At **BLUE FOOT**, we have been focused on wastewater membrane technology since 2017. Today, our technology is used in municipal and industrial wastewater treatment projects around the world.

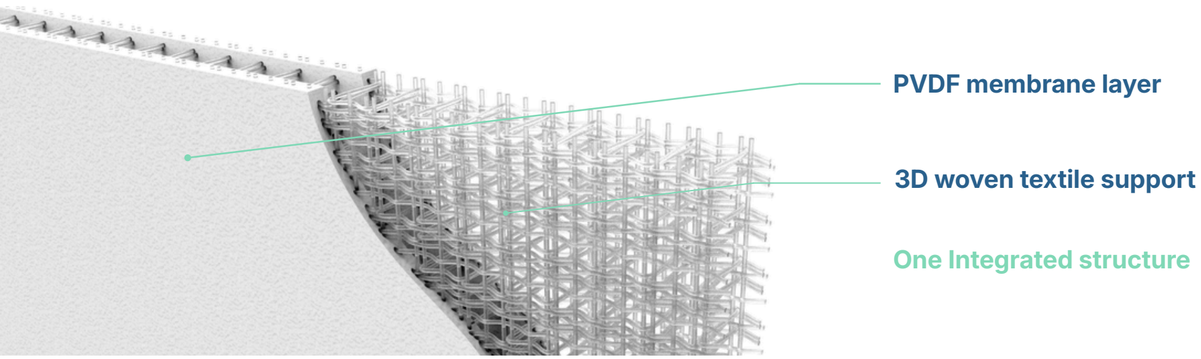
HOW WE WORK

CLOSE BY CHOICE. BUILT TO PERFORM.

How we source, produce, test and improve our membranes.

RESPONSIBILITY STARTS WITH HOW WE BUILD

The impact of our technology starts before it reaches a wastewater treatment plant.
It starts with how we design, source and manufacture our membranes.



Responsible design is not defined by durability alone

Our patented IPC® membrane combines a PVDF membrane layer with a three-dimensional woven textile support in one integrated structure. Our membrane layer is cast directly into the textile support, without gluing or welding it onto a separate backing. Robustness, effective backwashing and stable long-term operation influence how efficiently materials, energy and resources are used throughout the membrane lifecycle.

The IPC® construction enables uniform backwashing and is designed to reduce air scour demand and energy consumption during operation.

CLOSE BY CHOICE

We deliberately keep our production and supply chain close to home.

Keeping materials, production and engineering close to our operations helps limit unnecessary transport, keeps communication lines short and gives us greater control over quality.

PRODUCTION IN EUROPE

Our membrane sheets are produced in Belgium and our modules in Germany. European manufacturing gives us short communication lines and the best possible control over quality.

REGIONAL SOURCING

With one exception, all materials used in our production come from Belgium and neighbouring European countries. This keeps material flows within the region and limits transport distances. PVDF is the exception: the specific grade and form we need are not available from European suppliers, so we source them from the United States.

PURPOSE-BUILT IN BELGIUM

Our product requires custom designed and built equipment. All new production machines are engineered and built in Belgium, specifically for **BLUE FOOT.** From membrane casting and textile processing to drying, robotic handling, potting and module testing. This keeps engineering expertise close to our production and supports a local manufacturing network.

QUALITY BUILT INTO EVERY STEP

Quality is not a final checkpoint.
It is built into every stage of our production process.

100%
of membrane sheets are pressure-tested

2 bar
test pressure for every membrane sheet

100%
of completed modules are tested

QUALITY FROM START TO FINISH

Quality control starts with the textile support layer and continue throughout membrane production, finishing and module assembly. At each stage, we check whether the product meets the required specifications before it moves on to the next step.

Every membrane sheet is pressure-tested to 2 bar, and every completed module is tested before it leaves production.

This step-by-step approach helps us detect deviations where they occur, limit unnecessary rework and material loss, and maintain consistent quality throughout the full production process.

DATA BEHIND EVERY MEMBRANE

Every membrane is traceable throughout our manufacturing process.

Through our advanced digital reporting system, we bring production data together to follow quality, production performance and operational trends. It gives us a clear view of what is happening on the production floor and helps us identify where further improvements can be made.

> **Quality and sustainability both benefit from a clear understanding of our process. Reliable data helps us maintain quality, use resources responsibly and make informed decisions.**
>
> *Peter Aerts, CTO*

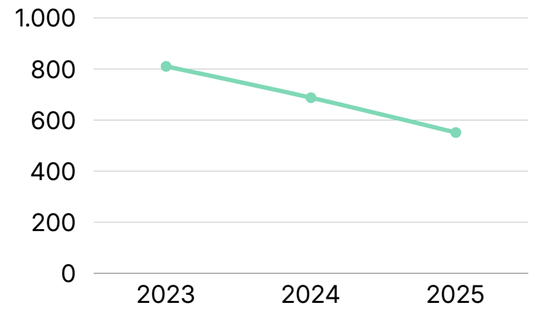
PRODUCING MORE USING LESS

As production grows, we want the resources needed per module to move in the opposite direction.

Producing IPC® membrane modules requires energy, materials and transport, and therefore generates CO_2 emissions. We track both total resource consumption and electricity, gas and water use per module produced.

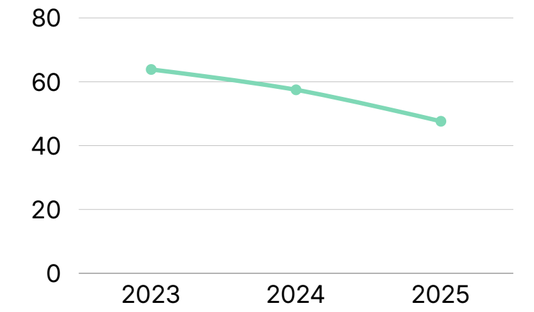
From 2023 until 2025, annual module production increased by 40% while resource use per module decreased across all three metrics.

Electricity (kWh/module)



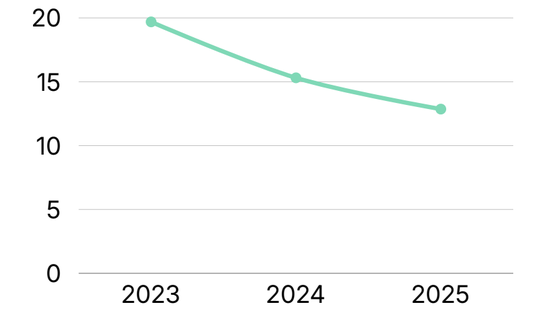
-32.0%

Gas (m^3/module)



-25.4%

Water (m^3/module)



-34.7%

CONTINUOUS PRODUCTION IMPROVEMENT

One important improvement was combining post-treatment steps, helping reduce energy and water use in production.

Producing more should not automatically mean using more. Our focus is to grow output while reducing the resources needed for every module we produce.
Luc Jansen, Operations Director

WHAT THIS MEANT IN 2025

At the current production volume of 2025, compared with 2023 resource-use intensity, we used:

110,854
kWh **less** electricity

6,944
m^3 **less** gas

2,926
m^3 **less** water

OUR IMPACT

MORE WATER KEPT IN USE. LESS ENERGY USED TO DO IT.

What our membranes enable once they are in operation.

FROM PRODUCTION FOOTPRINT TO OPERATIONAL IMPACT

Water is part of our own production footprint. Once our membranes are in operation, they can help keep far greater volumes of water in use. The comparison below shows the relationship between water used in our production and the annual reuse potential enabled by the modules installed in 2025.

Water used in production. Water enabled for reuse.



1 m^3

of water used in production



431 m^3

annual water reuse potential

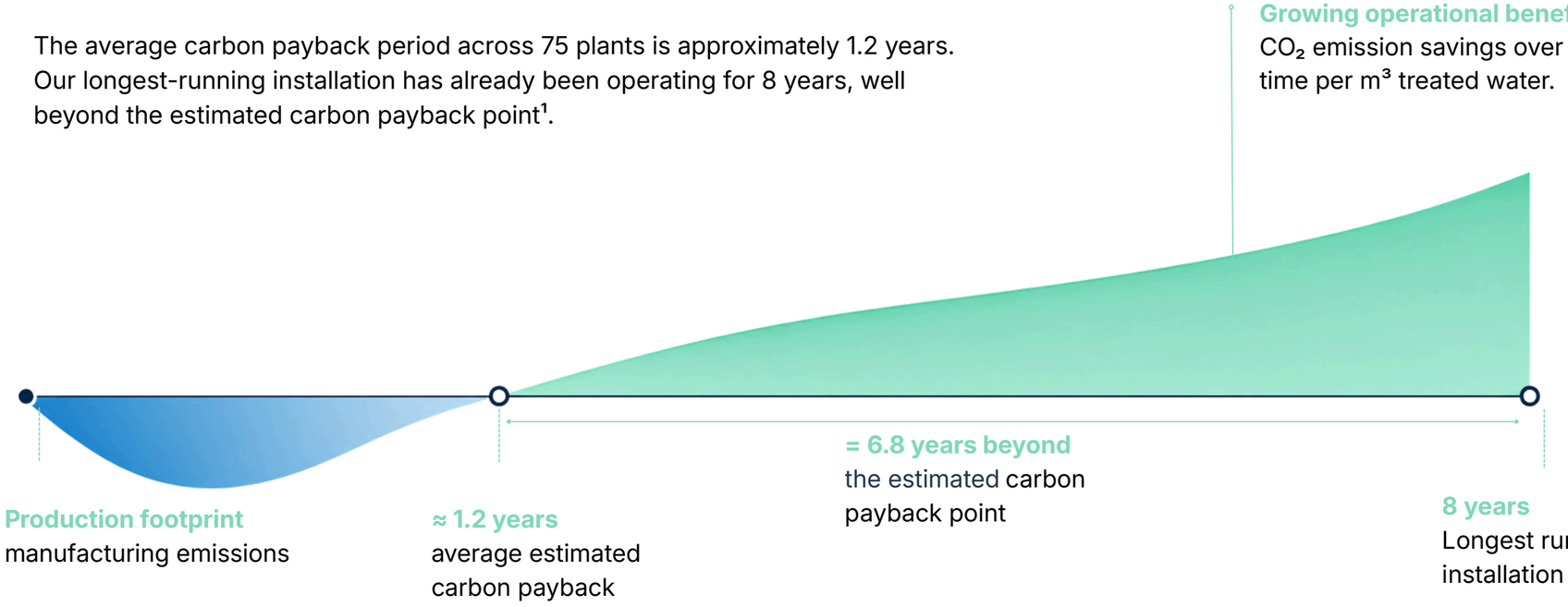
In 2025, our own production used **5,503 m^3** of water. The modules installed that same year, together with our OEM partners, represent an estimated **2.37 million m^3** of annual water reuse potential. Based on an assumed 70% reuse rate, this equals approximately **431 m^3** of annual water reuse potential for every 1 m^3 of water used in our production. Actual reuse depends on site conditions and operation.

IMPACT BUILDS OVER TIME

Manufacturing our membranes also creates an initial carbon footprint. Once installed, lower energy use in membrane filtration can avoid operational emissions over time. The graph below shows the estimated point at which those avoided emissions outweigh the emissions associated with membrane production.

CARBON PAYBACK POINT

The average carbon payback period across 75 plants is approximately 1.2 years. Our longest-running installation has already been operating for 8 years, well beyond the estimated carbon payback point[1].



WHAT IT MEANS

Carbon payback compares the emissions from manufacturing our membranes with the estimated operational emissions avoided through lower energy use.

HOW IT IS CALCULATED

Country- or region-specific lifecycle carbon intensity values for electricity (gCO_2e/kWh), published by Our World in Data, were used to estimate avoided emissions.

SCOPE

The average carbon payback period of 1.2 years was calculated across 75 plants located in different countries.

CO_2 EMISSION SAVINGS

CO_2 emission savings were calculated based on the life cycle assessment (LCA) report. Using a cradle-to-grave approach, the assessment shows that our technology saves 0.04 kg of CO_2 per m^3 of water compared with an alternative non-backwashable flat-sheet membrane technology[2].

[1] Based on an assumed 1000 kg of CO_2 per module to manufacture.
[2] Based on CO_2 emissions per kWh in Belgium (g CO_2/kWh): 167 g CO_2/KwH

Source: Our World in Data, lifecycle carbon intensity of electricity, 2025.

THE IMPACT AT CUSTOMER SITES

The real impact starts in operation.

Our membrane technology creates its greatest environmental value at customer sites. Once in operation, our membranes add wastewater treatment capacity, create water reuse potential and lower the energy demand of membrane filtration.

Keeping water in use

To estimate the water reuse potential of our installed base, we apply a 70% reuse assumption to the total installed treatment capacity.
On that basis, our installed base represents approximately 18 million m^3 of annual water reuse potential.

To put that into perspective, that is equivalent to almost 20 Olympic-size swimming pools every day.

18 million m^3
annual water reuse potential

≈ 20 Olympic-size pools
every day
or one pool every 73 minutes

Actual reuse depends on the application and site conditions.

> **What matters is what happens once our membranes are in operation: treating more wastewater, enabling water reuse and using less energy to do it.**
> ***Chris King, CCO***

Using less energy in membrane filtration

Our IPC® membranes are backwashable. Reversing the permeate flow helps clean the membrane surface and reduces the air scour required to control fouling.

Our calculations indicate that this can result in 35% to 50% lower energy use in the membrane filtration section compared with alternative non-backwashable flat-sheet membrane technology at equivalent treatment capacity.

Across our installed base, the resulting reduction in electricity use translates into an estimated 2,120 tonnes of avoided operational CO_2 emissions per year.[1]

35% to 50%
lower energy use

≈ 2,120 tonnes
avoided operational CO_2 emissions per year

[1]Based on an assumed electricity saving of 0.1 kWh per m^3 treated compared with alternative flat-sheet membrane technology.



IMPACT THAT BUILDS OVER TIME

New projects add impact. Existing installations keep delivering.

The impact of an installation does not stop in the year it is commissioned. Once operational, each installation can keep treating wastewater and creating environmental value year after year.

As new projects enter operation, they add to a reference base that is already working every day. That means our customer impact grows in two ways: through new treatment capacity and through installations that continue to perform over time.

From our first full-scale reference to our largest installation and a growing international reference base, each project adds another layer of impact.

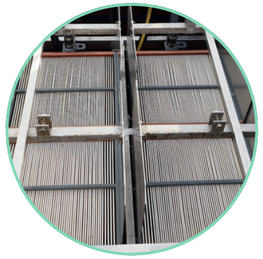
≈ a decade ago

First full-scale reference



2024

Largest reference plant
Up to 7,200 m³/day



2025

75 full-scale references across 19 countries



CUSTOMER IMPACT IN PRACTICE

DWD - THE NETHERLANDS

Adding new treatment capacity in 2025

A new **BLUE FOOT** installation started operation at Duurzame Watervoorziening Delfzijl in 2025, adding 2,256 m³/day of nominal treatment capacity with 100% reuse potential. At full nominal capacity, this represents up to approximately 823,440 m³ of annual water reuse potential.



2,256 m³/day
nominal treatment capacity

≈ 823,440 m³/year
Water reuse potential

CARLSBERG - DENMARK

Delivering impact since 2021

At Carlsberg Fredericia, the impact has been building since the installation started operation in 2021. Approximately 90% of process water is recycled, with around 2,000 m³ of process water available for reuse each day. Overall water use at the brewery decreased from 3.4 to 1.4 litres per litre of beer produced.



≈ 90%
process water recycled

3.4 to 1.4 litres
per litre of beer produced

OUR SUSTAINABILITY IMPACT

HOW WE WORK MATTERS TOO.

Our technology creates environmental impact at customer sites.
But sustainability also depends on the choices we make inside **BLUE FOOT** every day.

How we keep people safe, develop our team, approach mobility, protect our digital environment and organise our business all contribute to the footprint we leave behind.

In 2025, we continued turning those priorities into practical action, with measurable progress across safety, wellbeing, mobility and digital resilience.



SAFETY & WELLBEING

A safe and healthy workplace for everyone.

PEOPLE & DEVELOPMENT

Growing our people and our impact.

LOWER-IMPACT MOBILITY

Smarter, cleaner ways to move.

DIGITAL RESILIENCE

A secure and future-ready digital environment.

SAFETY & WELLBEING

PROGRESS ONLY COUNTS IF WE MAKE IT SAFELY

Going into 2025, the periodic site visit by Mensura, our external occupational health and safety advisor, provided an independent perspective on our approach to workplace safety and wellbeing. Their feedback confirmed that the fundamentals were firmly in place and helped us identify priorities to carry forward into our annual action plan.

> **Congratulations on the wellbeing policy already in place.**
> Mensura, periodic company visit.

Mensura noted that identifying five relevant priorities for further improvement required some searching. We carried those priorities into our broader safety and wellbeing action plan for 2025.

TURNING PRIORITIES INTO ACTION

In 2025, we translated our safety and wellbeing priorities into 45 concrete actions across **BLUE FOOT**. By year-end, we completed 37, reaching an 82% completion rate. The remaining eight continued into 2026 and have since been followed up.

The actions covered practical improvements across our workplace, including ergonomics, production safety, first-aid organisation, employee health and safer ways of working with third parties.



2025 FOCUS: WORKING SAFELY WITH THIRD PARTIES

As part of our broader safety and wellbeing action plan, working safely with third parties became a clear focus in 2025. With more contractors and external partners on site, clear coordination and consistent safety practices became increasingly important.

703
contractor registrations

4,882
contractor hours on site

0
contractor-related safety incidents

Before work starts, we:

- share our safety policy in advance
- brief contractors on site expectations
- require review and signing of applicable SHE requirements
- register presence through Odoo

SAFETY & WELLBEING IN PRACTICE

FROM INCIDENT TO IMPROVEMENT

We recorded two work-related incidents in 2025. Both happened during business travel rather than on our production site.

No serious occupational accidents occurred in 2025.

Every incident is documented and reviewed in detail. We discuss what happened with the full team, identify the safety implications and translate those findings into concrete improvement actions. Where changes are needed, we put them into practice directly.

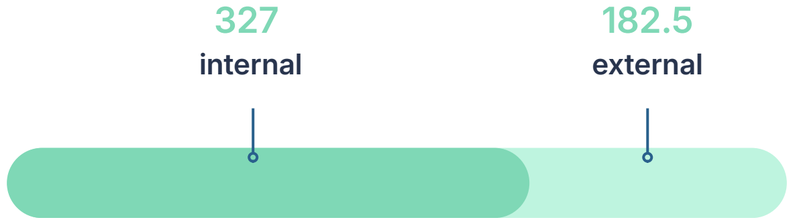
Incident reporting helps us strengthen prevention and reduce the chance of the same situation happening again.



LEARNING WITH PURPOSE

We actively encourage people to keep developing. Training in 2025 covered safety, technical expertise, digital skills and professional development. In Belgium, we also brought the full team together every six weeks to share updates and knowledge across departments.

509.5
training hours



Training hours tell part of the story. What matters most is that people keep learning, build confidence and have the opportunity to grow.

LOOKING AHEAD

Together with our internal safety team, we defined 22 concrete safety and wellbeing actions for 2026. The focus remains practical: identify where we can improve, turn priorities into concrete actions and follow them through.

> **Because safety only works when it becomes part of daily habits, clear follow-up and shared responsibility.**

LOWER-IMPACT MOBILITY & DIGITAL RESILIENCE

LOWER-IMPACT MOBILITY

Choosing the bike

In Belgium our colleagues cycled to work 548 times in 2025.
Taking homeworking days into account, cycling accounted for approximately 16% of commuting days. Within our production team, colleagues cycled to work almost one in four working days.



548
days cycled to work

16%
of commuting days

24%
within our production team

Electrifying our company fleet

Across **BLUE FOOT**, we are rapidly electrifying our company fleet.
We increased the share of fully electric company cars from 0% in 2023 to 88% in 2025.
This transition reduces our reliance on fossil-fuelled vehicles and supports lower-emission mobility across the organisation.

0%
fully electric in 2023

88%
fully electric in 2025

CYBERSECURITY & DIGITAL RESLIENCE

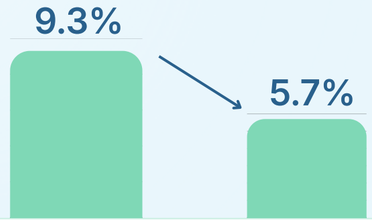
Building awareness alongside protection

Cybersecurity depends on both technology and people. Alongside technical safeguards, we invest in helping colleagues recognise and respond to digital risks.

Since February 2025, employees have completed a cybersecurity training module every two weeks, combined with unannounced phishing simulations based on realistic emails.

Over the course of the year, the share of employees clicking on simulated phishing emails decreased from 9.3% in the first half of 2025 to 5.7% in the second half.

Click rate on simulated phishing emails



2026 target
Below 3%

We continue the biweekly training and phising simulations in 2026, with the aim of reducing the click rate to below 3%.

OUR RESPONSIBILITY

HOW WE WORK SHAPES THE FOOTPRINT WE LEAVE BEHIND.

The choices we make for our people, our operations and the way we grow.

OUR SUSTAINABILITY COMMITMENTS

FROM PIONEER TO CHAMPION, FASTER THAN PLANNED

We joined the Sustainable Business Charter (VCDO), a programme run by the Flemish business network Voka in Belgium, to have our sustainability efforts independently assessed against a structured framework. The programme evaluates concrete environmental, social and governance actions against the SDGs, with supporting evidence required for every action.

Rather than follow the standard route, we chose an accelerated three-year trajectory. This builds on the sustainability work already in place across **BLUE FOOT**, including our Sustainability Committee, double materiality assessment, partnerships and R&D projects.

> **Sustainability is clearly in your DNA. You can be proud of the steps you're taking.**
> *Lore van Welde, VOKA*

A FRAMEWORK THAT GUIDES OUR ACTIONS

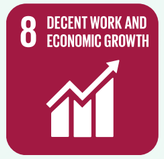
Our sustainability work connects to several United Nations Sustainable Development Goals. SDG 6 is directly linked to our core business: treating wastewater and enabling water reuse. Our broader sustainability priorities focus on SDG 3, SDG 8, SDG 9 and SDG 12.

OUR CORE BUSINESS



OUR SUSTAINABILITY PRIORITIES











01 **SDG Pioneer**
Completed

02 **SDG Champion**
To be completed by mid-2027
On track to complete in 3 years instead of 5

03 **SDG Ambassador**
Goal

Every action submitted in the 2024-2025 evaluation met the required criteria and supporting evidence was accepted.

DOUBLE MATERIALITY

WHAT MATTERS MOST, FROM BOTH SIDES

We carried out a double materiality assessment to identify the topics where sustainability matters most for both our impact and our business.

In 2023, we selected our focus areas based on our activities and stakeholder input. These priorities were further confirmed through discussions with our Sustainability Committee, the Board, OEM partners and key suppliers.

Together, they provide a clear framework for where we focus our actions, track progress and continue improving.

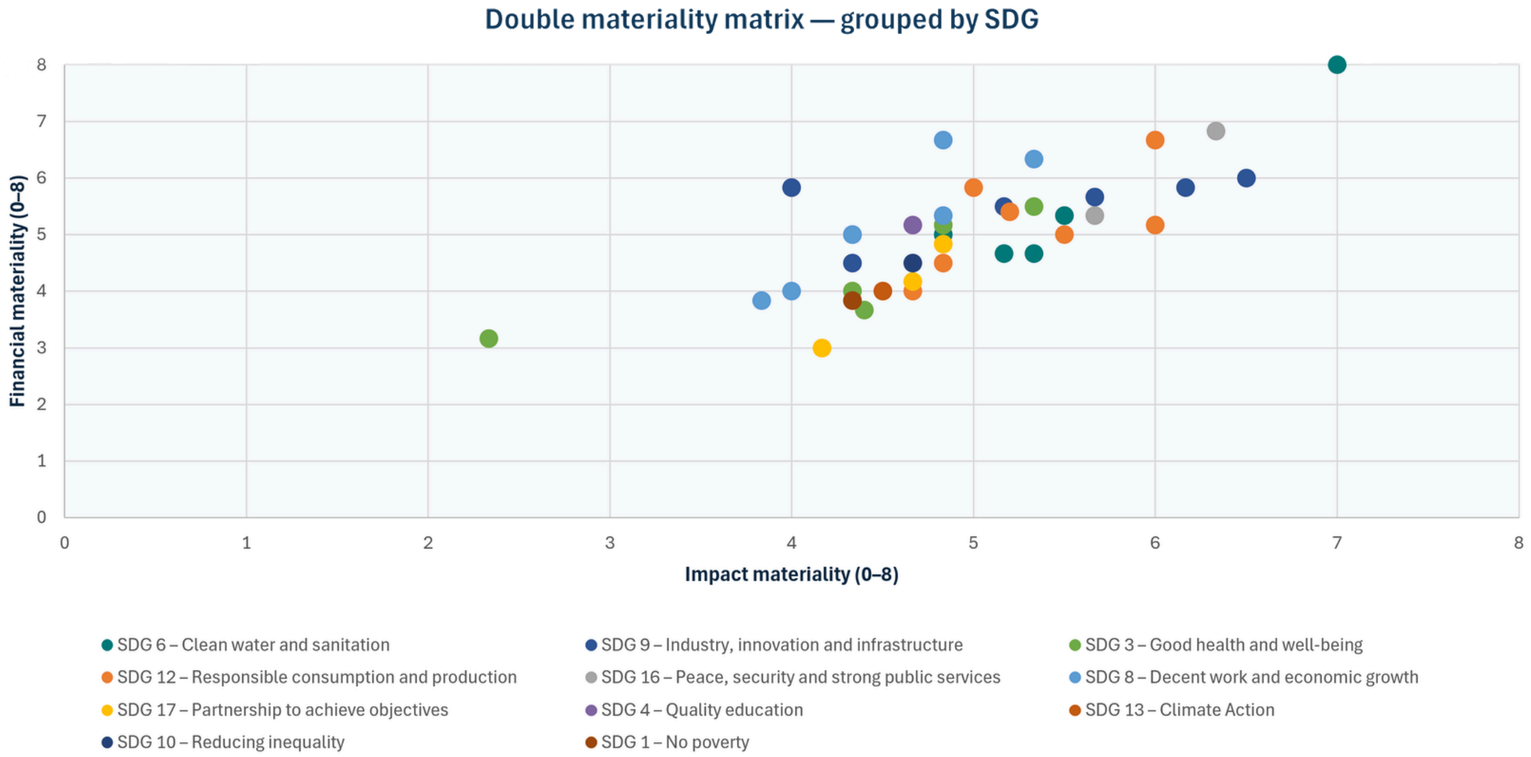
The assessement helps **BLUE FOOT** focus on the topics where our decisions, operations and partnerships can make the biggest difference.

Impact materiality

The potential positive or negative impact on people and the environment

Financial materiality

The potential impact on our business, including risks and opportunities



SDG	# Topics	Topics
12 Responsible consumption and production	7	Reduce our production waste by 25%
8 Decent work and economic growth	7	Review and strengthen our risk management and cyber security awareness
9 Industry, innovation and infrastructure	6	Reduce our material footprint by 30% and apply circular product design to our products
3 Good health and well-being	5	Maintain zero serious workplace accidents through preventive safety measures

WHAT'S NEXT

FROM PROGRESS TO NEXT STEPS.

Our priorities for 2026 build on the progress already made.

GOALS AND ACTIONS FOR 2026

BUILDING ON WHAT IS ALREADY IN MOTION

2025 gives us a clearer view of where we stand. The next step is to build on that progress as **BLUE FOOT** grows, without losing sight of how we produce, innovate and work.

01

SCALING RESPONSIBLY

In 2026, we continue expanding our production capacity with a new, highly automated production line. This allows us to scale while keeping production in Europe and strengthening data-driven quality control.

02

INNOVATION WITH A LOWER FOOTPRINT

Our product and process development continues to focus on reducing environmental impact without compromising membrane performance. Priorities include circular product design, research into more sustainable materials and a new aeration application targeting 50% lower energy use at customer sites.

03

STRENGTHENING HOW WE WORK

We continue strengthening our internal framework through a formal Code of Conduct, an AI policy, further cybersecurity measures and clearer travel guidelines that consider both employee wellbeing and emissions. Alongside our VCDO trajectory, we are beginning to work with EcoVadis to make our sustainability performance more transparent and externally comparable.

04

GROWING PEOPLE AS WE GROW THE COMPANY

Growth should create opportunities for our people too. We continue investing in training, internal mobility and wellbeing, giving colleagues room to develop as roles and responsibilities evolve.



ABOUT THIS REPORT

TRANSPARENT ABOUT HOW WE MEASURE IMPACT

This first **BLUE FOOT** ESG Report provides a view of our sustainability performance in 2025. The table below shows how key figures in this report are obtained. It indicates the value, unit, scope, basis and whether a figure is measured, calculated or estimated. Where earlier years help show progress, we include them for comparison. Forward-looking information is clearly identified as such.

KEY FIGURES AND METHODS

Figure	Value	Unit	Basis / method	Status
Electricity use per module	551	kWh/module	Electricity use divided by modules produced	Calculated
Gas use per module	48	m³/module	Gas use divided by modules produced	Calculated
Water use per module	13	m³/module	Water use divided by modules produced	Calculated
Water used in production	5,503	m³	Internal production data	Measured
Training delivered	510	hours	Internal training records	Measured
Fully electric company cars	88	%	Fleet records	Measured
Safety & wellbeing actions completed	37 of 45	actions	Internal safety action plan	Measured
Team members	36	people	HR records	Measured
Annual water reuse potential	≈18	million m³/year	70% reuse assumption applied to installed treatment capacity	Estimated
Water reuse potential per 1 m³ production water	431	m³/year	2.37 million m³ annual reuse potential ÷ 5,503 m³ production water	Calculated
Energy use in membrane filtration	35–50	% lower	Compared with alternative non-backwashable flat-sheet technology at equivalent treatment capacity	Estimated
Avoided operational CO_2 emissions	≈2,120	tonnes/year	Based on an estimated electricity saving of 0.1 kWh per m³ water treated compared with alternative flat-sheet membrane technology	Estimated
Carbon payback point	≈1.2	years	Average across our 75 full-scale plants, based on an estimated 1,000 kg CO_2 manufacturing footprint per module and an estimated 0,04 kg of operational CO_2 emissions avoided per m³ of treated water.	Estimated

HOW WE DEFINE OUR DATA

Our data comes from different sources. Some figures are directly measured, while others are calculated or estimated using consistent assumptions.

MEASURED

Based on company records and actual data

Figures relating to our own operations, production, quality, people, safety, training and mobility.

CALCULATED

Derived from measured data using a defined calculation

Figures created by applying a consistent calculation method to measured data.

ESTIMATED

Based on assumptions where actual site data is not available

Customer-site impact figures based on installed treatment capacity and stated assumptions. Actual performance may vary by application and site conditions.

LOOKING BACK
MOVING FORWARD

As we brought this first ESG report together, one thing became very clear to us: a lot is already in motion at **BLUE FOOT.**

2025 gives us a clearer view of where we stand, what is working and where we still have room to improve. Bringing all of that information together also helped us see the bigger picture: the impact our technology can create at customer sites, but equally the choices we make within and beyond **BLUE FOOT** itself.

For us, that is the real value of this first report. It gives us a baseline we can return to, learn from and build on. Not because the work starts here, but because measuring it more clearly helps us move forward with greater focus.

There is still work to do. And there should be. What matters is that we keep asking the right questions, turn them into concrete actions and continue improving how we produce, work and grow.

WHAT MATTERS IS THE FOOTPRINT WE LEAVE BEHIND.

Ann Schepers & Natasja Van Den Broeck
With thanks to everyone who helps move **BLUE FOOT** forward, directly or indirectly. This report reflects the progress we make together.



BLUE FOOT
unbreakable membranes ™

ESG REPORT 2025

WATER NEVER WASTE

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