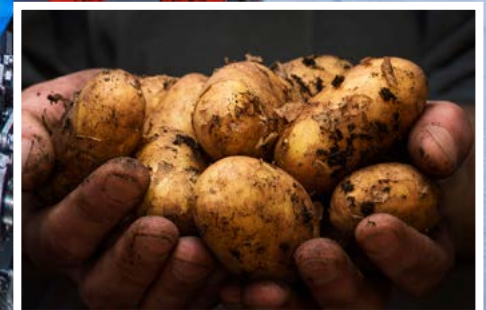


Sustainability report 2022



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170 permanent employees
versus 2021: 176 employees



47 completed projects



43 external workers
versus 2021: 25 external workers



250 training courses attended at Kiremko Academy
versus 2021: 53 training courses attended



489.5 tons of CO₂ emissions
versus 2021*: 426.9 tons of CO₂



CO₂ reduction
versus 2021*: 15% increase



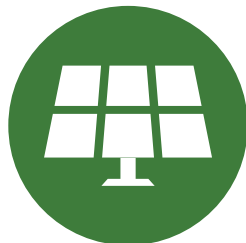
233.6 tons of CO₂ emissions waste
versus 2021: 300.9 tons of CO₂ emissions waste



360,000 sheets of printing paper
versus 2021: 324,500 sheets of printing paper



10 interns
versus 2021: 12 interns



351,132 kWh of solar energy generated
versus 2021: 347,163 kWh



Printing Reduction
versus 2021: 11% increase



6.12% absent
versus 2021: 4.94%



A third of our food goes to waste worldwide. This waste occurs throughout the entire chain, from cultivation to potato consumption. Reducing waste helps reduce greenhouse gas emissions and preserve our biodiversity, among other things. In the current time when climate change is one of our main societal challenges, we feel it is even more important to combat waste.

To give direction to where we want to move as an organisation and why, we introduced the compass in 2022. The compass has four strategic pillars: sustainable investment, one team, product leadership and continuous improvement. We enjoy working with these four pillars to improve our process from design to the construction of our machines. In our Fair Future policy, we have set goals for how we plan to make improvements, now and in the future, in order to do business responsibly. Our results for 2022 can be found in this annual report.

In addition to our intrinsic motivation, laws and regulations challenge us to conduct business in a socially responsible manner. In 2022, the Corporate Social Responsibility Directive (CSRD), was passed by the European Union. This new law is also going to require us to report on our impact on people, the environment and society. This annual report is the first step towards transparency about the impact and challenges of our organisational activities.

1.1 Our organisation

Kiremko was founded in 1965 with the goal of processing thousands of potatoes together into a potato product. We have since been designing a variety potato processing lines and individual machines and have grown into an international team consisting of more than 180 professionals.

Having started out in the Netherlands, Kiremko soon spread to several (inter) national countries, resulting in collaborations between Kiremko, Idaho Steel and Reyco Systems. To this day, we collaborate in order to get the best out of every potato on earth worldwide.

1.2 The compass

Our compass guides us on the route we want to take as an organisation. The compass has four strategic pillars: sustainable investment, one team, product leadership and continuous improvement. With these pillars, we make it clear that we want to build the future of Kiremko on a foundation of sustainability, collaboration, leadership and improvement. These are ambitious goals, but we also have a responsibility as well. We can make a difference, as a company, but also as teams and as individuals.



1.3 Fair Future policy

In the food industry, we see several significant sustainability challenges including energy consumption, emissions, food waste and water use. If we want to be future-proof, we will have to respond to the challenges the food industry faces. In 2021 we developed our Fair Future policy, which includes short-term and long-term goals through to 2025. The short-term and long-term goals relate to the themes of: job satisfaction, education & development, vitality, safety, CO₂ emissions, (renewable) energy, transportation, waste, and local involvement.

We can divide these themes into the following four sections:

1. Our employees
2. Our production process
3. The customer's production process
4. Our environment

In the context of future legislation on sustainability, we launched a new survey in 2022 on key sustainability issues for ourselves and our stakeholders. We aim to complete this survey in 2023, and set new and/or additional short-term and long-term goals, in line with our current Fair Future themes on the most important topics.

Our Fair Future policy also examines on which Sustainable Development Goals (SDGs) we have impact, be it positive or negative. The SDGs are sustainable development goals set by the United Nations in 2015. In the next chapter, we have translated our four chapters into SDGs.



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**If we want to future-proof
our business, we will have
to respond to the challenges
the food industry faces.**

1.4 The Sustainable Development Goals

The SDGs were created with the aim of making the world a better place by 2030.

The goals were created based on global input from organisations and individuals.

They are a worldwide compass for many challenges including poverty, education and the climate crisis.

Our employees

We believe being a good employer is important, and in putting our employees' job satisfaction centre stage. We believe that collaborating towards a better future requires people to enjoy their work and trust their employer. We focus on our employees' education & development, vitality and safety.



Our production process

We reduce waste in our own production process by making the entire process more efficient, from design to construction.

We focus these efforts on our entire organisation, with recurring themes such as CO₂ emissions and (renewable) energy.

We are also exploring efficient use of raw materials, reducing waste and extending the service life of our machines.



The customer's production process

In the production process of the customer, we focus on themes such as energy consumption, CO₂ emissions and water use.

We create a better world by investing in innovation, sustainable technologies and our customers.



Our environment

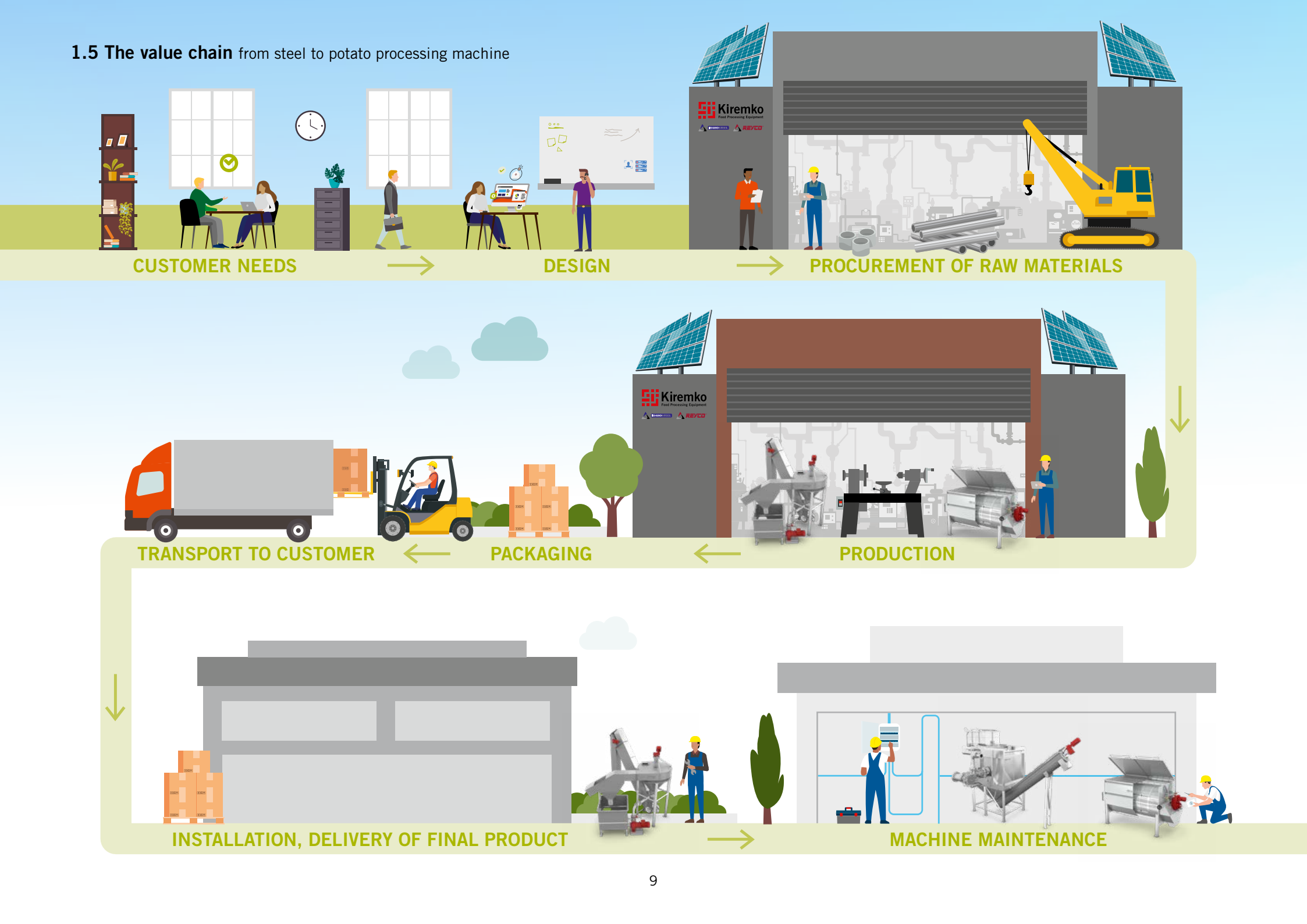
Kiremko wants to contribute to the liveability of the region, increase brand awareness and promote education in the field of engineering. Collaboration in the chain is an important part of achieving our goals.



1.5 The value chain from raw material to fries



1.5 The value chain from steel to potato processing machine



2. Our employees

We want to be a good employer, so that our employees can happily and trustingly work together towards a better future. Job satisfaction is important to us because work is a significant part of our people's lives.

By 2022, Kiremkö had 170 internal employees and 43 external workers. The number of internal employees decreased by 3.4% compared with 2021, while the number of external temporary workers increased by 72%.

The decrease in internal employees and increase in external temporary workers was largely caused by the current labour shortage. In our Fair Future policy, we have set goals to increase our employees' job satisfaction.

2.1 Job satisfaction

Job satisfaction is related to several aspects, such as a safe work environment, the opportunity for self-development, feeling physically and mentally healthy and being treated equally by everyone.

We pay much attention to themes such as development & education, vitality, safety and diversity in our work environment. In 2022, for example, we participated in the National Vitality Week, to vitalize while working and having fun with colleagues.

We conducted a job satisfaction survey in 2022 to find out how our employees experience satisfaction within Kiremkö. Six themes emerged from the survey, on which we will continue to work in 2023.

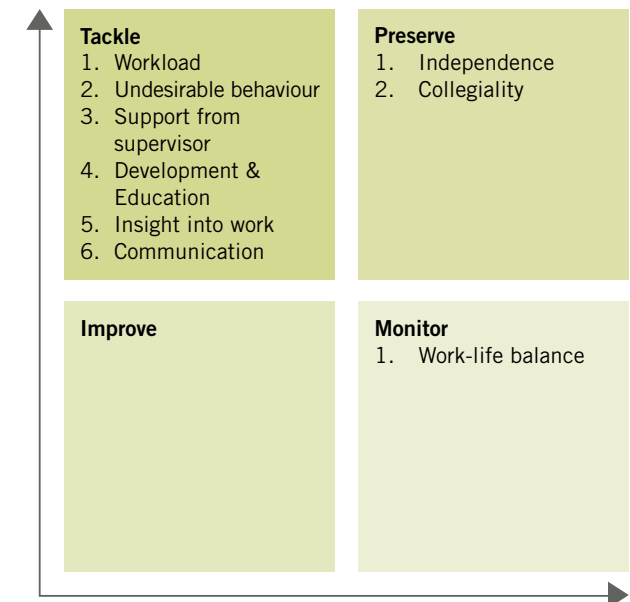


Chart 1: Job satisfaction survey 2022 outcomes



We want to be a good employer, so that our employees can happily and trustingly work together towards a better future

2.2 Education & development

Kiremko highly values learning and development. **In our Fair Future policy, we included the goal to set up our Kiremko Academy in 2021.**

We achieved our goal and now offer our employees the opportunity to take education and training courses from external institutions. We also offer various training courses through Kiremko Academy. The table below offers insight into the joint external training courses taken in 2022. In addition to the joint training sessions, several employees are individually undertaking external education in finance, procurement & logistics.

External training courses attended in 2022 include	Number of employees passed
Project-based work	40 employees
Fries processing	36 employees
New Time Management	20 employees

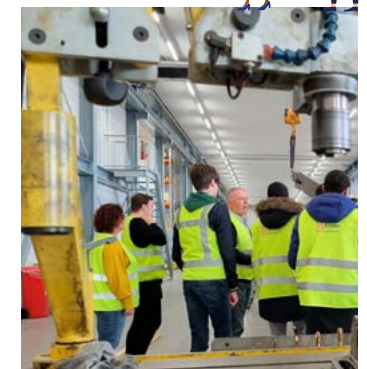
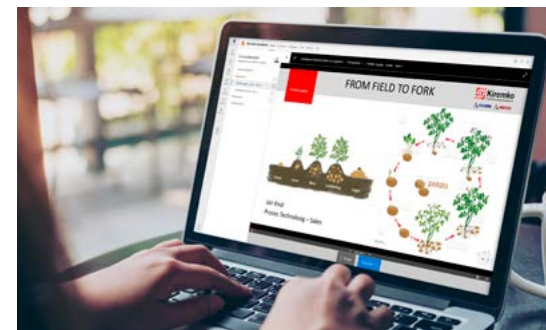
Table 1: External training courses attended in 2022

The Kiremko Academy consists of a set of online courses that are available to all our employees. In 2022, we further developed our academy; with twenty new courses being added, we now offer a total of 42 courses.

In 2022, 66 different colleagues followed 250 courses, compared with 53 courses by 38 different colleagues in 2021.

In 2023, the Kiremko Academy will be given a new look and feel so online courses becomes more accessible to our employees. It is our goal to develop new online courses in the areas of HR, Kiremko Compass, SAP, French fries processing and Safety in 2023.

The *Knowledge Sharing* working group developed a new learning strategy and policy in the past year. This policy better articulates expectations and opportunities for training courses. In 2023, the working group plans to continue to undertake knowledge-sharing initiatives.



2.3 Vitality

Since we want to be a good employer, we contribute to the vitality of our colleagues. **In our Fair Future policy, we set the goal of developing a vitality program by 2021.** However, the pandemic threw a spanner in the works. Several activities were organised during the National Vitality Week, nonetheless: cycling, running, a mindfulness course, a boot camp, yoga, boxing and SUPing. The Vitality Week was the first step in getting acquainted with vitality within Kiremko. In 2023, we plan to keep working on establishing a vitality program, to continue to motivate our employees to become or remain physically and mentally strong.

The Vitality Week was the first step in getting acquainted with vitality within Kiremko.





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Since we want to be
a good employer,
we contribute to the vitality
of our colleagues.

2.4 Safety

We pay attention to providing a safe working environment for our employees. The safety component is reflected in the Risk Inventory and Evaluation (RI&E). The RI&E helps the occupational health and safety organisation to map out our potential health, safety and welfare risks. In 2022 the RI&E found that Kiremko complies to a large degree with applicable laws and regulations. In 2023 we are going to work on the following points of attention:

- Providing basic instruction on hazards and expectations with respect to working safely and healthy.
- We are going to get ISO 45001-certified. This is a management system focused on working safely and healthy.
- We will conduct an in-depth study into exposure to hazardous materials in our production facility. If necessary, we will introduce protective/restrictive measures.
- We plan to take additional measures to limit harmful noise for our employees.
- We will be doing maintenance on our lifting equipment.

In addition to the measures we implement to reduce health, safety and environmental risks, we also offer our employees safety training courses. The table shows which safety training courses were done in 2022.



Safety training courses attended in 2022	Number of employees passed
FAFS	17 employees
First Aid	2 employees
AWP	12 employees
Forklift	18 employees
Safety, Health and Environment	5 employees
Elevator evacuation	5 employees

Table 2: Safety training courses attended in 2022

2.5 Diversity

Everyone is entitled to equal opportunities and treatment regardless of their gender, age, religion, ethnicity or culture. **This is why we are committed to the gender diversity goal of our industry association: a 30% share of women by 2030.** As an interim goal, we want to achieve a 24% share of women by 2025. In 2022 the proportion of women is 15.9%.

HR numbers 2022

Number of internal employees:	170
Number of new employees:	29
Number of employees left:	20
Number of external workers:	43
Number of male internal employees:	143
Number of female internal employees:	27
Absenteeism	6.12%



2.6 Fair Future survey

At the end of 2022, we sent a CSR survey to all our employees, with the aim of finding out what opportunities our employees see in the area of corporate social responsibility. The survey was completed by 93 employees in total. The table below shows strengths and opportunities for improvement based on People, Planet and Prosperity.

	Strong	Improve
People	<ul style="list-style-type: none"> Health & vitality Terms of employment 	<ul style="list-style-type: none"> Involvement Chain responsibility
Planet	<ul style="list-style-type: none"> CO₂ reduction own organisation Company waste 	<ul style="list-style-type: none"> Sustainable purchasing Chain Responsibility
Prosperity	<ul style="list-style-type: none"> Sponsoring Internships and apprenticeships 	<ul style="list-style-type: none"> Transparency Volunteering

Table 3: Fair Future survey results 2022

As mentioned in the foreword, we launched a new study of important sustainable themes for us and our stakeholders at the end of 2022. The input from the survey is part of the research and is taken on board in the final themes to which we will adjust our policies.

3. Our production process

We believe it is important to combat waste in our production process. Material and energy waste can be reduced by designing processes more efficiently. Reducing our energy consumption is in line with reducing our CO₂ footprint.

3.1 CO₂ emissions

Our goal is to produce less emissions in 2025 compared with 2019. The table on the next page shows our footprint starting from 2019. In 2022, we emitted 317.9 tons less CO₂ compared with 2019.

Our CO₂ reduction is equivalent to the emissions of:

- 173 return flights between Amsterdam and New York
- The average annual gas consumption of 102 households in the Netherlands
- 97,486 litres of diesel

Overall, we achieved a 43% reduction in 2022. During COVID-19 we travelled less, which had a positive impact on our footprint within business travel. Thanks to our solar panels, we also used more green power and fed it back to the grid.

The goal of reducing CO₂ by 25% by 2025 has already been amply achieved. In 2023, we will set a new target for our organisation's CO₂ emissions.



Year	2019 Tons of CO ₂	2020 Tons of CO ₂ *	2021 Tons of CO ₂ *	2022 Tons of CO ₂	Progress Tons of CO ₂
Emission flows scope 1	Entire year	Entire year	Entire year	Entire year	2022 versus 2019
Natural gas consumption	3,9	4,3	4,3	4,8	+22%
Fleet fuel consumption – diesel	91,9	83,2	92,4	91,0	-1%
Fleet fuel consumption – petrol	5,8	5,3	19,9	24,0	+316%
Total CO ₂ emissions (in tons) scope 1	101,5	92,8	116,7	119,8	
Emission flows scope 2					
Electricity consumption – grey power	368,0	314,8	294,7	258,1	-30%
Electricity consumption – green power	-	-	-	-	-
Electricity consumption – cars	0,9	0,7	2,3	2,6	+172%
Solar panel feedback into the grid	-44,5	-51,7	-61,2	-60,0	+35%
Total CO ₂ emissions (in tons) scope 2	324,4	263,8	235,9	200,6	
Emission flows business travel					
Business transport – expensed mileage	11,1	9,9	7,6	5,9	-47%
Air travel <700 km	17,6	10,5	2,3	4,9	-72%
Air travel 700-2500 km	88,2	27,5	26,7	17,6	-80%
Air travel >2500 km	318,6	109,0	37,7	140,6	-56%
Total CO ₂ emissions (tons) business travel	435,4	156,9	74,4	169,0	
Total CO₂ emissions (tons)	861,4	513,5	426,9	489,5	-43%

Table 4: Progress of CO₂ emissions at Kiremko

Explanation: Our CO₂ emissions are calculated based on the Greenhouse Gas (GHG) Protocol. Scope 1 refers to our direct emissions, resulting from activities related to our building, transport and production. Scope 2 is about indirect emissions, resulting from purchased electricity. Business travel involves only work-work related transport movements.

*Due to COVID-19, travel movements were reduced, so our emissions were significantly lower.

3.2 Printing paper

In addition to our organisation's CO₂ emissions, we also examined our paper consumption. Research shows that the average CO₂ emissions from paper production in Europe are about 400 grams per kilogram of paper.

By way of illustration: one pack of 250 sheets of A4 paper weighs about 2.5 kilograms. This is equivalent to 1 kilogram of CO₂.

	Number of sheets (2017)	Tons of CO ₂ emissions	Number of sheets (2022)	Tons of CO ₂ emissions
A4	300.000	1.2	195.000	0.78
A3	35.000	0.14	11.300	0.05
Roll paper	201.600	0.81	148.700	0.59
Stationery	15.000	0.06	5.000	0.02
Total	551.600	2.21	360.000	1.44

Table 5: Progress of paper use and CO₂ emissions in tons

In our Fair Future policy, we have set a goal to reduce our printing by 25% by 2025, including a 10% reduction in 2021. In 2022, our total paper use had been reduced by 35% compared with 2017. Total CO₂ emissions from paper use decreased by 433 tons. Since we have amply achieved our goal, we will set a new target in 2023.



3.3 Work-related people mobility

Selling our machines worldwide involves many travel movements, resulting in CO₂ emissions. In the Netherlands, agreements have been made between businesses, civil society organisations and governments with a view to reducing the Netherlands' collective greenhouse gas emissions by 49% by 2030 compared with 1990. One of the agreements includes a reduction in emissions caused by work-related people mobility (commuting and business travel). Kiremko has mapped its emissions due to business travel as of 2019, with the largest component being air travel.

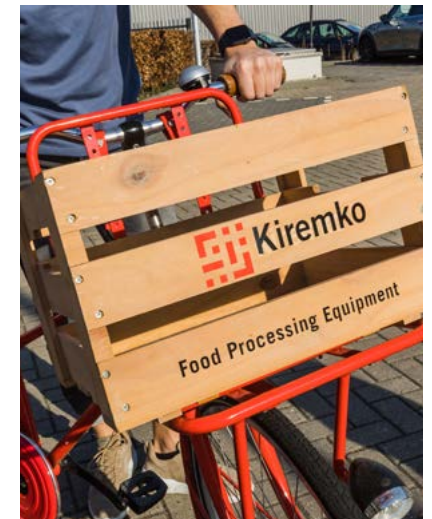
Dilemma

Many gains can be made in the area of business travel sustainability, especially air travel. Until emission-free aviation becomes a reality, a sustainable future requires changes in our travel behaviour. Since Kiremko operates internationally, we cannot avoid using airplanes. If we choose to fly, we make a carefully considered choice, and only travel if absolutely necessary.

Our aim is to reduce CO₂ emissions caused by our air travel by 25% by 2025 compared with 2019. Our CO₂ footprint shows that emissions caused by air travel were 424.3 tons in 2019. In 2022, emissions were down by 261.2 tons of CO₂ to 163.1 tons of CO₂. This is a 62% reduction, which is more than our 25% reduction target. Just like our overall CO₂ target, we will set a new target for air travel in 2023.

To further reduce our work-related people mobility, we want to support our customers digitally more often. During COVID-19, travel to provide service was limited, so we created our "Remote Service".

Our goal is to replace 10 customer visits per year with our Kiremko Remote Service. In 2021, we offered Remote Service for five projects. Since business travel became more accessible again in 2022, interest from customers in Remote Service has declined. In addition, a shortage of personnel at our customers is creating more demand for physical service support from Kiremko, which increases travel movements. For these two reasons, no new Remote Service projects were initiated in 2022. In 2023, we plan to bring our Remote Service to the attention of our customers once more.



In addition to business air travel, we are also examining the CO₂ emissions of our leased vehicles. We assess the CO₂ emissions of our fleet based on the New European Driving Cycle (NEDC), a measurement procedure based on factory data. **One of our goals for 2025 is to reduce CO₂ emissions by 10% compared with the average per lease car in 2019.** In 2022, the average emissions per leased vehicle were reduced by more than 17%. As a result, we achieved our target of 10%. In 2023 we will set a new target for our fleet.

	2019	2022
Number of cars	27	29
CO ₂ emissions grams/km	140	116
Number of electric	3	5
Number of hybrid	3	3

Table 6: Fleet specification 2019 and 2022



3.4 Renewable energy

We have installed 1268 solar panels at our property in Montfoort. In 2020, we added another 60 solar panels. **In our Fair Future policy, we have included research into expanding our renewable energy as an action item.**

In 2022, discussions were held with several parties about expanding the number of solar panels and/or storing energy in batteries. We are unable to install additional solar panels at this time because the maximum capacity on the power grid has been reached. By way of an alternative, we can store energy in batteries, a development that is currently still in its infancy. We will keep an eye on developments and keep talking with parties who can advise us in this regard.

The table provides insight into our electricity consumption, the number of kWh of electricity generated and delivery back to the grid.

	2019	2022	Difference
Total consumption kWh	839.928	729.853	-13,1%
Of which generation in-house kWh	272.968	236.347	-13,4%
Total solar panel generation kWh	352.968	351.132	-0,5%
Feedback into the grid kWh	80.000	114.785	+43,5%

Table 7: Overview of electricity consumption in 2019 and 2022

3.5 Transport in the chain

Transport accounts for a significant share of the CO2 emissions in our chain. We procure goods to produce our machines and these goods are transported to a production facility in Montfoort.

From our production facility, machines and machine parts are then transported to suppliers and customers within and outside Europe.

In our Fair Future policy, we included the goal to study the number of transportation movements in 2021. A student of Utrecht University of Applied Sciences completed this study in 2021. The study found, among other things, that there are still significant opportunities for combining purchase orders and thus reducing transport movements.

We have been combining most of our orders for some time for our customers and suppliers. We also explored possibilities to combine orders in 2022. This is not feasible in practice because other customers and suppliers have too few shipments per week.

3.6 Waste

The government has set the goal of achieving a circular economy by 2050, where raw materials are reused and waste is completely eliminated. We use a lot of raw materials to produce our machines.

We believe it is important to think about reusing our machines at the end of their service life. We also aim to extend the service life of our machines.

Our goal is to reduce the percentage of residual waste (kg) by 50% by 2025.

In 2021, we made the conscious choice to partner with a waste management company that greatly values sustainability. The collaboration has resulted in transparent figures about our waste, among other things. The table below shows the quantities of waste in KG for each waste stream. Compared with 2021, we generated 27.3% less waste in 2022.

The table shows an increase in confidential papers in 2022, as a result of our choice to sort more paper under 'confidential paper'. This resulted in a decrease in waste due to waste paper.

Waste streams (quantities) KG	2021	2022
Commercial waste, other	8.572	9.150
Waste paper	7.765	4.020
Hard plastics (PBD)	456	660
Foil	1.305	470
Confidential paper/archive destruction	1.861	2.470
Stainless Steel	82.620	65.690
Wood/pruning waste	9.930	3.960
Aluminium	500	0
Scrap metal	11.430	4.110
Total (quantities) KG	124.454	90.530

Table 8: KG Waste progress





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**We believe it is important
to think about reusing our
machines at the end of their
service life.**

4. The customer's production process

Our customers and potato consumers increasingly value products that are produced responsibly. In addition to paying attention to our production process, we also consider our customer's production process and thus the operation of our machines.

4.1 Product Leadership

Assuring the quality of our products is an important part of our strategy. We are working towards certain standards for our products, to which customer requirements can be applied. Investing in innovation and sustainable techniques for our products allows us to use scarce raw materials more carefully, reuse residual materials and reduce our energy consumption.

In the summer of 2021, we launched a new fryer, the Corda Invicta®. When running at constant capacity, the Corda Invicta® requires less oil: the oil content of the fryer has been reduced by 28%. Thanks to the lower oil content, better oil quality can be maintained during frying, which benefits the environment and is also healthier for people. Moreover, the Corda Invicta® uses less energy, thanks to full insulation and optimal closure of the oven. The first Corda Invicta® fryer was transported to one of our customers in 2022.



We are working towards certain standards for our products, to which customer requirements can be applied.

4.2 The MOOI Project

In partnership with TNO and other companies, we are participating in the MOOI project: mission-driven research, development and innovation. MOOI is a regulation that focuses on project development for electricity, the built-up environment and industry, such as the paper industry but also the potato processing industry.

The project in which we participate aims to develop alternative fired heating systems; for example, using waste heat or geothermal heat, for processing, among other things. Within this project, Kiremko is tasked with sharing knowledge about processes and machines, so that machines can potentially be made suitable for future energy supplies.

The kick-off of the MOOI project happened in 2022. The project is divided into several sub-projects, of which the thermodynamic analysis of the treatment process has begun. TNO will assess the outcome of this analysis and explore the potential for applying heat pumps in the processing process. In addition, the development of heat pump configurations and new components has also started. Universities recently announced the first results of this development.



The activities of our organisation impact people, the environment and society. We are part of a chain, and as such, working together with our stakeholders is important if we are going to take sustainable steps. We also want to contribute to the liveability of our region while increasing our brand awareness and promoting education in engineering.

5.1 Our stakeholders

In our Fair Future policy, we had set the goal of working out how we will collaborate with our strategic and collaborative partners on Corporate Social Responsibility (CSR) in 2021.

We have subdivided this into strategic partners, Idaho Steel Products and Reyco System, and cooperating partners, Van den Pol Elektrotechniek, Tolsma-Grisnich, BluePrint Automation, Packo Inox NV, FAM Stumabo, GPI, GEA and Insort.

All these partners are one of our most important stakeholders with whom we work together to best serve our customers.

We identified our stakeholders, and thus strategic and collaborative partners, in 2022. In 2023, we will engage with not only our strategic partners but also with our key internal and external stakeholders on CSR.

Strategic and cooperation partners



IDAHOSTEEL
Food Processing Equipment



REYCO®



engineering for
a better world



De Gouwe
Process Equipment



5.2 Local involvement

Investing sustainably also means investing in one's environment, increasing brand awareness and promoting engineering education. We have been doing exactly that for many years by supporting local activities and charities, while focusing on young people, team sports, culture and technology education.

To us, sustainable investing also includes investing in materials and relationships for prolonged periods of time. Doing so prevents, among other things, sponsored clothing being used for only one season. Establishing long-term relationships benefits the investment. We would like to highlight a few of the many local associations, initiatives and events we support.

Main and shirt sponsor of the youth department of football clubs

Being the main sponsor of the youth department of football club FC Oudewater and shirt sponsor youth at Montfoort S.V. and Sportlust '46 from Woerden is a responsible investment with a clear strategy for collaboration.

Together with these clubs, Kiremko is building permanence and continuity, which is important for young people.

Exercising is healthy for children and being able to have fun together with their team is paramount. **With the sponsorship, we aim to get kids excited about sports and increase our brand awareness.** We have established long-term sponsorship contracts with these clubs.





To inspire the future generation, we want to play a prominent role in making the link between technical education and business.

MuzieKids Montfoort

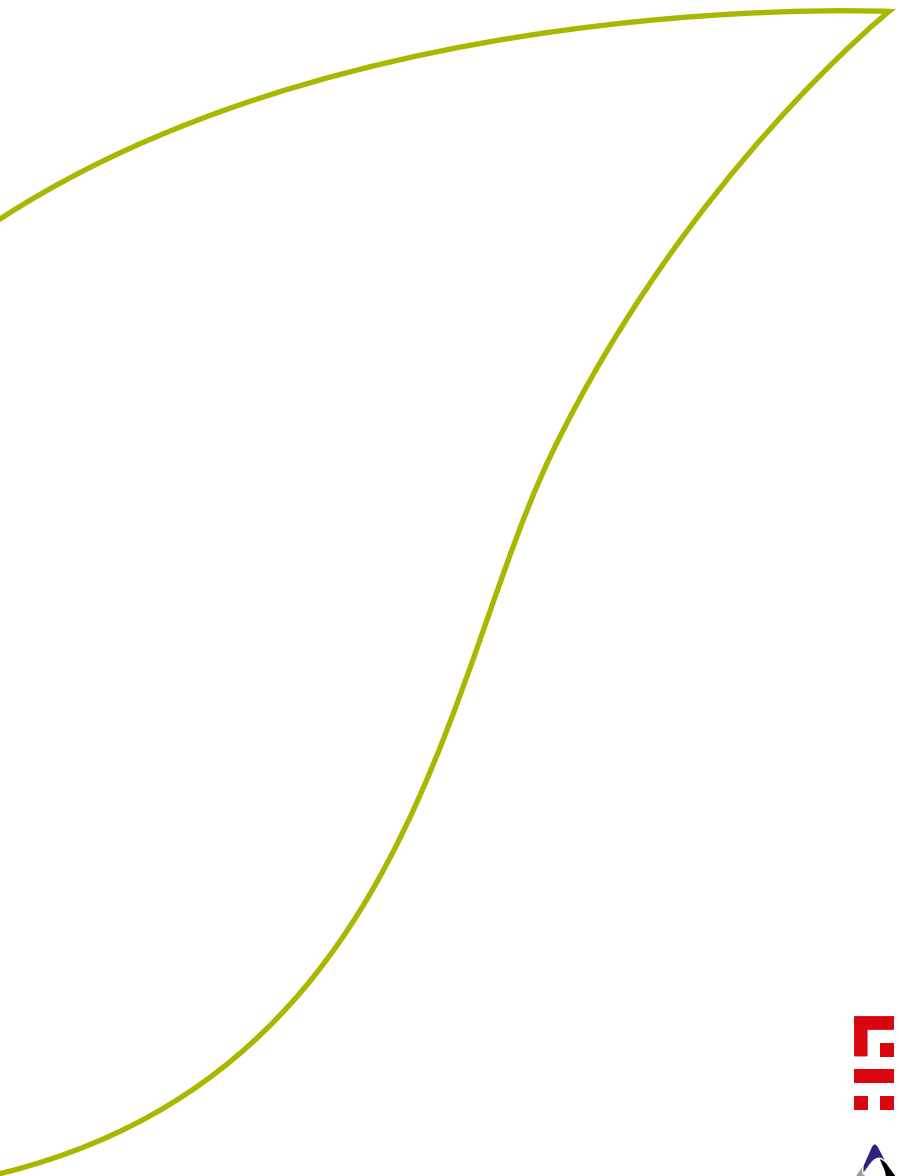
MuzieKids is a music project that introduces 110 – 130 children to music each year. In a non-competitive way, this project connects children from different schools, their parents and music associations. Making music together and having fun contributes to children's development and a positive social climate. This sponsoring contract will be extended through 2027.

TechnoHUB

Being part of the manufacturing industry, Kiremko has seen the number of technically skilled young people decreasing. To inspire the future generation, we want to play a prominent role in making the link between technical education and business.

Kiremko actively participates in many events within TechnoHUB. In that capacity, Kiremko employees are in frequent contact with students who are interested in technical education.

TechnoHub in Woerden facilitates technology education in primary education, secondary education, intermediate vocational education (MBO) and lateral entry students. The aim is to get more young people excited about technology by showing them what is possible. Discussions with secondary schools are also underway, at the administrative level. Since the way profile choices are made is changing, it has become easier for students to choose engineering courses.



www.kiremko.com | fairfuture@kiremko.com