



2025

Impact Report

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Message from the Founders

At Farm to Feed, we believe that building a sustainable food system requires more than delivering fresh produce. It requires accountability, transparency, and a long-term commitment to impact.

That is why we are proud to share our very first Impact Report, reflecting on our journey and performance in 2025. This report marks an important milestone for our company. A formal step toward measuring what matters, communicating openly, and holding ourselves to higher standards as we grow.

Moving forward, we will publish an impact report every year to track our progress, share our learnings, and continue strengthening our contribution to Kenya's food system and beyond.

From food loss rescue to full market access

Farm to Feed began with a simple but urgent idea: tackling food loss in Kenya's fresh produce supply chain. We introduced grade rescue to the Nairobi market, creating a pathway for vegetables that might otherwise go to waste.

But as we worked alongside our customers and farmers, we quickly learned that food loss is one part of a much larger challenge. Farmers needed more than a solution for imperfect products. They needed reliable market access for their full harvest.

Since those early days, Farm to Feed has grown into a trusted offtaker and partner for farmers, helping to

address one of Kenya's most persistent agricultural bottlenecks: connecting production to dependable demand.

Broadening our impact

As our model expanded, so did our impact. Today, our mission extends beyond reducing wastage to sustainably improving farmer livelihoods. Amongst others, we do this through transparent and fair pricing, reliable payment terms, access to consistent markets, and farmer training.

We are also looking ahead to the next chapter of our work, focused on developing and exporting crop-based ingredients that support resilient and sustainable food systems locally and globally.

Our long-term vision

Farm to Feed's ambition is to grow as a company, and help reshape agriculture across the continent. Africa's population is expected to double by 2050. This growth brings huge potential, and unprecedented pressure on an already broken system.

The time is now to build a future.

We invite you to explore this report as both a reflection of how far we have come and a commitment to where we are going. Thank you for being part of this journey and we hope you enjoy reading.

The Founders of Farm to Feed



A person wearing a bright yellow long-sleeved shirt and dark pants is bent over, working in a field of dense, green leafy vegetables. The field is filled with rows of plants, and the background shows more greenery and trees under a bright sky. The overall scene is vibrant and agricultural.

Message from Chief Impact Officer

Food systems will define the future of our planet, and Africa will define the future of food. At Farm to Feed, we are building the infrastructure to ensure that this future is more inclusive, more resilient, and fundamentally waste-free.

Our strategy is grounded the simple belief that sustainable food systems must work for farmers, markets, and the environment simultaneously. Our contribution to building a sustainable food system is anchored in the five pillars that you will read about in this report.

Through our model, sustainability is the engine of our growth.

In 2025, we strengthened the foundation for scalable impact. We launched a fully updated version of our mobile app for farmers, conducted the baseline for our semi-annual farmer surveys, and launched our first value-added product lines - unlocking new pathways to

reduce food loss and increase value retention within Kenya.

Looking ahead, our priority is clear: embed impact into every step we take. We are integrating impact into company-wide KPIs, expanding our marketplace to reach more farmers and buyers, pursuing impact certification, and scaling climate-resilient and value-added products for local and global markets.

This is our first Impact Report, and it marks the beginning of a new level of accountability. We are committed to measuring what matters, improving continuously, and proving that sustainable food systems are not only possible, they are scalable.

Anouk Boertien

Why do We Exist?

Agriculture is the backbone of Kenya's rural economy. Approximately 70% of the rural population works in agriculture, accounting for around 33% of national GDP. Yet 7.2 million smallholder farmers remain economically vulnerable, with most earning less than \$2-5 per day, due to fragmented markets, unpredictable demand, and unreliable payments.

At the same time, inefficient supply chains cause significant food loss. In Sub-Saharan Africa, up to 50% of fresh produce is lost between harvest and market, leading to lost income, avoidable emissions, and wasted resources. Despite these losses, African produce remains underutilised in both local and global markets.

Climate change further threatens consistent productivity through erratic rainfall, droughts, and soil degradation, increasing risk for farmers and weakening food system stability. With Africa's population projected to double by 2050, the urgency to build more resilient and inclusive food systems has never been greater.

Farm to Feed stands at the intersection of local agricultural production, sustainability, and global trade. We build structured, transparent, and demand-driven supply chains that directly address these systemic inefficiencies.

Through our solution, we provide farmers with reliable offtake, transparent pricing, and payment within three days, improving income stability and financial inclusion. Moreover, by purchasing the full harvest across all grades, we reduce on-farm food loss and increase farmer earnings by capturing value that would otherwise be lost.

Using digital tools, farmer training, and value addition, we improve supply chain efficiency, extend product shelf life, and reduce environmental impact.

We connect Kenyan farmers to local and global markets, accelerating the transition toward an equitable and future-ready food system.





OUR MISSION

To build a food system that is sustainable and equitable

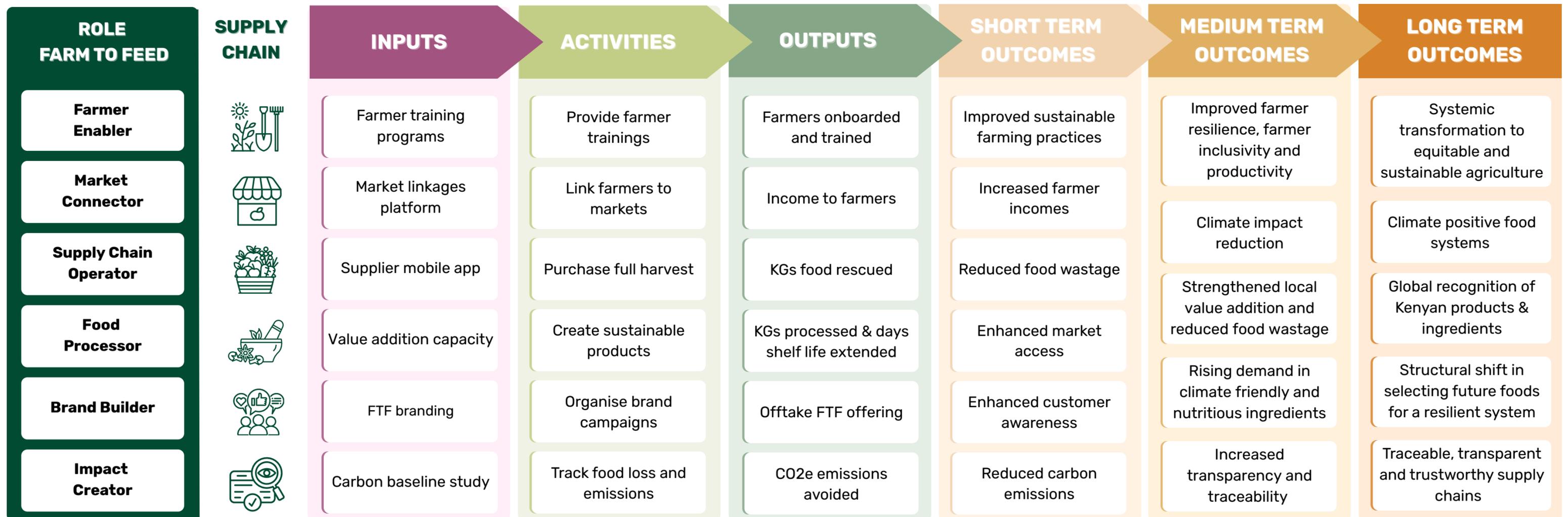
OUR VISION

Unlock Africa's potential to bring the world high-quality, impactful products

Theory of Change

Farm to Feed creates impact throughout the supply chain, from farm level to customer counter. Our long term outcomes lead to prosperous farmers, strong communities, and a climate resilient food system that positions Africa as a leader in the production of sustainable ingredients.

By enabling farmers, connecting markets, and building circular supply chains, we unlock value that would otherwise be lost. We provide farmers with reliable market access, transparent pricing, and tools to improve productivity and sustainability. By purchasing the full harvest and developing value-added products, we reduce food loss, extend shelf life, and increase farmer incomes. These integrated actions strengthen supply chain resilience, lower environmental impact, and accelerate the transition toward inclusive, climate-positive food systems that benefit farmers, businesses, and consumers alike.

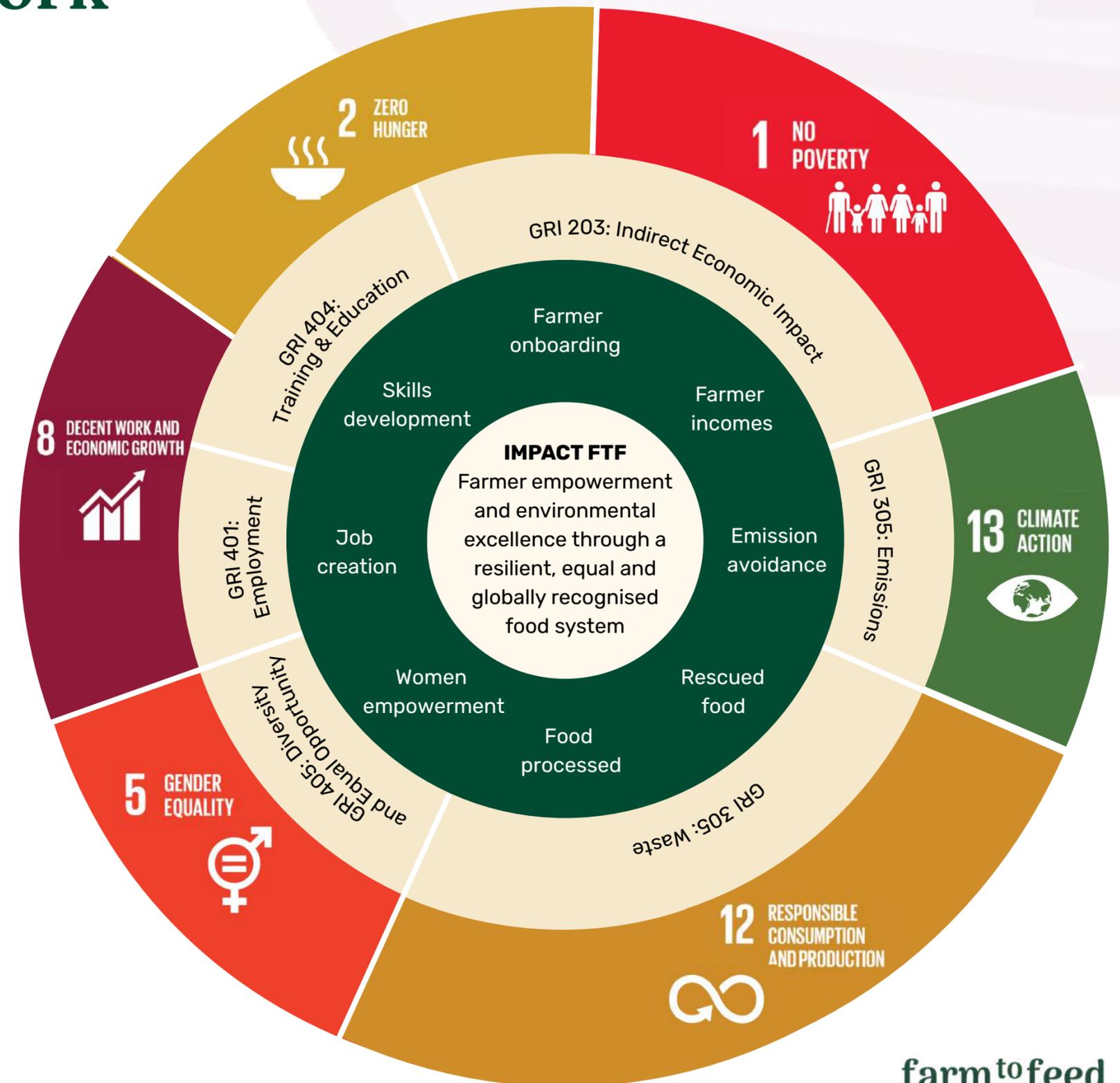


Impact Measurement Framework

Farm to Feed's impact metrics align directly with the SDG targets in line with the GRI* reporting standards, providing transparency and accountability throughout the supply chain.

Through our operations, we have a direct impact on on **SDG 1, 2, 5, 8, 12, and 13.**

Farm to Feed's operations also have an indirect effect on



* **The GRI Standards** consist of a modular system of interrelated guidelines. They enable organisations to transparently report the effects of their activities in a structured manner, ensuring clarity for stakeholders and other interested parties

Women founded
100%

farm_{to}feed

2025 in numbers

700,000 USD income to farmers

599 farmers sourced from

1mln+ KGs bought



249% income increase

235 farmers trained



on food safety, storage & digitisation

AVOIDED
4mln liters blue water wastage

148 ton CO2e

25 FTE
60%
9 managers
56%
184 suppliers
35%

145 active customers

7,000 KGs processed

65,000 KGs grade rescue



6 months average shelf life extension

1094

Income-earning individuals



Our Pillars of Impact

Our strategy is built on the conviction that food systems only work when farmers, markets, and the environment are strengthened together. We translate this approach into five integrated pillars.



1. Empower Farmers and Communities



2. Provide Reliable Market Access



3. Build Zero Waste Supply Chains



4. Create Climate Friendly Products



5. Unlock Demand and Global Reach





1. Empower Farmers and Communities

Smallholder farmers face structural barriers that limit resilient livelihoods. Inadequate access to technical knowledge and support makes it harder to improve productivity, meet market standards, and adapt to changing conditions. This restricts income growth and access to higher-value markets.

At the same time, stable jobs and skills development opportunities remain scarce across agricultural supply chains. A stronger food system requires investment not only in farmers, but also in those involved in aggregation, handling, and distribution.

Farm to Feed works across the full supply chain. By strengthening farmer capabilities and investing in local employment and skills development, we help build more resilient communities and a more inclusive agricultural economy.

2025

- **25 employees**, of which **60%** women and **84%** local
- **599 farmers** sourced from
- **235 farmers** trained on sustainable farming practices
- **1094 individuals** with economic opportunities

We achieve our impact through:

- Ongoing capacity building via trainings, partners, and knowledge exchanges
- Commitments on gender diversity within our organisation and supplier base
- Trainings for employees and casuals on food safety, supply chain management and digital tools

We conduct semi-annual farmer surveys, providing insights on social, economical and digital inclusivity of the farmers working with us

From Peter, our Farmer

I am a farmer based in Nyandarua County. I've traded with Farm to Feed for the last 2 years. Last year I attended a training organised by FTF and this has helped me reduce on the quantity of produce rejected on the market. Another fascinating aspect is the Farm to Feed App. With this I'm able to track my orders and follow payments. This technology has really helped on transparency of my transactions. Thank you very much FTF for this innovation.





2. Provide Reliable Market Access

For millions of smallholder farmers, income instability is driven less by production and more by market uncertainty. In Kenya, smallholders produce about 75% of the country's food, yet most sell through informal channels with limited price certainty. Farmers invest months of labour and significant upfront costs without knowing if their harvest will be purchased, at what price, or when they will be paid.

Unreliable demand leads to price pressure, delayed payments, and unsold produce, limiting financial stability and economic inclusion.

Farm to Feed addresses this by acting as a consistent and dependable offtaker, reducing risk for farmers and strengthening sector resilience.

2025

- **~700,000USD** income to farmers
- **1 mln KGs** bought
- **249%** income increase
- **177 users** of our supplier mobile app

We achieve our impact through:

- Fair, reliable market access for farmers' full harvest facilitating financial and social inclusivity
- Access to transparent pricing mechanisms with minimal price fluctuations
- Three day payment terms
- Access to a fully traceable, digital supply chain increasing transaction transparency



From Jane, our Farmer

My collaboration with FTF has improved income, ensured market access, and offered fair prices to our fraternity of farmers, including me. Post-harvest losses have reduced through better handling and structured aggregation. The partnership has created jobs for youth, enhanced inclusion of women, empowered farmers with knowledge and market connections, and strengthened local food security, promoting sustainable agricultural development. I will remain very grateful to Farm to Feed



3. Build Zero Waste Systems

Food loss is a major global challenge. It contributes to 8–10% of global greenhouse gas emissions and accounts for approximately 24% of blue water usage in agriculture, placing unnecessary pressure on natural resources. When food is lost, the land, water, energy, and labor used to produce it are lost as well.

In Sub-Saharan Africa, up to 50% of fresh produce can be lost before reaching consumers due to fragmented supply chains and limited market access. Farm to Feed addresses this by creating markets for all edible grades of produce, keeping more of the harvest in the human food supply chain.

Our circular model minimises waste and improves resource efficiency. Any unavoidable organic waste is repurposed into black soldier fly production, reducing environmental impact while supporting farmer income.

2025

- **148 t CO2e** emissions avoided
- **~65,000KGs** imperfect produce sold
- **4 mln liters** blue water wastage avoided
- **1 circular waste** partnership

We achieve our impact through:

- Avoidance of greenhouse gas emissions and blue water wastage from food loss by providing market access for imperfect and surplus produce
- Promotion of rescue graded produce within our customer base
- Circular economy principles: minimising waste, recycling organic matter, and promoting renewable energy
- Measurement and reduction of carbon footprint in production, processing, and transport operations



From Wendy, our Customer KOFISI

Farm to Feed has been instrumental in helping us source rescue-grade produce and rethink how our kitchens operate. We access fresh, affordable ingredients while supporting farmers. This partnership has enabled us to build a more sustainable kitchen model, where more of every harvest is valued and purposefully used.



4. Create Climate Friendly Products

Climate change is reshaping agriculture. Rising temperatures, erratic rainfall, and prolonged droughts are reducing yields and increasing production risks, while global food systems remain dependent on vulnerable crops and supply chains.

Building resilience requires a shift toward climate-friendly ingredients. These include crops that are naturally more resilient, resource-efficient, and nutritionally valuable, yet often underutilised due to perishability, limited processing capacity, or weak market demand.

By developing value-added pathways for these crops, we extend shelf life, reduce food loss, increase farmer income, and strengthen supply chains to meet growing demand for sustainable food products.

2025

- **~10,000 USD** revenue of value added products sold
- **~7,000KGs** produce processed
- Up to **6 months** shelf life extension
- **2 Local FTE** employed in Value Addition department

We achieve our impact through:

- Championing dietary diversity with climate-resilient and nutritious crops
- Food waste reduction by increasing shelf life of horticulture produce
- Value addition in Kenya leading to margin retention in the local economy
- Skills development of our employees in our local processing facilities.



From Eddie, our Product Developer

Value added transformation of surplus and imperfect harvests into ready-to-use formats has reshaped the business approach. Material that once created write-offs for farmers is now converted into dependable, saleable goods for mission-aligned customers. Strong safety controls and structured preparation cut food loss volumes, extend product usability, and retains economic benefit within local food production systems.



5. Unlock Demand and Global Reach

Africa has significant agricultural potential but remains underrepresented in global food markets. Despite producing a wide range of nutritious and climate-resilient crops, little is processed in-country. As a result, much of the value created in agricultural supply chains is captured outside the continent.

Global demand for sustainable, traceable, and climate-friendly ingredients is growing rapidly. However, connecting smallholder-based supply chains to these markets remains a major challenge.

Farm to Feed bridges this gap by connecting farmers to regional and international buyers. Unlocking global demand creates opportunities to increase farmer incomes, retain more value within producing countries, and strengthen local economies. It enables African agriculture to play a leading role in sustainable global food systems.

2025

- Designed **export strategy**
- Built the **export team**
- **1 regional expansion:** Masai Mara
- **4 B2B** networking events

We achieve our impact through:

- Geographical expansion in Kenya with our fresh produce and semi processed products
- Traceable, high-integrity export value chains for locally produced ingredients
- Collaboration with International partners to match supply with evolving market needs and standards.
- Digital platforms for transparent traceable transactions, storytelling, and customer engagement



From Claire, our CEO

In 2025, we advanced our efforts to connect Kenyan agriculture to international markets. We are working with potential U.S. based buyers that expressed strong interest in our sustainable, single-origin ingredients, while five products reached final export readiness. We also established export-grade compliance systems, positioning Farm to Feed to access higher-margin markets and unlock greater value for farmers.

Results from our Farmer Survey

In December 2025, we conducted our first bi-annual farmer survey, reaching 73 farmers across our network. The survey establishes a baseline to measure our impact on income stability, market access, and livelihoods, while strengthening accountability through consistent, farmer-reported data. The survey plays an important role in increasing accountability and transparency by enabling us to make evidence-based improvements to our operations and our farmer engagement program.

The survey was developed with support from our investor DRK Foundation, who helped structure the methodology, train our enumerators, and support the analysis of results. This collaboration strengthened the rigor and comparability of our impact measurement.

Encouragingly, 100% of surveyed farmers would recommend Farm to Feed to other farmers, reflecting strong trust in our model and our relationship.

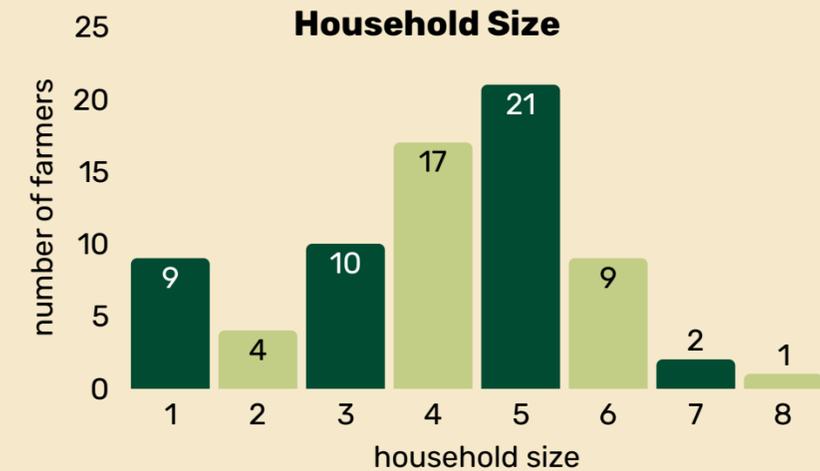
When asked about their biggest challenges in the past six months, 36% of farmers cited unpredictable weather and climate change, 25% transport constraints, and 23% lack of reliable market access. These insights reaffirm the need for structured markets, efficient aggregation, and climate-resilient supply chains.

Looking ahead, 63% of farmers indicated they want us to grow so we can offtake more produce, 12% requested deeper engagement, and 7% asked us to operate closer to farms - a step we are taking with our new warehouse in Tilisi, opening in March.

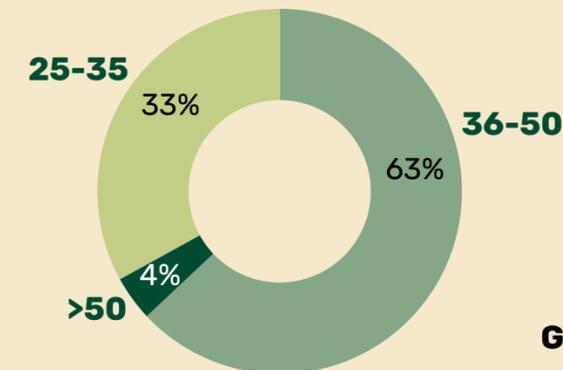
These findings directly inform how we strengthen our services and scale our impact responsibly, ensuring farmer outcomes remain central to our growth.

Who did we interview?

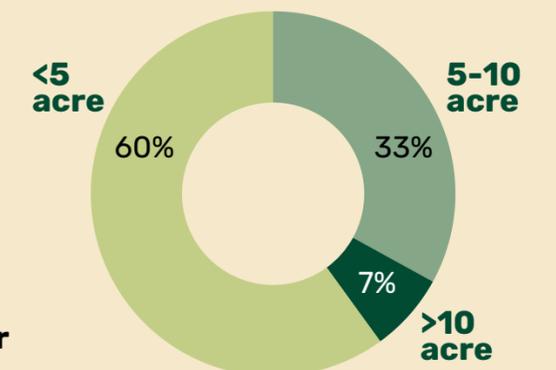
Total of 73 farmers



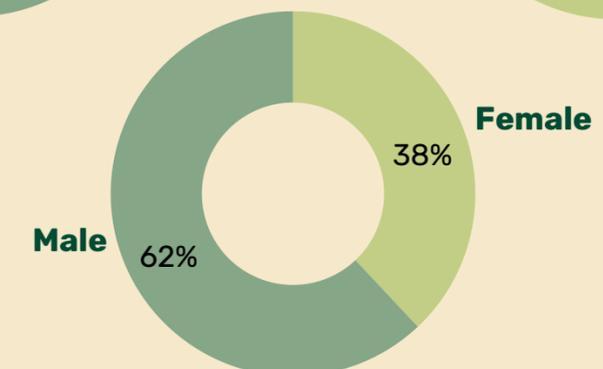
Age Groups



Farm Size



Gender



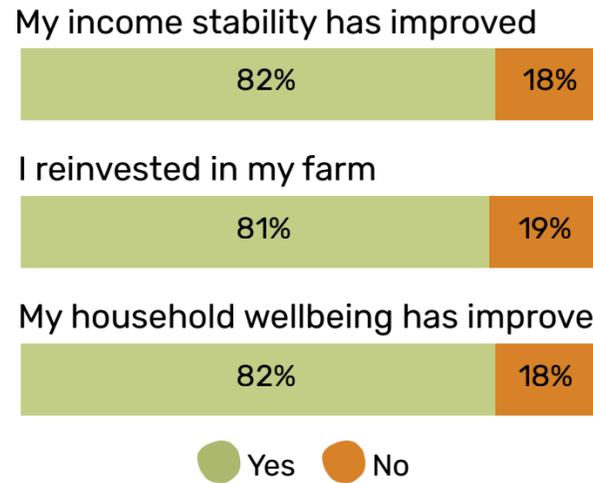
Results from our Farmer Survey

Farmers reported significant impact on both economic and social dimensions

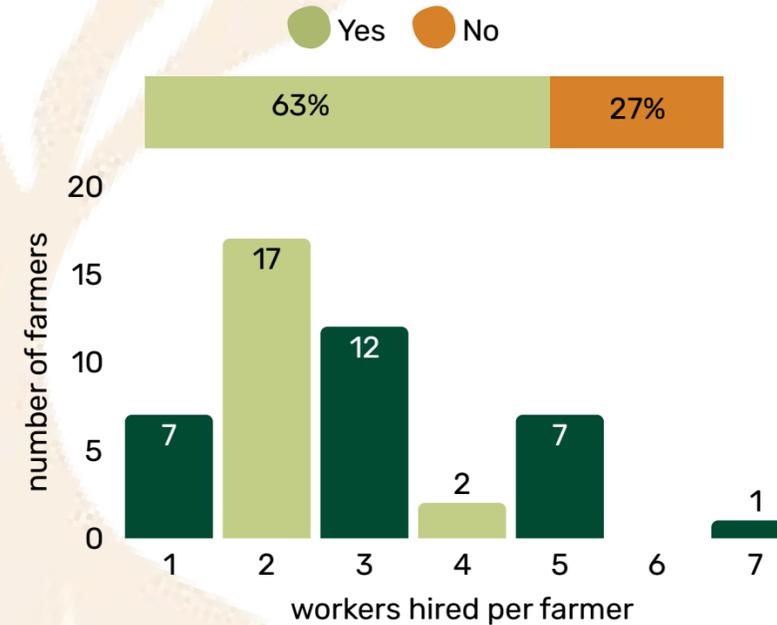
Income

Smallholder farmers reported a **249%** increase in their incomes

Because of Farm to Feed...



Did you hire extra workers because of FTF sales?

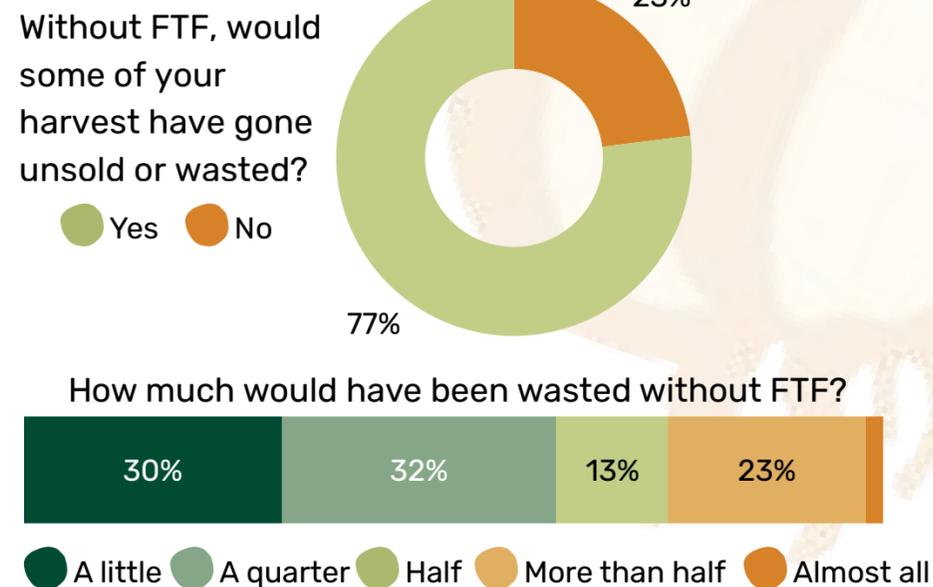


Employment

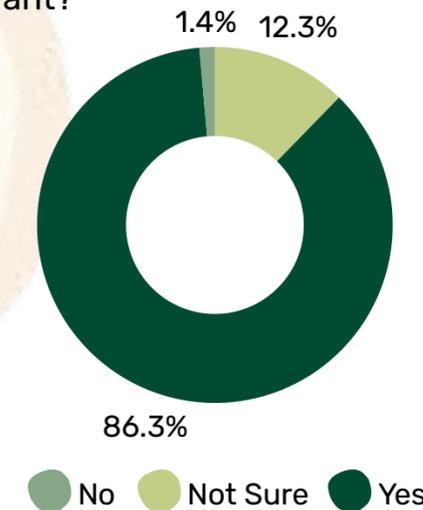
FTF creates a **jobs multiplier effect**: Every two farmer relationships generates roughly three additional community jobs on average

Food Loss

Farmers reported a **81%** reduction in food loss on their farms



Do you feel FTF pricing is fair & transparent?



Pricing

94% of the farmers reported receiving payments within 3 days

Gender in Numbers

As a fully female founded organisation, we hold gender balance close to our hearts. We believe that gender diversity strengthens our organisation, improves decision making, and reflects the communities and partners we serve.

This is why we have made gender diversity commitments across our workforce, leadership, governance, and supplier ecosystem, and we report on our progress in our yearly impact report.

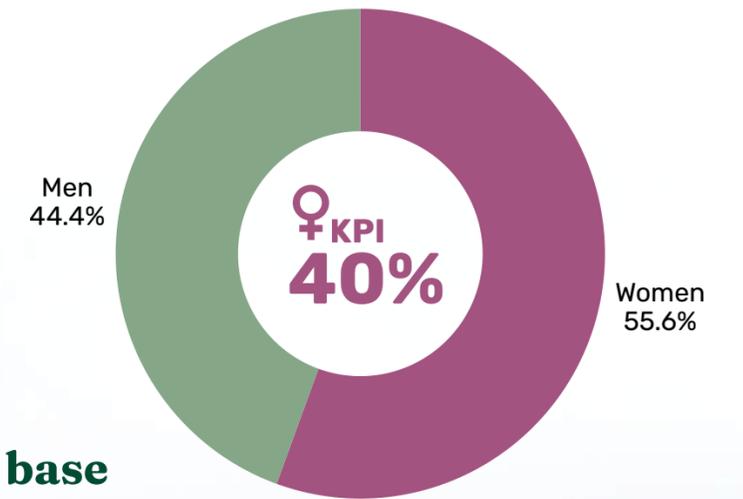
While we are proud to be exceeding our gender diversity commitments across our workforce, leadership, and board, we recognise that achieving greater gender balance within our supplier base requires continued and intentional effort. We will actively work to identify, support, and onboard more women suppliers as we grow.



Workforce



Leadership



Supplier base



Board of Directors





Looking Ahead

At Farm to Feed, we praise ourselves at combining grand ambitions with reality. From experience we know that data is key and impact can not be done on the side. As an impact organisation, we strive to making positive contributions on people and planet as part of our DNA. Therefore, we plan, execute and -very importantly- measure our contribution.

The coming two years, we plan to go deeper on our measurement & reporting while continuing to grow our core and export business with impact growth as a result.

Our commitments for the coming two years are:

1. Set up standards to integrate impact with core operations and include this in company wide KPIs
2. Select & obtain impact certification
3. Develop partnerships with local cooperatives and agritech startups for cross selling initiatives
4. Expand digital marketplace to connect more farmers and buyers.
5. Deepen relationships with global buyers and distributors for Kenyan ingredients.
6. Refine impact measurement and reporting, using feedback to improve programs.
7. Semi- annual farmer impact surveys
8. Publish yearly impact reports
9. Continuous expansion of processed products offering



Let's grow together



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