



*CONTROL  
THE KITCHEN  
CHAOS*

# IMPACT REPORT 2024

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# CEO LETTER



## A Letter From Our CEO and President

As a leader in commercial kitchen automation, Restaurant Technologies acknowledges and embraces our responsibility to adapt to the demands of an industry that is constantly changing. Over the last 25 years, we have helped “Control the Kitchen Chaos” and now service more than 45,000 foodservice customers. We continue to set and establish new standards in our work and have embarked on several successful transformations.

Few of these journeys have been more impactful than our environmental, diversity and inclusion, and governance priorities. Our continued pursuit of reaching new sustainability heights, establishing safer workplace standards, and corporate philanthropy, among other initiatives, continue to be guided by our values — customer, character, commitment, courage, community — and the responsibility we have to make a positive impact on the world around us.

We remain focused and committed to these initiatives for ourselves and our customers as we continue to achieve double-digit growth annually. Our commitment begins at the top with myself, our senior leadership, and the Board because we know that financial success and positive corporate social impact can only be achieved together. We also recognize the key role we play in helping support our customers’ priorities and continue to work closely with them.

Our 2024 Impact Report highlights the work we have accomplished together, where our journey is headed, and the impact we hope to continue to make in our communities. By creating a better world and a better workplace, we can be proud of our work at Restaurant Technologies and how we are building a better future together.

Be safe, be healthy,

A handwritten signature in black ink, appearing to read "Jeffrey R. Kiesel".

Jeffrey R. Kiesel, CEO and President

# COMPANY OVERVIEW

## Making a Positive Impact

Restaurant Technologies is a leading provider of automated cooking-oil management and back-of-house hood and exhaust cleaning solutions for quick-service and full-service restaurant chains, independent restaurants, grocery delis, hotels/resorts, casinos, convenience stores, universities, and hospitals. Headquartered in Mendota Heights, Minnesota since 1999, Restaurant Technologies is a privately held company serving customers across the United States.

We are owned by Energy Capital Partners (ECP), a leading investor in power generation, renewable and storage assets, and critical sustainability and decarbonization infrastructure brands. Our relationship with ECP has allowed Restaurant Technologies to accelerate our efforts in supporting circular economy solutions that reduce pollution, waste, and support renewable diesel within the supply chain.

More Than  
**45,000**  
Customers

More Than  
**1,500**  
Employees

**41**  
Depots

More Than  
**560**  
Fleet Vehicles

# Customers and Accolades

Restaurant Technologies helps restaurants 'control the kitchen chaos' with automated oil management and flue cleaning solutions making kitchens safer, smarter, and more sustainable. We improve employee safety, while increasing business efficiency, convenience, and food quality.

*"We are pleased with strong progress our team has made with ESG initiatives. It has become a true team effort to help our customers reduce their carbon footprint but also to drive our own internal efforts. We are grateful for our renewable energy partners, and our diverse customer base across industries who share our commitment to making our world a better place both locally and globally. With their continued support, we look to build upon our success and reach new heights in the years ahead."*

**JEFF KIESEL, PRESIDENT AND CEO OF RESTAURANT TECHNOLOGIES**

## Major Customers



TOPGOLF



## Industry Awards, 2022-2024

<p><b>Labor Saving Solution of the Year</b> Buyer's Edge Platform</p>	<p><b>Vendor of the Year</b> Presented by the KFC Franchisee Association</p>	<p><b>Ernst &amp; Young Entrepreneur Of The Year®</b> Finalist</p>
<p><b>Choice Award for Environmental Good</b> RTN Restauranters'</p>	<p><b>Top Foodtech Power Player</b> Business Insider</p>	<p><b>Best Workplace for Mental Health</b> Newsweek</p>
<p><b>TCB Notable Leader in Technology</b> Andy Dulka, CIO</p>	<p><b>MN Orbie Award</b> Finalist</p>	<p><b>TCB Notable General Counsel</b> Diana Geseking General Counsel</p>



## The Values We Live By

Restaurant Technologies plays an important role in creating a sustainable future, and our values reflect our priorities. As an employer, we are committed to a safe, diverse, and inclusive workplace where our people can grow and thrive. As responsible corporate citizens, we prioritize risk management and accountability. As global citizens, we strive to lower the industry's carbon footprint by providing more sustainable sourcing and solutions for kitchens.



### CUSTOMER

We exist to serve our customers. We treat both external and internal customers with prompt, consistent, and exemplary care.



### CHARACTER

We do what's right with the utmost integrity and candidness — we do not waver. We are widely trusted, inclusive, and represent our company as such.



### COMMITMENT

We consciously make the effort to commit both to business and personal success, continuous improvement, and positive change.



### COURAGE

To act, to speak, to participate, to dream, to decide, to take initiative, to lead.



### COMMUNITY

We are an inclusive community that cares and contributes. We genuinely care about other people; are available and ready to help; and demonstrate real empathy for others.



# ENVIRONMENT

## Built for Sustainability

At our core, Restaurant Technologies is a business dedicated to advancing sustainability – for our customers, communities, and ourselves. Minimizing our impact on the environment while enabling customers to carry out their own sustainability efforts not only aligns with our core values but is also a key driver of our business strategy.

We continue to grow our business by offering solutions that make the food service industry more sustainable. Consumer demand for environmental efforts continues to grow, inspiring restaurants to find more ways to decrease their carbon footprint. As more food service establishments use our solutions, we eliminate more waste from landfills and recycle more used cooking oil into biofuel – a natural and renewable fuel source that can reduce greenhouse gas emissions by up to 90% compared to petroleum diesel. This not only helps our customers meet their sustainability goals but also significantly reduces the environmental impact of the food service industry as a whole.

Our sustainability efforts are not limited to our customers; they extend to our internal operations and throughout our supply chain. We are optimizing our fleet to be more efficient with our routes and operations, reducing fuel consumption and emissions. Additionally, we are reducing waste at our office and depots by eliminating single-use plastics and identifying recyclable or biodegradable alternatives. These initiatives reflect our holistic approach to sustainability, ensuring that every aspect of our business contributes to a healthier planet.

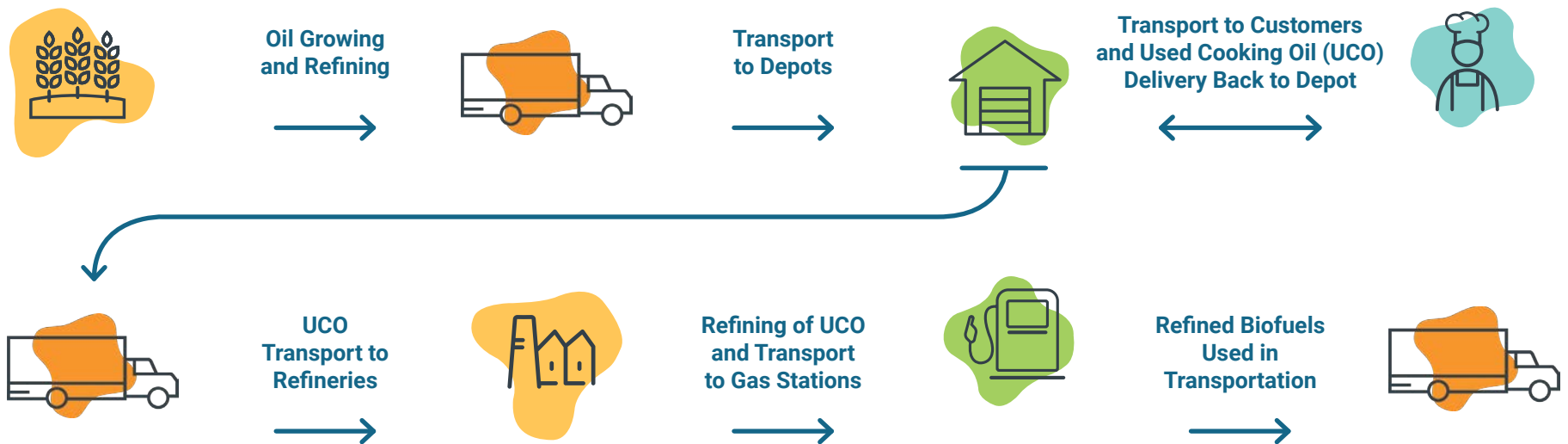
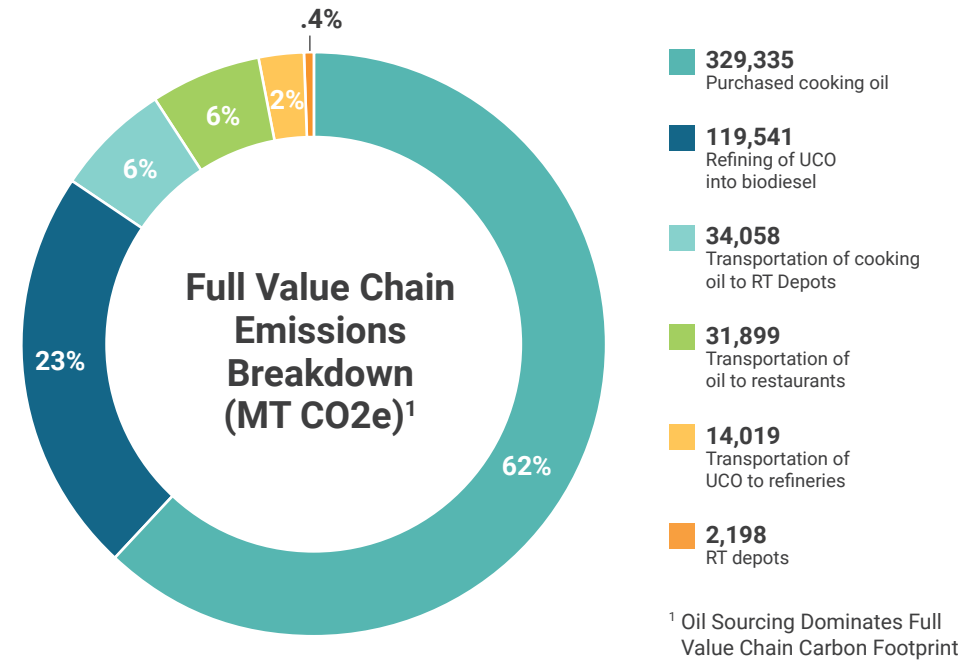
“We believe that sustainability is a shared journey, and our innovations help our customers and the food service industry make meaningful strides toward a greener future.”

**DIANA GESEKING, GENERAL COUNSEL**



# Restaurant Technologies Cooking Oil Full Value Chain

In 2023, Restaurant Technologies experienced significant business growth which has impacted our greenhouse gas (GHG) emissions across various phases of our supply chain. Our comprehensive analysis includes Scope 1, 2, and 3 emissions, with detailed categories such as purchased cooking oil, transportation of cooking oil to Restaurant Technologies depots, transportation of oil to restaurants, and the transportation and re-refining of Used Cooking Oil (UCO) into biodiesel.







## Restaurant Technologies Emissions

While our total emissions have increased due to this business growth, particularly in the volume of purchased cooking oil, we remain committed to mitigating our environmental impact. In 2024, we have begun implementing efficiency improvements in our truck routes, which are already showing promising results in our key performance indicators (KPIs). Enhancements in distance between stops, stops per route, and pounds delivered per working hour are expected to lead to a reduction in Scope 1

emissions. These operational efficiencies demonstrate our commitment to sustainability and our proactive approach to minimizing our carbon footprint as we grow.

By transparently reporting our GHG emissions and the factors driving them, we aim to maintain accountability and demonstrate our commitment to sustainability in our operations.

## Full Value Chain Emissions Breakdown (MT CO2e)

Year	Purchased Cooking Oil	Transportation of Cooking Oil to Restaurant Technology Depots	Restaurant Technologies Depots	Data Center	Transportation of Oil to Restaurants	Transportation of UCO to Refineries	Re-Refining of UCO Into Biodiesel	Carbon Intensity Score	Annual Totals
2021	272,210	28,774	1,915	248	27,025	11,017	121,882	1.93	463,071
2022	285,008	33,361	1,834	248	29,655	12,286	109,999	1.86	472,392
2023	329,335	34,058	2,198	248	31,899	14,019	119,541	1.92	531,298

## Waste Reduction

By delivering cooking oil to customers in bulk, we eliminate nearly all the plastic, cardboard, and residual oil associated with the manufacture, delivery, and use of traditional Jug-In-Box (JIB) oil containers. We also optimize individual customer oil usage through our TOM portal which helps restaurant employees use oil to its full potential while maintaining a structured filtration schedule to ensure oil quality.

## Oil Recycling

Restaurant Technologies recycles Used Cooking Oil (UCO) for customers that participate in our recycling program. Once collected, UCO from commercial kitchens is filtered to create feedstock oil. Feedstock oil is traditionally produced from dedicated crops, but by recycling a waste stream such as UCO, we can reduce the competing consumption of these food crops. The recycled feedstock oil can be processed into both biodiesel and renewable diesel.



## Biodiesel







The feedstock is treated with methanol and a catalyst, producing glycerin as a byproduct. This glycerin is used in various applications, from cosmetics to toothpaste. Finally, the excess methanol is processed out, leaving pure biodiesel behind. Biodiesel made from cooking oil has a lower carbon footprint compared to conventional diesel and can reduce greenhouse gas emissions. It can be mixed with conventional diesel to create biodiesel blends (e.g., B20), which are sustainable and eco-friendly.

## Renewable Diesel

Alternatively, the feedstock oil can undergo a hydrotreating process where it is treated with hydrogen in the presence of a catalyst. This process converts the oils and fats into hydrocarbons similar to those found in petroleum diesel. Renewable diesel has an even lower carbon content and does not produce as many harmful emissions. It can be used as a direct replacement for conventional diesel, offering excellent performance and compatibility with all diesel engines. A significant portion of our UCO supply goes to renewable diesel production, emphasizing our commitment to producing the most sustainable fuel options available.

Restaurant Technologies is exploring opportunities to convert our delivery fleet to run on these biofuels, creating a closed-loop process from the delivery of fresh oil to the use of recycled oil in the form of biodiesel and renewable diesel in our own vehicles.

## Sustainability Impact: What we saved...

		2022	2023
	Used Cooking Oil Recycled	289.4 Million Pounds	314.1 Million Pounds
	Total Jug Saved	16 Million	17.4 Million
	Landfill Space Saved	7.4 Million Cubic Feet	8 Million Cubic Feet
	Trashed Saved	24.6 Million Pounds	26.6 Million Pounds
	Estimated GHG CO2e Emission Reduction	66.6 Million Pounds	72.3 Million Pounds
	Emission Equivalent to Number of Cars	99,340	107,824



## Case Studies



In collaboration with Restaurant Technologies and its renewable energy partners, **Shake Shack recycled around 2 million pounds of waste oil** in 2023. Based on data from 256 company-operated Shake Shack locations, the company's partnership resulted in a reduction of around 6.6M pounds of CO2.



Restaurant Technologies provides automated oil management solutions, UCO collection, and automated hood cleaning to participating Applebee's and IHOP restaurants. In 2023, **DINE Brands recycled more than 4 million pounds of waste oil** from restaurants in the DINE network. This saved over 150,000 cubic feet of landfill space and lowered greenhouse gas emissions by 85,563 metric tons.



Restaurant Technologies is an approved supplier for Bloomin' Brands. By using our Total Oil Management system, **Bloomin' Brands restaurants have recycled 35 million pounds of waste oil**, eliminated 460 thousand cubic feet of landfill waste, eliminated one million oil jugs and reduced its estimated GHG CO2e emissions by 31.4K tons since 2014.

## Case Study



### Sheetz and Restaurant Technologies Recycle, Reuse Used Oil

To advance its commitment to a sustainable future, Sheetz, a convenience chain with over 750 locations across six states, works with Restaurant Technologies to create a closed loop biodiesel process with the used cooking oil (UCO) from Sheetz locations. In 2023, Restaurant Technologies converted more than 314 million pounds of waste oil into renewable diesel or biodiesel, with Sheetz playing a significant part. Once converted, the resulting biodiesel is blended into Sheetz’s diesel fuel and sold to customers at locations that offer diesel.

Restaurant Technologies transfers UCO from Sheetz directly to one of its renewable energy partners where it undergoes filtration and removal of any solid particles, water, and impurities.

This allows the creation of the lower carbon, biodiesel product that is blended into Sheetz diesel offerings. This closed-loop system aims to create a repeatable cycle by minimizing waste and utilizing byproducts, contributing to lower lifecycle carbon emissions and reducing waste.

“*Sheetz is committed to making a positive impact on the communities we serve and we are dedicated to being a responsible steward of our environment, through partnerships with diverse organizations, we are able to create processes like this that have an impact on creating a cleaner and healthier environment.*”

**TRAVIS SHEETZ, PRESIDENT AND CEO AT SHEETZ**

## Corporate Waste & Recycling

Our commitment to sustainability is evident in our comprehensive waste management and recycling programs. In 2023, we achieved significant milestones by eliminating 98% of single-use water bottles in our offices, replacing our rubber gloves with biodegradable nitrile gloves, and replacing all traditional shrink wrap with biodegradable shrink wrap. These minor changes add up to big impact. For example, we replaced 266 rolls of shrink wrap, each 5,000 feet long, in 2023 alone.



**1.6 million**  
nitrile gloves used annually

New gloves are  
**82% biodegradable**  
and will fully break down after 5 years

**Less expensive**  
than traditional gloves by  
**51%**

This transition has drastically reduced our plastic waste footprint. Our waste management strategy extends to our entire supply chain, where we continuously seek to incorporate more recycled materials and eliminate single-use plastics. Through these initiatives, we aim to create a more sustainable future for our business and our customers.



**Eliminated 98%**  
of one-time use water bottles

Replaced with  
**Reusable water cups**

Saving  
**1,000 bottles**  
from landfills each year



## Bridgestone Partnership

Restaurant Technologies has partnered with Bridgestone/Bandag for replacement tires on all 560 vehicles in our fleet. The goal was to ensure proper and high-quality replacement tires, while shifting into a retread program. Approximately 90% of fleets with over 100 vehicles operate on retread tires, which have been proven safe and cost-effective. This approach also creates an enormous positive environmental impact. Manufacturing a new truck tire consumes more than 20 gallons of oil compared to just under seven gallons used to retread that same tire.

The energy used in retreading is just 30% of what it takes to manufacture a new tire. As a result, there is a huge reduction of carbon emissions and CO<sub>2</sub>. Retread tires are one of the greatest examples of a recycled product. The casing is about 75% of the original tire build and the complete reuse of the casing produces a product with 75% recycled material content. The remaining original rubber that is removed from the casings during the re-treading process is recycled and repurposed in applications including rubber playground mats and rubber mulch.

# CITIZENSHIP

## Our Employees

Our people are our most important asset. They are the key to our culture which drives our growth. Our over 1,500 employees serve more than 45,000 customers and are directly responsible for customer attraction, satisfaction and retention. We are committed to investing in our teams' development, career paths and job satisfaction in order to create a positive and productive work environment.

We understand the importance of investing in recruitment, retention and development efforts that ensure a diverse workforce, reflecting the communities we serve. Our Human Resources and Health, Safety, and Environment teams both oversee our plans related to talent management; career development; and employee health, safety, and wellness.

As part of Restaurant Technologies' efforts to support employees and encourage dialogue, our HR team rolled out a new tool called Peakon

Employee Voice in March 2024. These brief monthly surveys are completed by employees individually and are completely anonymous. The aim is to provide real-time insights to company leadership and stay closely engaged with teams.

Leaders have access to a dashboard within the Peakon Employee Voice tool, which allows them to interact with the compiled data, respond to the anonymous comments, and find tools and resources to help drive positive change. The survey allows leaders to engage with the data and comments as they are received. Employees can see the name of those leaders who responded to or acknowledged their comment(s). After each month's survey closes, leaders share what they heard overall and work with the team on a plan to keep driving a strong employee experience.

The HR team also reviews the comprehensive data each month to see if there are broader themes that need to be looked at (communication, change management, healthcare programs, etc.).

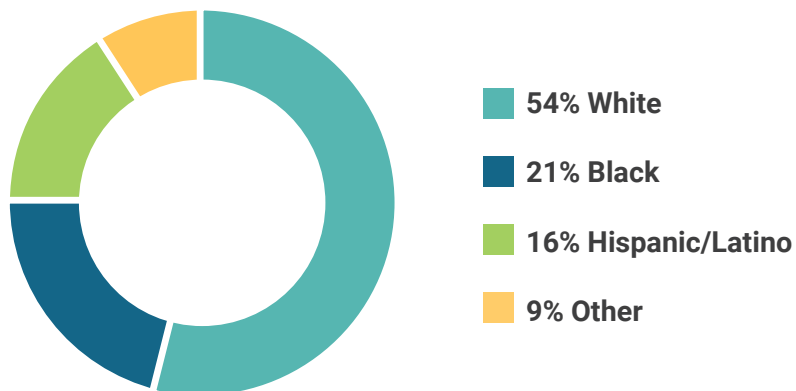


## Advancing DE&I in the Food Service Industry

In 2024, Restaurant Technologies is proudly participating in the Prosper Accelerator Program, a signature initiative by Prosper Company aimed at elevating diverse talent within the foodservice and hospitality industry. Our representatives, Renee Miller and Christopher Williams, are currently engaged in the year-long program, which fosters authentic relationships and advancement opportunities for exceptional next-generation leaders.

Through building career-changing relationships, understanding diverse perspectives, and embedding DEI as a business imperative, Renee and Christopher are advancing their careers while contributing to our company's commitment to fostering a more inclusive environment. By taking part in Prosper's vision to advance 1,000 Accelerators over the next decade, Restaurant Technologies is not only investing in the professional development of our employees but also championing the future of a diverse and inclusive industry.

### Diversity at Restaurant Technologies



“With the support of leadership, I’ve been empowered to drive meaningful change in process improvement and efficiency for Talent Acquisition; implementing leading-edge technology and turning ideas into real results.”

**MEGAN, TALENT ACQUISITION**

*There’s a strong culture of teamwork and innovation among our employees. Everyone’s ideas and input are valued which helps us bring strong ideas to the table for ourselves and for our customers that reflect diverse and inclusive perspectives.*

**DAVE, MARKETING**



*Being part of the Prosper Accelerator Program has been a transformative experience, allowing me to grow as a leader while equipping me with the skills, connections, and insights needed to shape a more inclusive industry.”*

**RENEE, MARKETING**



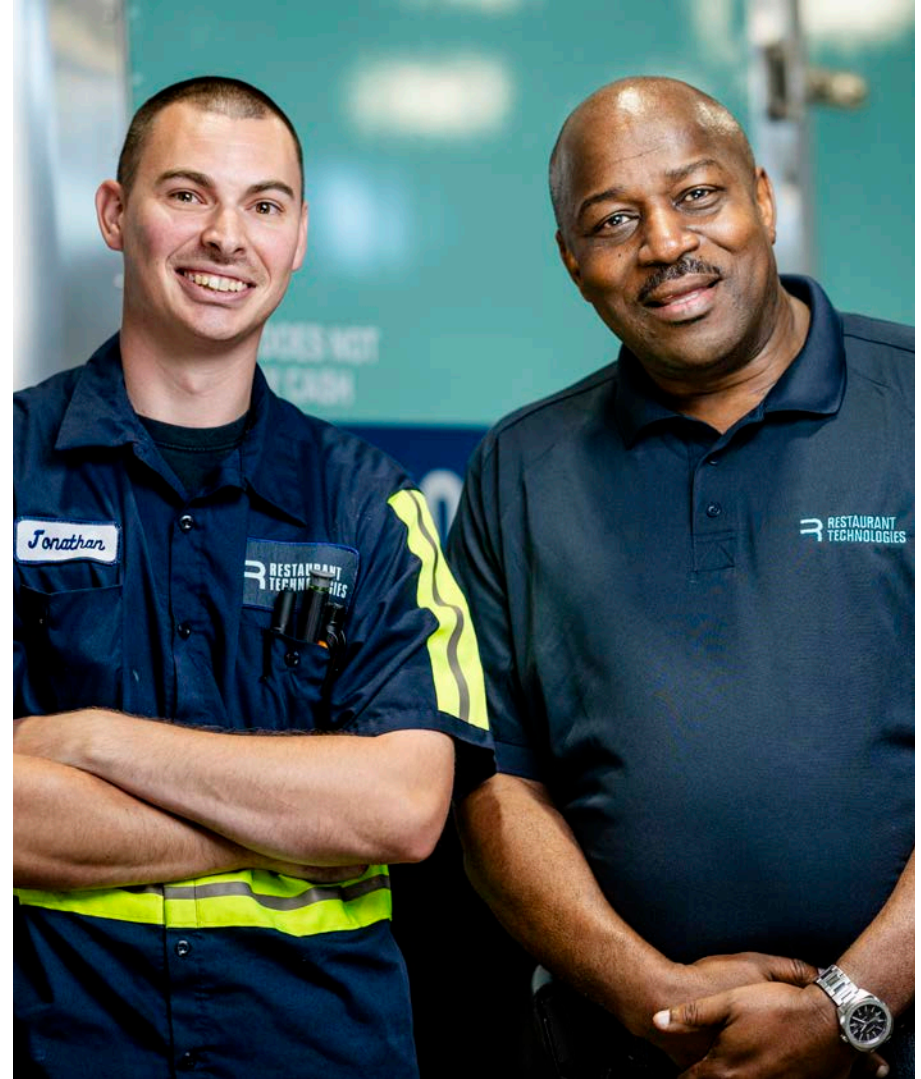
## Diversity Advisory Team

Our cross-functional Diversity Advisory Team (DAT) is tasked with analyzing and activating diversity, equity and inclusion (DEI) efforts, crafting DEI policies that reflect our core values, and developing strategic and practical tools to further diversify our workforce and management roles. We have a Steering Committee with a number of subcommittees that were created to develop strategy and initiatives as well as the DAT Champions who celebrate and advocate for our DEI efforts across the organization.

We regularly conduct assessments by gender, ethnicity, and race to provide insight into our path forward. This has allowed us to steadily increase diversity in management roles and we continue to invest in people and programs that allow us to promote from within and attract diverse talent to our organization.

In 2023, Restaurant Technologies was recognized by the Minneapolis St-Paul Business Journal as the #5 most diverse company in Minnesota in the midsize company category. We were also recognized as one of America's Greatest Workplaces for Diversity 2024 by Newsweek Magazine.

In 2024 and beyond, we plan additional DEI training and engagement opportunities for employees, such as our Inclusive Leadership and Bias Awareness Training. We continue to build DEI awareness within our organization at all levels and are partnering with our local communities to foster stronger relationships.



## DAT Subcommittees

**DEVELOPMENT,  
INCLUSION,  
& RETENTION**

**ATTRACTION  
& RECRUITMENT**

**COMMUNITY & CUSTOMER  
PARTNERSHIPS**

**MESSAGING  
& METRICS**

## Health and Safety

Restaurant Technologies' commitment to safety is vital to our success, and a top priority both internally and externally. Safeguarding restaurant employees from hot cooking oil is one of the core reasons why we exist today, and protecting them from flue fires is one of our latest innovations.

To continually improve how we build a safer workplace and environment, we implemented new employee onboarding and training, standardized work practices and procedures, offered prescription glasses to all employees, prioritized claims management, and furthered education for all general managers on managing Return to Work for employees who experience an injury.

This chart shows TRIR (Total Recordable Incident Rate), which measures safety performance, and DART (Days Away, Restricted, or Transferred) rates, which measures incident severity. Our incidents continue to drop quarter over quarter, but our goal is always 0.00, meaning no one gets hurt anywhere, anytime.

### Safety Performance (TRIR and DART)



*“Safety is a core part of our Restaurant Technologies DNA. We are proud of the results we have achieved and together we continue to improve.”*

**ALISSA PARTEE, CHIEF PEOPLE AND OPERATIONS OFFICER**



In the last year, we deployed technology to help us manage critical workflows, analytics, and stakeholder engagement. This enables us to integrate safety into daily work efforts better and manage the health and safety of our employees. We also started incorporating a Stop, Look, Assess, Manage (SLAM) behavior tool to reduce incidents and drive our zero-incident safety goal. As a safety management system, SLAM ensures that employees on the ground understand hazards they may encounter and have the tools to mitigate and avoid such situations.

## Community Support

We bring our values — the 5 Cs — to life by strengthening the communities in which we live and work. We regularly organize volunteer events, drives, sponsored events, and donations to nonprofits to reach out to those in need and enhance the well-being of our people and communities.

Restaurant Technologies has raised more than \$100,000 in total over the past 10 years for the American Diabetes Association and \$10,000 for the Special Olympics. Other significant community programs we have recently participated in include Feeding America, Tour de Cure and Ronald McDonald House Charities. On an annual basis, our corporate office employees support the Ronald McDonald House's Minneapolis locations. Team members donate a variety of household items, toys, and other items for the children and parents.

Hearts & Hammers serves the Minneapolis St-Paul region with another office in Dallas, TX. Hearts & Hammers assists low-income homeowners struggling with deteriorating home exteriors and provides free restorations to keep them from losing their homes. In July 2023, Restaurant Technologies gathered 30 volunteers to restore a senior citizen's home that included patch and paintwork, as well as lawn care and landscaping work. In August 2024, Restaurant Technologies again gathered 25 volunteers to restore an elderly couple's home that included scraping and painting, landscaping, and building a wheelchair ramp.



## Restaurant Technologies Educational Foundation

We believe every student should be afforded the opportunity to get a secondary education and we believe the investment in the next generation is critical to building a better future. The Restaurant Technologies Educational Foundation awards merit-based college scholarships of up to \$2,500 per year to children of Restaurant Technologies employees attending two- or four-year colleges and universities.

Since inception in 2013, the Foundation has raised more than \$600,000 and awarded 84 scholarships. Selection is based on academic promise, leadership, extracurricular activities, and exemplary citizenship. Our employees, board members, and suppliers continue to invest in our Foundation by arranging direct deductions from paychecks and donations to allow our families to develop the next generation of leaders. In 2023 and 2024, our CEO Jeff Keisel matched the amount raised to offer more employee children scholarships.



# OVER \$600,000

was raised since the Educational Foundation was established in 2013, and used to award 84 scholarships to Restaurant Technologies employees

## Our Suppliers

In 2023, we instituted a supplier diversity survey and established a new Supplier Code of Conduct, highlighting our expectations around human rights, labor guarantees, environmental sustainability, and business ethics. This has been shared with all of Restaurant Technologies' oil, parts and equipment suppliers. Holding our suppliers accountable and encouraging diversity are essential for the strength of our business and the vitality of the employees and communities we serve.

The diversity survey helped us better understand our suppliers' diversity, in order to expand our network of suppliers to be more inclusive and representative. One result of better understanding our partner and supplier landscape has been the development of a new relationship with two key suppliers that are Midwest woman-owned businesses.

Our supplier diversity survey was shared with suppliers in 2023 with the goal of utilizing our suppliers' feedback to strengthen our focus on ESG. To date, 86% of our annual spend are with suppliers that have ESG and/or sustainability programs. Our spend with diverse suppliers are: 10% of equipment spend, 1% of oil spend, and 1% of our annual spend.



In 2024, we established a "Women Owned Business" category for our supplier spend. In addition to increasing our total share of diverse supplier spend, this has the added benefit of saving 30,000 miles driven by our Restaurant Technologies trucks in 2024 based on the convenient location of our newest supplier.



*“We believe that diversity, equity, and inclusion are essential for the strength of our business and the vitality of the communities we serve.”*

**GERALD EHEDURU, DIRECTOR OF SUPPLY CHAIN**

# GOVERNANCE

## Accountability & Transparency

Good corporate governance relies on having a dedicated team of stakeholders who review and uphold four basic organizational principles: accountability, transparency, fairness, and responsibility. As an organization, these principles are inherently part of our 5 Cs — the values that guide us. But we also have multiple teams that activate programs aimed at upholding each of these core principles and report on governance to employees through internal communications, to customers through various channels and to our Board, through our General Counsel.

This includes reporting on all aspects of ESG and sustainability, DEI, community, and security. When possible, we report goals against defined key performance indicators so all stakeholders can clearly understand our progress and opportunities to engage and improve.

Our Code of Ethics, which is rooted in the 5 Cs, and our Conflict of Interest and Whistleblower Policy, exist to promote transparency, reporting, and adherence to promote good corporate behavior among all employees.

We have recently developed an artificial intelligence (AI) policy, offering guideline for the ethical and acceptable use of AI in business. Additionally, we refreshed our privacy policy and introduced a new biometric data policy to stay aligned with evolving security standards, changing regulations, and advancing technologies.

## ESG Committee

In the last year, we created an ESG Committee of leaders across the business dedicated to setting the overall ESG strategy for the company and developing initiatives and projects designed to achieve these goals. Committee Members form six Teams that implement ESG ideas and designs to bring value to our customers, our employees, and to our company. The Teams gather input from employees and customers to evaluate changes in operations and development that deliver measurable benefits. For example, based on Committee recommendations, we have spearheaded a program to review all our suppliers to determine where we could make changes to improve sustainability along our supply chain.

### ESG Subcommittees

INTERNAL TEAM

SUPPLIER & PARTNER TEAM

INVESTOR TEAM

CUSTOMER GROWTH TEAM

CYBER TEAM

PEOPLE & SAFETY TEAM





## Cybersecurity

As cyber threats evolve, we are reinforcing our commitment to protecting privileged information and customer data. We continue to implement and refine our three-year cybersecurity roadmap. Starting at the top of our organization, this roadmap incorporated the latest digital tools, features, policies, and initiatives to strengthen current policies. It serves as a robust cybersecurity policy for all employees.

From an education level, we expanded our mandatory cybersecurity learning sessions and provide important real-world knowledge. These trainings increased companywide cybersecurity awareness and resulted in immediate improvements in our cybersecurity testing scores.

Other key measures include strengthening our internal incident response plan. We have implemented privileged access management to further restrict data access based on need, formal review of software access to all our systems, and updates to remote office hardware.

From a physical security perspective, Restaurant Technologies has standardized our depot security systems and is rolling out new technology to all locations. We have also implemented new badging systems to better control access and video surveillance camera systems to strengthen physical security.

## Oil Sourcing

We continue to vet current and new sources to ensure our suppliers reflect diversity and sustainable practices. Our oil suppliers are some of the largest organizations in our industry with a global presence and adhere to relevant human rights, labor rights, and environmental standards. We are proud that all of Restaurant Technologies' oil sources process oil domestically across the United States.

“By continuously refining our cybersecurity roadmap, we empower our team with the tools and knowledge needed to stay ahead of emerging risks and safeguard our digital infrastructure.”



**EMILY KEDING, DIRECTOR OF INFRASTRUCTURE AND CYBERSECURITY**



# CONSOLIDATED DATA

METRIC	2021	2022	2023
<b>CARBON EMISSIONS</b>			
Scope 1 & 2 GHG Emissions (MT CO2e)	28,939	31,737	34,345
Total Calculated Scope 3 GHG Emissions (MT CO2e)	434,132	440,655	496,954
Carbon Intensity Score (MT CO2e/MT Oil Sold)	1.93	1.86	1.92
<b>EMPLOYEES</b>			
Total Employees	1,140	1,235	1,472
Female Employees	11%	11%	13%
Minority Employees	39%	39%	42%
Veteran Employees	12%	11%	9%
Percentage of Management Positions Held by Female Employees	12%	17%	18%
Percentage of Management Positions Held by Minority Employees	19%	19%	22%
<b>SAFETY</b>			
Employee Total Recordable Incident Rate (TRIR)	6.44	5.46	3.52
Days Away/Restricted or Transfer Rate (DART)	4.49	4.47	2.71



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