

GROEN & CO.
ADAPTIVE NUTRITION INFRASTRUCTURE

GROEN & CO.

Adaptive Nutrition Infrastructure

Context-aware personalization for juices, functional beverages and oatmeal.

Dutch pilot-first model for gyms and high-impact venues,
localized for the Netherlands.



Personalized recommendations

AI matches nutrition to goals, preferences and context



Real-time context

weather, time, location and events shape the right offering



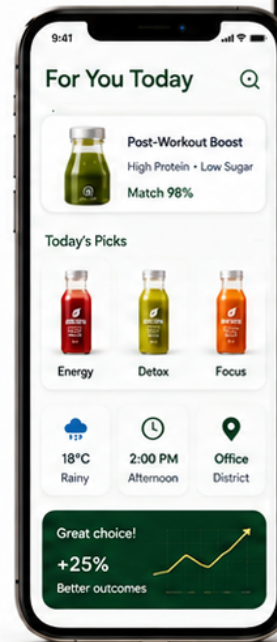
Adaptive operations

demand-driven inventory, routing and replenishment for efficiency



Less waste

smart forecasting and right-time production



CONNECTED



ADAPTIVE



INTELLIGENT



REAL-TIME



SUSTAINABLE



PROFITABLE

Why Adaptive Nutrition is Essential

2/12

Consumers want relevant nutrition, while operators need freshness, efficiency and lower waste.



One-size-fits-all menus

Generic menus miss individual needs, goals and preferences—leading to low engagement and repeat use.



Static product availability

Fixed menus and slow updates don't reflect real-time demand or consumer intent.



Feedback rarely drives decisions

User feedback may be collected, but it is rarely translated into smarter offerings and continuous improvement.



Waste, stock imbalance and low freshness

Overproduction and poor visibility lead to waste, higher costs and lower freshness.



Convenience must meet health

Modern consumers expect fast, easy access to nutrition that fits their goals and lifestyle.



Freshness drives repeat use

Fresh, relevant options increase satisfaction, trust and the likelihood of coming back.



Waste destroys margins

Waste, stockouts and overproduction silently erode margin and sustainability.



Groen shifts food access from static and generic to adaptive, data-driven nutrition.



Consumers want relevant nutrition, while operators need freshness, efficiency and less waste.

! THE PROBLEM TODAY

WHAT GROEN CHANGES

1 Generic menus miss individual goals and preferences.
One-size-fits-all choices lead to low relevance and poor outcomes.

2 Fixed menus and slow updates miss real-time demand.
Static offerings can't adapt to fast-changing preferences and consumption patterns.

3 Context is ignored — weather, time, activity and location do not shape offerings.
Lack of real-time context leads to irrelevant recommendations and lost opportunities.

4 Fragmented operations create stock imbalance and manual work.
Disconnected systems cause overstock, stockouts, waste and increased labor.

5 Feedback exists but rarely drives decisions.
User input is collected but underutilized, limiting continuous improvement.

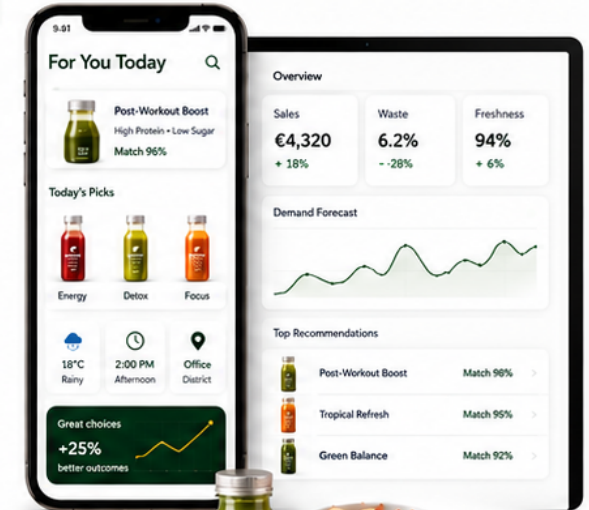
1 Personalized recommendations.
AI matches nutrition to each user's goals, preferences, restrictions and behavior.

2 Context-aware selection.
Real-time context—weather, time, activity, events and location—shapes the right offerings.

3 Operator visibility.
Live dashboards unify demand, freshness, performance and inventory in one view.

4 Adaptive replenishment.
AI-driven replenishment reduces waste, prevents stockouts and saves time.

5 Continuous feedback learning.
Every interaction improves recommendations, operations and outcomes—over time.



BUILT FOR HIGH-IMPACT ENVIRONMENTS

Gyms & Fitness

Offices & Workplaces

Campuses

Hospitality

Healthcare & Care

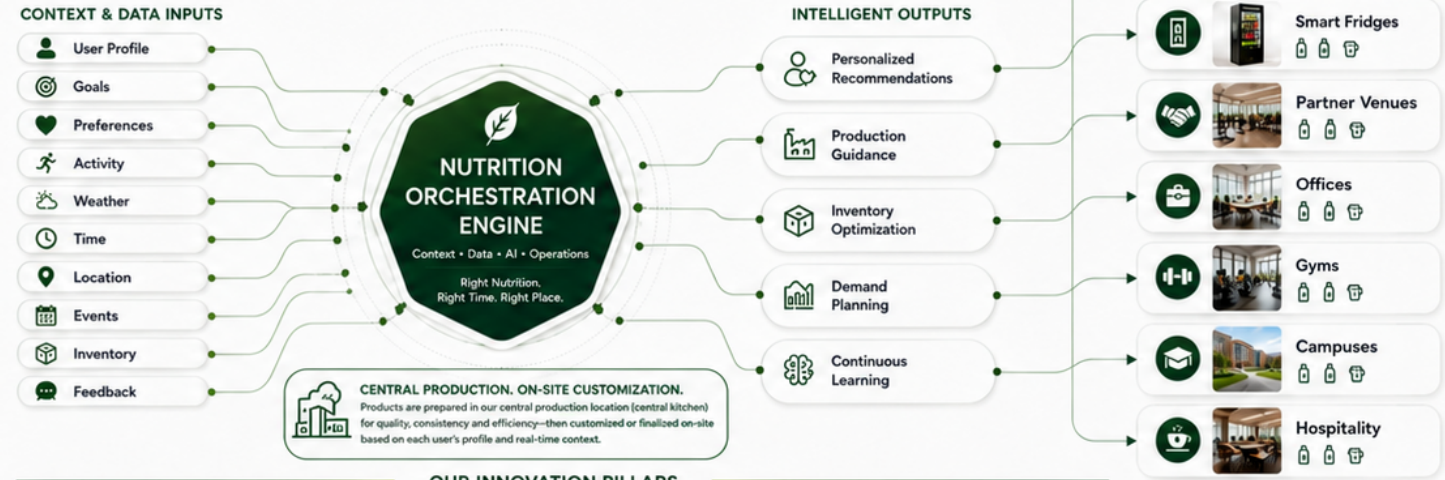
We orchestrate context, data and operations to deliver the right nutrition at the right time, with less waste.



Our Unique Solution: Context-Aware Nutrition Infrastructure

An intelligent orchestration engine that connects context, data, production and operations to serve the right nutrition—anywhere, anytime.

Unlike traditional vending or micromarkets, GROEN uses a context-aware orchestration engine that connects context, data, production and operations to deliver the right nutrition at the right time.



OUR INNOVATION PILLARS

- 1. CONTEXT-AWARE PERSONALIZATION**
Understands people, goals, and moments to serve what matters.
- 2. DIGITAL TWIN & ANALYTICS**
Virtual models predict demand, optimize operations and simulate outcomes.
- 3. ADAPTIVE FOOD NETWORK**
Coordinates supply, venues and partners for resiliency and freshness.
- 4. CONTINUOUS FEEDBACK OPTIMIZATION**
Every interaction improves recommendations and reduces waste.

ECOSYSTEM BENEFITS

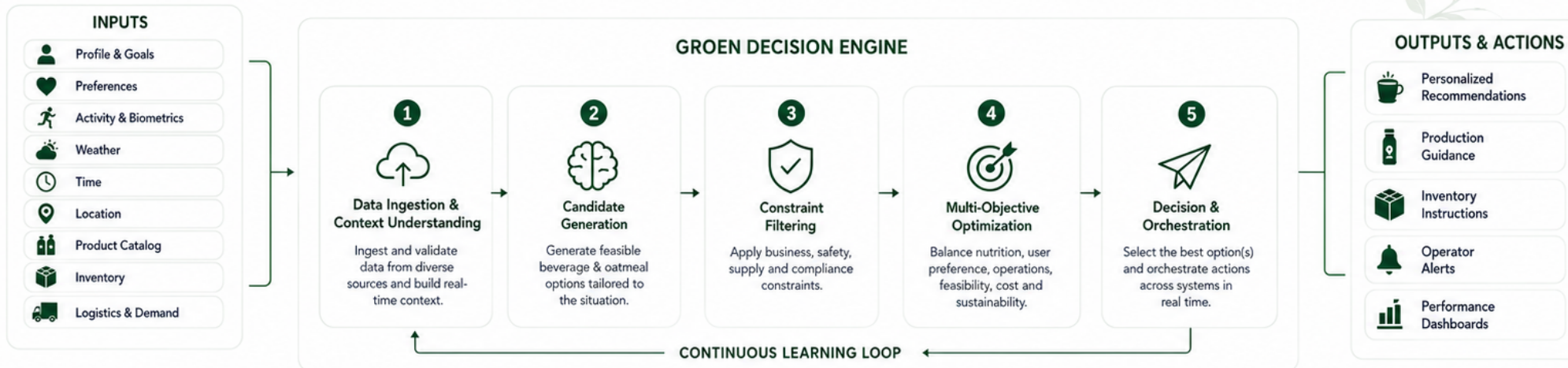
- FOR USERS**
Personalized nutrition, better choices and measurable outcomes.
- FOR PARTNERS**
New revenue streams, strong brand alignment and scalable growth.
- FOR OPERATORS**
Smarter operations, lower waste & costs, higher efficiency.
- FOR SOCIETY / PLANET**
Better health for all, lower emissions and positive environmental impact.



Our Unique Edge: Why Groen Stands Apart

From real-time context to personalized nutrition decisions — at scale, in real life.

5/12



1 Personalized Decision Engine

Context-aware. Real-time.
Built for human outcomes.

- ✓ Right nutrition
- ✓ Right moment
- ✓ Right format
- ✓ Right operations



2 Fresh Beverage + Oatmeal Focus

High-impact nutrition
that people love.

- ✓ Fresh juices with functional benefits
- ✓ Oatmeal with clean, satisfying ingredients
- ✓ Delicious, convenient and better for you



3 Operations + Production + ERP Orchestration

End-to-end execution with
systemwide alignment.

- ✓ From demand to fulfillment
- ✓ ERP, inventory & logistics sync
- ✓ Smarter schedules, less waste, lower cost



4 Multi-Format Deployment

Built for scale across
real-world environments.

- ✓ Gyms, venues, offices & campuses
- ✓ Events & activations with branded packs
- ✓ Hospitality packs for private gatherings



5 Closed-Loop Sustainability & Lower Waste

Good for people.
Good for the planet.
Good for business.

- ✓ Demand-driven production
- ✓ Smarter inventory & redistribution
- ✓ Lower waste, lower footprint



Food-service first, non-medical by design.

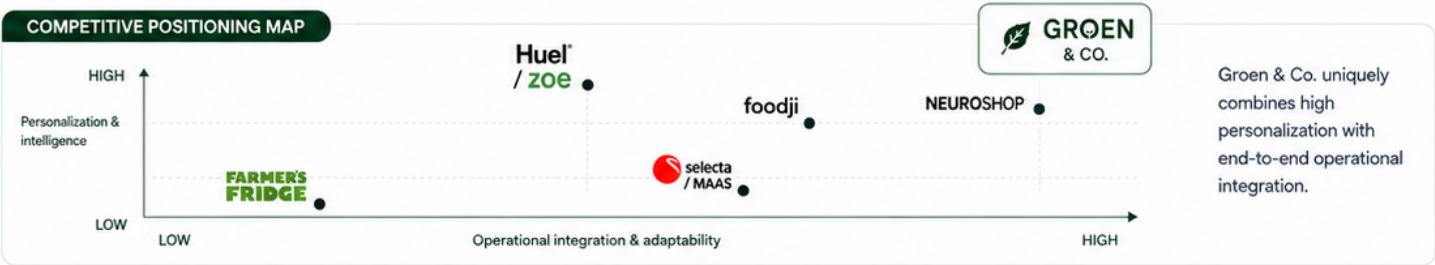


Competitive Advantage: Beyond Delivery, Vending & Micromarkets

Groen & Co. is the only platform that unifies personalization, production and operations in one adaptive system.

CAPABILITY / CRITERIA	GROEN & CO.	foodji	NEUROSHOP	selecta / MAAS	FARMER'S FRIDGE	Huel' / ZOE
Context-aware personalization	✓	~	~	✗	~	~
User app / tools	✓	✓	~	~	~	✓
Partner dashboards & KPI visibility	✓	~	~	~	~	~
Production orchestration	✓	✗	✗	~	~	✗
Inventory / ERP layer	✓	~	✓	✓	~	~
Multi-venue deployment	~	✓	✓	✓	~	~
Beverage & oatmeal focus	✓	✓		~	✗	✓
Closed-loop learning	✓	~	~	~	~	~

✓ Strong capability ~ Partial capability ✗ Weak / none □ Minimal / no presence



Evaluation based on public information and Groen & Co. assessment. Capabilities vary by market and customer segment.

WHERE INCUMBENTS ARE STRONGER

- Venue relationships & installed scale**
Selecta/MAAS, Foodji and Neuroshop have deeper enterprise relationships and larger footprints.
- Autonomous retail hardware**
Neuroshop leads in frictionless checkout and micromarket hardware.
- Logistics & field operations**
Incumbents have broader field service networks and on-the-ground scale.

WHERE GROEN DIFFERENTIATES

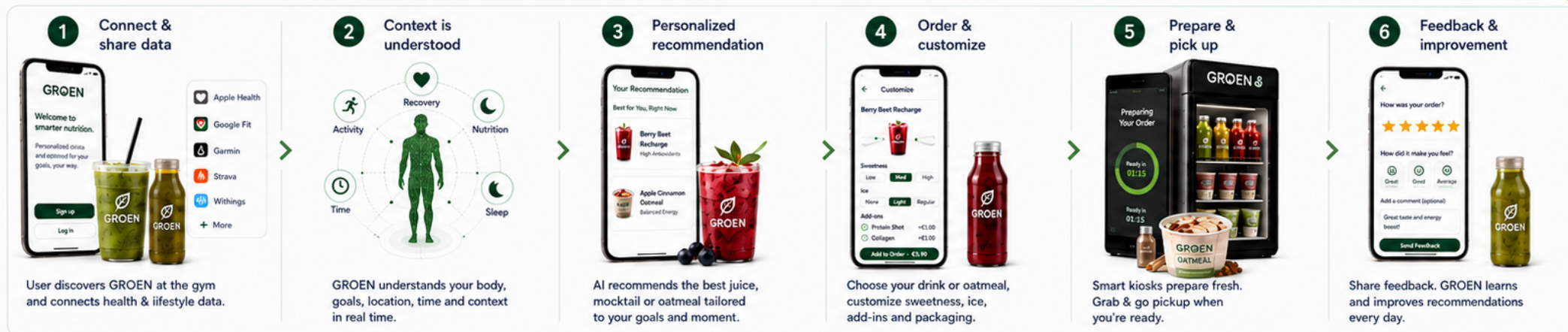
- True context-aware personalization**
Driven by real-time signals across users, context and preferences.
- End-to-end production orchestration**
From demand signals to recipes, batching and quality assurance.
- Adaptive inventory & ERP layer**
Unified visibility across SKUs, venues, production and replenishment.
- Closed-loop learning**
Continuous feedback improves recommendations, operations and outcomes.

Ecosystem Platform & Gym MVP Pilot

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One intelligent platform. One connected journey. Measurable impact for gyms and their members.



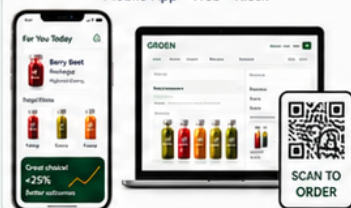
PLATFORM OPERATING SYSTEM

One adaptive platform connecting users, partners, production and inventory across all locations.

- Connected Data
- Adaptive Intelligence
- Real-time Decisions
- Scalable & Secure
- Sustainable by Design

USER INTERFACES

Mobile App • Web • Kiosk



GROEN ORCHESTRATION ENGINE

Adaptive Intelligence & Decisioning



PARTNER DASHBOARDS

Real-time Performance & Insights



ERP / INVENTORY VISIBILITY

Stock, Transfers & Availability



BEHIND THE SCENES



PILOT HYPOTHESES (8-WEEK MVP)



CONNECTED



ADAPTIVE



INTELLIGENT



REAL-TIME



SECURE



SUSTAINABLE



PROFITABLE



Better decisions. Better nutrition. Better world.

Readiness & Progress to Date

8/12

Internal preparation completed to support facilitator discussions, Dutch pilot planning and MVP launch readiness.



1. Strategy & Market Readiness

- ✓ Gym-first Dutch pilot concept defined
- ✓ Target-segment sequence set: gyms → offices → campuses
- ✓ Competitor benchmark updated, including Foodji & Neuroshop
- ✓ Pilot KPI framework prepared (sales, waste, repeat rate, NPS)
- ✓ Initial Dutch ecosystem & pilot-host outreach initiated, including Foodvalley and a leading Dutch fitness operator
- ✓ Outreach narrative, one-pager and intro materials drafted



2. Product & Operations Prepared

- ✓ End-to-end user journey mapped for the MVP
- ✓ Initial menu architecture defined for juices, mocktails and oatmeal
- ✓ Assortment logic prepared for gym-first pilot use cases
- ✓ Replenishment and inventory workflow outlined
- ✓ Dashboard KPI structure and reporting logic prepared
- ✓ Preliminary unit-economics framework drafted for pilot validation



3. Compliance & Structural Readiness

- ✓ Food-service-first MVP route mapped
- ✓ HACCP, allergen and labeling checklist prepared
- ✓ Cold-chain and shelf-life control points identified
- ✓ Non-medical product boundary clearly defined
- ✓ Proposed Dutch BV structure reviewed internally
- ✓ Facilitator outreach package and readiness memo prepared



4. Still to Unlock

- Named pilot host / LOI
- Supplier quotations and booth configuration
- Confirmed facilitator agreement
- Real pilot data from Dutch users
- Final funding range after quote validation

What this means now



Prepared internally

Core strategy, product logic and compliance pathway are already structured.



Ready for discussion

Materials are in place for facilitator conversations, pilot outreach and refinement.



Next milestone

Convert internal readiness into external proof through pilots, quotations and signed partners.



Built credibly: structured preparation completed, external validation is the next step.

Target Market & Revenue Model in the Netherlands

1 TARGET SEGMENTS

Where we create value with smart, on-site nutrition.



Gyms & Fitness

- Health-oriented consumers
- Pre & post-workout nutrition
- High-frequency visits
- Strong brand alignment



Offices & Workplaces

- Employee wellbeing
- Productivity & energy
- Daily convenience
- Canteens & micro-markets



Campuses & Education

- Students & faculty
- Healthy, affordable nutrition
- Long dwell times
- Scalable across campuses

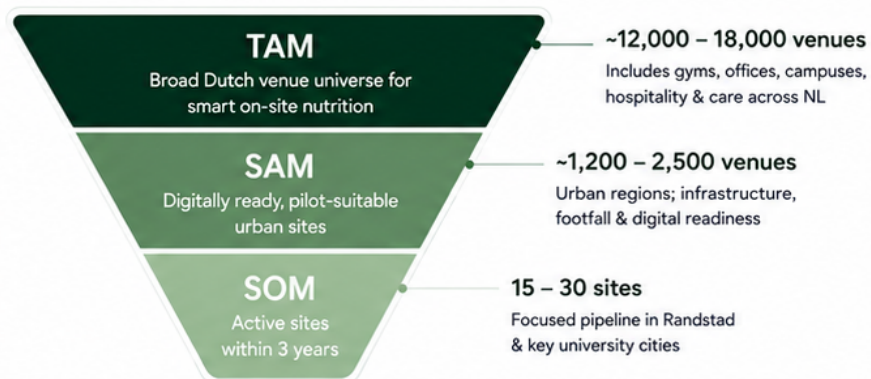


Selected Hospitality / Care Environments

- Hotels, cafés, boutique venues
- Hospitals, clinics, care facilities
- Guest & patient wellbeing
- Premium, trusted offerings

2 MARKET SIZE (DIRECTIONAL)

Illustrative hypotheses for the Netherlands (not verified facts).



Why the Netherlands?

- ✓ High urban density & digital adoption
- ✓ Strong health & sustainability orientation
- ✓ Well-developed food & beverage ecosystem
- ✓ Gateway to broader EU expansion

3 REVENUE MODEL

Multiple, recurring revenue streams designed for scale.



PLATFORM SUBSCRIPTION

Monthly fee for software platform, dashboards, integrations & support.



TRANSACTION / SERVICE FEE

Per order, delivery, kiosk usage, fulfillment & value-added services.



PREMIUM DATA INSIGHTS

Insights, demand forecasts, performance benchmarking & advanced analytics.



WHITE-LABEL / ENTERPRISE PARTNERSHIPS

Branded solutions, OEM deals & co-development for large partners.

4 PILOT HYPOTHESES

Testable unit-economics assumptions.



AVERAGE ORDER VALUE
€6 – €9
(per order)



DAILY ORDERS PER SITE
50 – 120
(orders per day)



GROSS MARGIN
45% – 60%
(product level)



WASTE RATE
< 8%
(of inventory value)



PAYBACK PERIOD
12 – 18
months



ⓘ All figures are indicative and will be validated through supplier quotations and Dutch pilot data.



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REAL-TIME

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PROFITABLE

One Ecosystem. Many Partners. Infinite Impact.

Go-to-Market, Indicative Funding & 12-Month Plan

10/12

A phased, pilot-first approach to prove value, refine the model, and scale with confidence.

1 Go-to-Market: 5-Step Flow



2 Indicative Funding (Working Assumption)



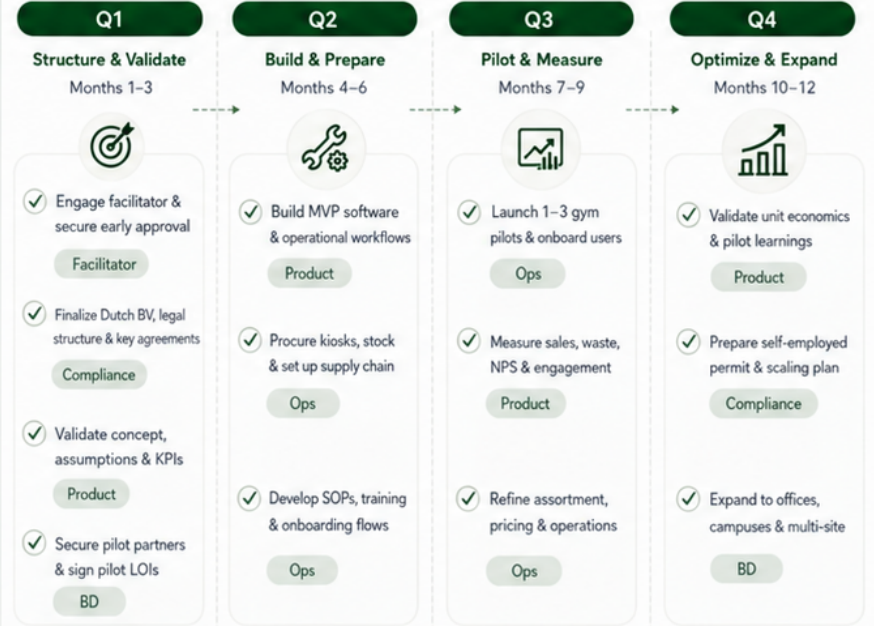
Indicative 12-month capital need:
€180k–€320k

Working assumption for planning purposes only.
Not a final quote.

Use of Funds (Estimated Range)

	Product & Software MVP features, data & workflows	25–30%
	Kiosk / Hardware & Setup Kiosks, POS, installation & training	20–25%
	Supply Chain & Production Readiness Sourcing, packaging, inventory setup	15–20%
	Pilot Operations Staffing, logistics, operations support	15–20%
	Compliance / Legal Permits, legal, food safety, documentation	5–8%
	Business Development Partner pipeline, marketing, sales enablement	5–10%

3 12-Month Roadmap & Functional Owners



By the end of the project we aim to:



1–3 live gym pilots running on-site



Validated unit economics



Pilot data on sales / waste / NPS



A refined operating playbook



Readiness to expand into offices & campuses



What we need now:



Local network access



Pilot-host introductions



Local market guidance



Practical setup support (legal, permits, ops)



Pilot-first. Data-driven. Food-service first, non-medical by design. Built to scale responsibly.



PERSONALIZATION



DATA & INSIGHTS



SUSTAINABILITY



DEMAND PLANNING



OPERATIONS

Our Founding Team

Leadership strength across strategy, finance, innovation and execution.



Dr. Iman Eslamian

Founder & CEO



25+ Years of Executive Leadership



Financial Engineering & Wealth Management



Innovation & Ecosystem Building



Digital Transformation & Venture Growth

PhD in Financial Management with 15+ years in corporate finance, investment and venture building.

Board Member at the largest sugarcane company in the MENA region

Former roles in asset management and consulting.

Led digital transformation initiatives and founded GROEN to build a scalable and impactful nutrition infrastructure.



Sajad Askarian

Founder & CTO



IT Team Leadership & Coordination



Software Development & Delivery Management



System Design & Architecture Oversight



IT Operations, Processes & Continuous Improvement



Information Security & Risk Awareness

M.Sc. in Industrial Engineering with 8+ years of experience leading IT teams and delivering web, mobile and cloud-based solutions. Strong background in coordinating cross-functional IT projects, aligning technical executions with business goals, and driving quality, scalability and operational excellence.



Hossein Yarmohammadi

Founder & COO



Operations & Supply Chain Leadership



Business Development & Strategic Partnerships



Process Optimization & Performance Management



Vendor Relations & Contract Management



Execution Excellence & Team Development

M.Sc. in Industrial Engineering with 12+ years of experience in operations management, supply chain and business development. Proven track record in scaling operations, optimizing processes, and building strong partnerships that drive growth and efficiency.



Thank You



We appreciate your time and consideration.
Together, we can build a healthier, smarter and more sustainable future.



Adaptive today. **Healthier tomorrow.**