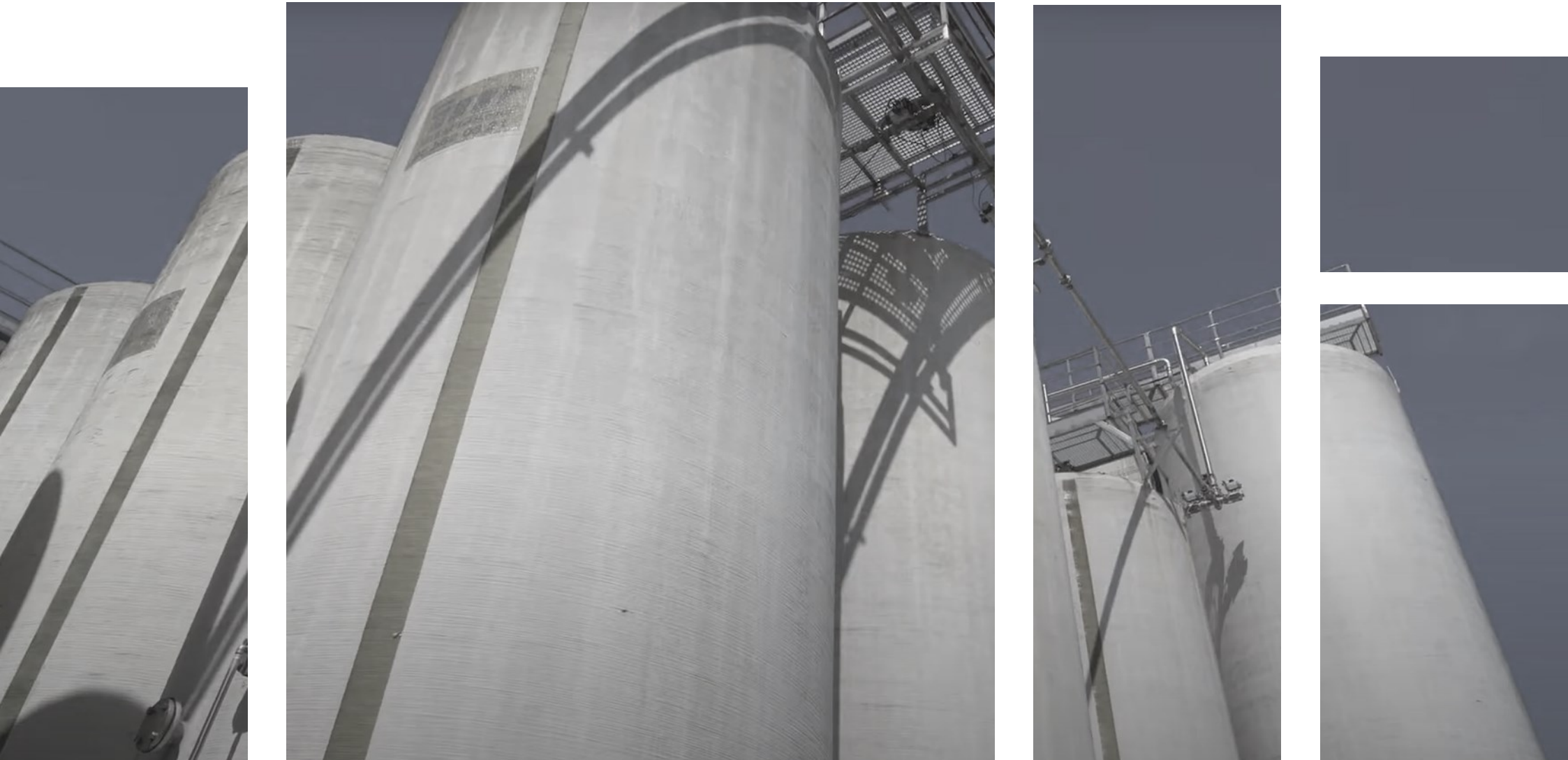


# ESG REPORT AJINOMOTO AGROSOLUTIONS 2023



Owned by Ajinomoto Omnicem



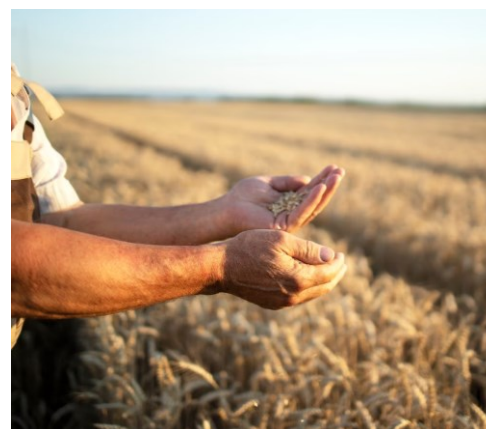
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# Letter from the CEO.

# 01

## Letter from the CEO

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# LETTER FROM THE CEO

*“Our company aims to contribute effectively to the major challenges facing agricultural world, to be part of the solution to the food crisis, and to support healthy living by producing better quality food.”*



Dear colleagues, partners, and community,

I address you with a profound sense of responsibility and commitment. Presenting the Sustainability Report for the year 2023 is an opportunity to reflect on the journey we have been traveling together and the aspirations we hold for the future.

Since I assumed the leadership of this organization, I have witnessed how the concept of sustainability has evolved from being a mere consideration to a central mission. Our impact on society and the environment has become as fundamental as our economic viability and reflects in our ASV philosophy.

In these pages, you will find a clear testament to our dedication to being leaders in sustainability. Through data, stories, and experiences, I hope that each of you not only sees the impact of our operations but also the heart and passion with which we work day by day.

Some of the initiatives that fill me with pride are:

- Significant progress we have made in reducing our carbon footprint.
- Partnerships with local communities seeking shared socio-economic development.

- Our efforts to protect and restore biodiversity in all the regions where we operate.
- And no less important, the measures we have adopted to ensure that our company reflects diversity, equity, and inclusion.

The path to a fully sustainable operation is undoubtedly challenging. However, every step we take is a testament to what is possible when we combine our forces, talent, and passion.

I thank each of you for being an active part of this journey. Your support, ideas, and dedication are the driving force behind our progress. Together, I am confident that we will achieve even greater goals

With appreciation and hope,

Sustainability yours

Norbert Pons

CEO Ajinomoto Agro Solutions



# OUR FOCUS

**In the current business landscape, sustainability has become a primary concern for organisations around the world.**

Growing awareness of environmental, social and corporate governance challenges has led to a paradigm shift in the way in which companies operate and engage with their environment. In this context, the integration of ESG (environmental, social and governance) criteria has become essential for the long-term success of any company committed to sustainability.

Our work in biostimulant research and development plays a critical role in food production and global food security. However, it also faces significant challenges related to natural resource depletion, land degradation, climate change and dependence on chemicals that can have negative impacts on the environment and human health.

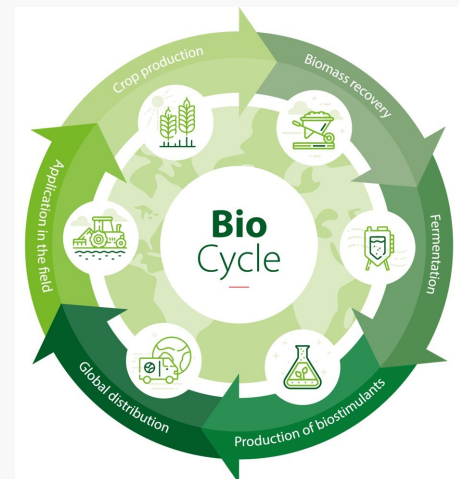
**In this context, the integration of ESG criteria into the company's strategy becomes significantly relevant.**

## ENVIRONMENTAL CRITERIA

Environmental criteria focus on minimising the negative impact of the company's activities on the natural environment. In our case, this means developing products that are environmentally friendly, using sustainable production methods and reducing the greenhouse gas emissions associated with conventional agriculture. Our action plan for the 2022-2023 financial year envisages the development of the following projects:

1. Preserving arable land (Sparing Land)
2. Carbon footprint: MITECO label Scope 1+2 (Baseline 2019)
3. Scope 3 Carbon Footprint Calculator
4. Carbon footprint offsetting (Scope 1+2): Carbon Neutral
5. ISO 14.064 (Corporate Carbon Footprint)
6. ISO 14.001 certificate
7. Installation of solar panels
8. Tree planting (reforestation)
9. Promoting the Circular Economy using agricultural co-products
10. Eliminating hazardous products in new formulations
11. Developing biostimulants from threonine and tryptophan co-products
12. Using nucleotide co-product as a biostimulant
13. Solutions for optimising water use in water and heat stress situations

14. Developing products to reduce post-harvest residues
15. Using sustainable packaging - FSC
16. Using sustainable pallets - PEFC
17. Sustainable bottles and IBC containers – HDPE
18. Plastic production recycling and recovery project
19. Work group for the reduction of waste and plastic (internal + external)
20. Comprehensive recycling policies
21. Using recycled IBCs for exports
22. Spanish Association for the Recovery of Packaging (AEVAE). Free bottle recycling centre for farmers
23. Creating an Environmental Newsletter
24. Developing a new 100% eco-friendly biostimulant
25. Developing an eco-friendly microbial biostimulant



# OUR FOCUS

## SOCIAL CRITERIA

Social criteria focus on the company's impact on people and communities. In our case, this means ensuring the safety and health of employees, promoting fair labour practices and respecting human rights throughout the supply chain. Furthermore, it is important to foster collaboration with farmers and local communities, providing training and support for responsible use of products and promoting sustainable agriculture.

In our action plan for the 2022-2023 financial year, we envisage the development of the following projects:

1. Kafunjo Project, (Biostimulants to feed Orphanage in Uganda)
2. "Foods & Jobs", Project in Ghana for small farmers
3. Customer's voice
4. Tecamin Max available in Japan
5. New product launch process
6. Designing experiments for industrial tests
7. Overfield. Satellite-based crop monitoring system
8. Intercom. Digital communication tool with farmers
9. CRM suppliers
10. Raffle and charity run
11. School talks
12. Internship scheme
13. Nutritional plan
14. Health and Wellness Plan (Eat Well, Live Well, Feel Well)
15. Healthy Work-EAP (Psychological Support)
16. Psychosocial assessment
17. Healthy and sustainable café



## GOVERNANCE CRITERIA

Finally, corporate governance criteria focus on the company's management and transparency. This involves establishing ethical policies and practices, ensuring sound governance and responsible decision-making. Integrating these criteria into our strategy enables us to strengthen our reputation, attract investors and secure the trust of our customers and stakeholders.

In our action plan for the financial year 2022-2023, we envisage the following objectives:

1. Procurement compliance
2. Supplier evaluation and audit
3. Internal audits in subsidiaries
4. Cybersecurity
5. Physical audits of the proper use of IT equipment
6. Factory access control
7. Electronic invoicing customers
8. MRP project (digital stakeholder platform)
9. Business Process Improvement Plan in Aura
10. SCM Best Practice Group (formerly)A2A+TX
11. Gender Equality Plan
12. Promoting female managers
13. Conflict Mediation Committee
14. Intercultural meeting (Diversity awareness)



Addressing environmental, social and governance challenges allows the company to boost its financial performance, reduce risks and make a significant contribution to the sustainability of the agricultural sector.



# ABOUT THIS REPORT

This report compiles information on the actions carried out by AJINOMOTO AGROSOLUTIONS during the financial year 2022-2023 in terms of social responsibility, covering ESG aspects; environmental, social and corporate governance. It aims to provide a response to our stakeholders' expectations, which have been identified through an analysis and are detailed throughout the report.



## PERIOD

1<sup>st</sup> April 2022 to 31<sup>st</sup> March 2023.

## SCOPE



The content of this report covers the activity of the offices in Valencia and the factory located in Montaverner for all the companies belonging to the Ajinomoto Agrosolutions group.



## CONTACT INFORMATION

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Russafa, 20, 46002 València, Valencia,  
Spain

[www.agro2agri.com](http://www.agro2agri.com)

# Introduction.

# 02

## Introduction

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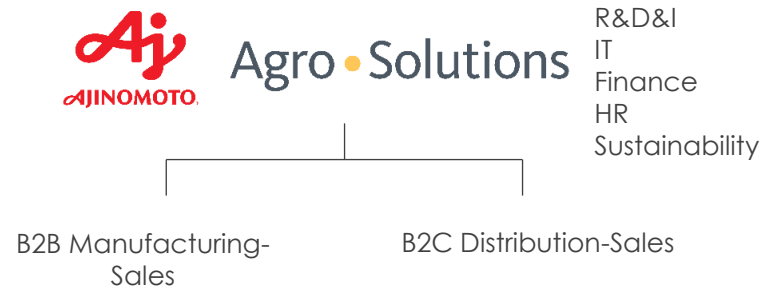


# ABOUT US

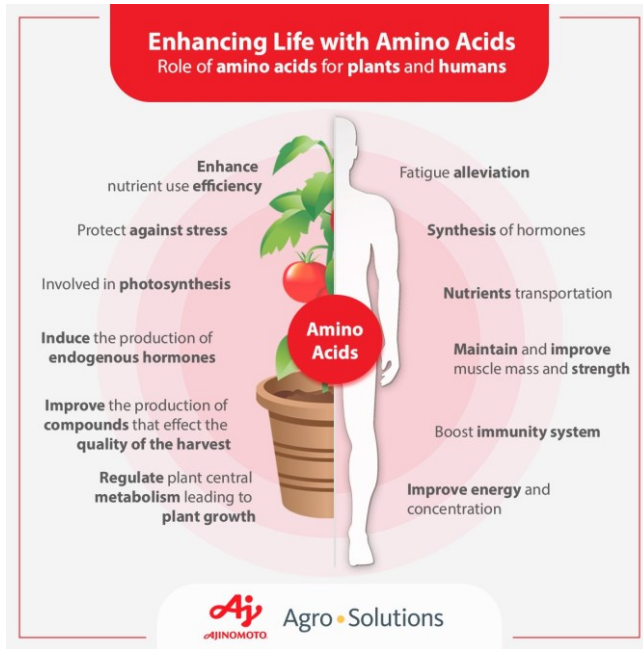
At Ajinomoto AgroSolutions we are dedicated to the research and production of biostimulants for the agricultural industry. We manufacture and develop plant biostimulants based on our own amino acids from fermentation. We have 2 business units:

- B2B (Business to Business), focused on marketing companies and/or formulators in the Plant Nutrition and Plant Health sector.
- B2C (Business to Consumer), responsible for the sale and distribution of end products for different crops, soils and regions, covering both lines of business.

**+ 70 countries**



# ABOUT US



The B2B division manufactures high quality biostimulants and plant nutrition products that are gentle on growers, crops and the environment.

Our value proposition is to extract the best raw material directly from plants to formulate our plant-based products that will help crops grow healthier, stronger and faster.

We are the agro division of the Ajinomoto group. From our headquarters located in Valencia, we have access to the expertise of Ajinomoto Group's laboratories and research centres all over the world.

Our B2C business unit collaborates with farmers around the world to develop technological solutions adapted to each crop, soil, climate and situation, ensuring the highest food quality.

We sign long-lasting alliances with our partners to create sustainable technical and commercial networks and new lines of research for future agriculture.

We are protagonists in the development of the circular economy, completing the production cycle, giving back to the countryside what it gives us.





# ABOUT US

## We are the agro division of the Ajinomoto group



Ajinomoto Group is a pioneer in the use of fermentation to produce amino acids and a world leader in the industry and in the generation of patents.

A powerful and efficient network of production plants ensures a stable and quality-tested supply of amino acid products.



**“We offer the best tailor-made biosolutions by combining our know-how with Ajinomoto Group's capabilities.”**

Ajinomoto Agrosolutions  
Agro Division of Ajinomoto  
Valencia, Spain

## Eat Well, Live Well.

It's not just a slogan, it's a new way of life for farmers and consumers around the world.

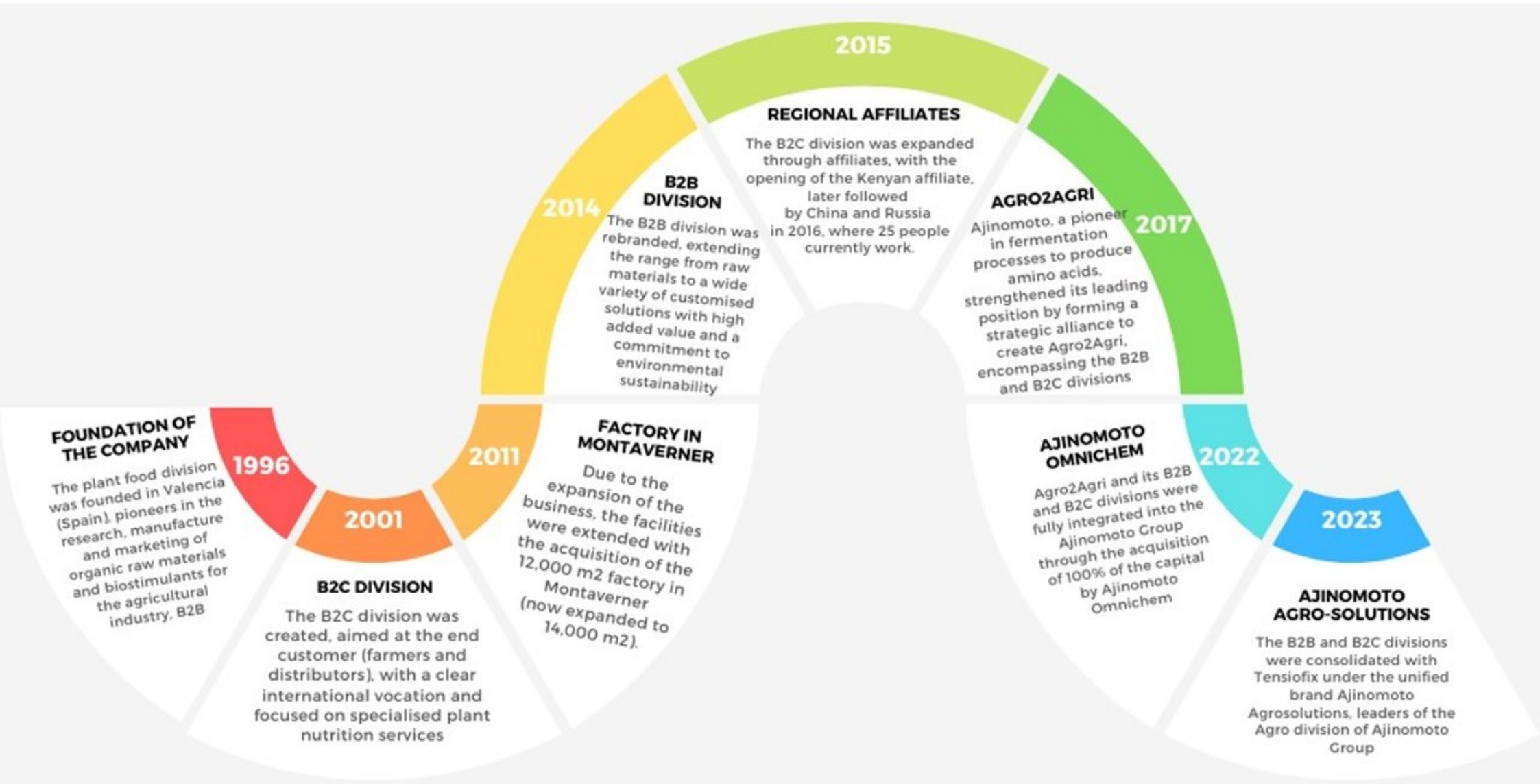
We create a world in which producing more, and better-quality food is not only possible, but also more profitable for the farmer, healthier for you and more sustainable for the soil and the environment.

We design a reality in which all food is a guarantee of safety and wellness for people all over the world and for the planet we live in.

Feed Well, Live Well.



# OUR HISTORY





# OUR FACILITIES





# OUR FACILITIES



Since **1996**, dedicated to the **research** and **manufacturing** of **biostimulants raw materials** for the agricultural industry.

**15 thousand m<sup>2</sup>**  
FACTORY FACILITIES

**5 thousand**  
ANALYSES PER YEAR

**75 million liters**  
ANNUALLY LEAVE OUR FACTORY IN TANKS

**44 million liters**  
FORMULATED ANNUALLY (MIXING)

**24 million liters**  
PACKED ANNUALLY IN IBCS



**Aj** Aggro • Solutions  
AJINOMOTO



# OUR SOLUTIONS

## RAW MATERIALS

### **Plant growth and health. We develop and produce biostimulants adapted to the needs of each crop.**

- ▶ *State-of-the-art biostimulants obtained from the fermentation of plant-derived ingredients*
- Ajinomoto Group's bioprocessing teams select exclusive strains for the development of biostimulants based on amino acids and other active compounds.
- Through bioprocesses, we replace chemical processes with more sustainable ones based on the use of renewable raw materials, optimising the capacities and performance of bacteria to produce high added value biostimulants.

### ▶ *"AminoScience" for sustainable agriculture*

Amino acids play an important role in immune responses throughout the plant growth cycle.

- Amino acids provide plants with energy reserves for healthy vegetative growth and development and are instrumental in the plant's response to environmental stress.
- They are the building blocks of proteins and the precursors of secondary metabolites. They are involved in essential functions of plant life and are the main nitrogenous compounds in plants.



# OUR SOLUTIONS

## Raw materials that increase crop quality and productivity

Our materials allow the formulation of unique and tailor-made solutions to improve crop yields and quality.

### Pure amino acids.

*They allow tailor-made design of biostimulants according to the needs of each crop.*

Plant amino acid requirements depend on the growth stage, the variety and its environmental situation.

Amino acids play an active role throughout the entire growth cycle of crops, each of them fulfilling specific functions. They generally activate the metabolic pathway, provide energy reserves for healthy vegetative growth and development, and are involved in the response to environmental stress.

### Exclusive biostimulant extracts.

*They can be used as stand-alone products or in formulated solutions.*

Plant extracts produced with our unique high-tech fermentation process, which promote natural plant growth and development.

Each extract is characterised by its specific composition and the results that its application offers.

### Protein hydrolysates.

*These are stimulants that can increase germination, productivity and crop quality.*

They alleviate the negative effects of abiotic stress, stimulate plant metabolism and promote soil health.

They are characterised by their specific aminogram, amino acid level, peptides and mode of action on the plant

### Organic matter.

*Used for biostimulant formulations for specific or generic functions.*

Organic matter improves and optimises the physical properties of the soil. Their application results in better soil structure and lower bulk density.

In addition, they stimulate the growth and activity of heterotrophic microbial communities and increase plant yields.



### Formulation additives.

*They are used in the formulation of tailor-made solutions*

Formulation additives increase the efficiency of the formulations. An example of this is polysaccharides, which enhance the protection and energy reserve of plants; organic acids play an integral role in the primary metabolism of plants; and other molecules play numerous functions in living organisms.



# OUR SOLUTIONS

## TAILOR-MADE BIOSTIMULANTS

**We develop tailor-made biostimulants, adapted to the needs and characteristics of each crop, soil and climate**

Biostimulants specifically developed to provide health, growth and strength to your crops



**Improves the quality**  
of the food grown



**Improves crop tolerance**  
to stress



**Optimises field and crop profitability**



Has a low  
**environmental impact**



**Improves soil quality**  
for the crop



**Improves the soil's capacity**  
to retain water and its  
resistance to erosion.

# OUR VALUES

## MISSION.

To contribute to improved plant nutrition and health. By improving yields and crop quality, we help agriculture produce more quality food in a sustainable way.



## VISION.

We strive to be a leading and innovative global supplier of biostimulants (amino acids produced from plant fermentation), biosolutions and adjuvants for the agricultural sector.



## VALUES.

### CREATE NEW VALUE

Create new and unique value from a customer-oriented perspective.

### PIONEERING SPIRIT

Seek new possibilities and take on challenges.

### SOCIAL CONTRIBUTION

Take social issues seriously and aim for the joint creation of social and economic value through passionate operations.

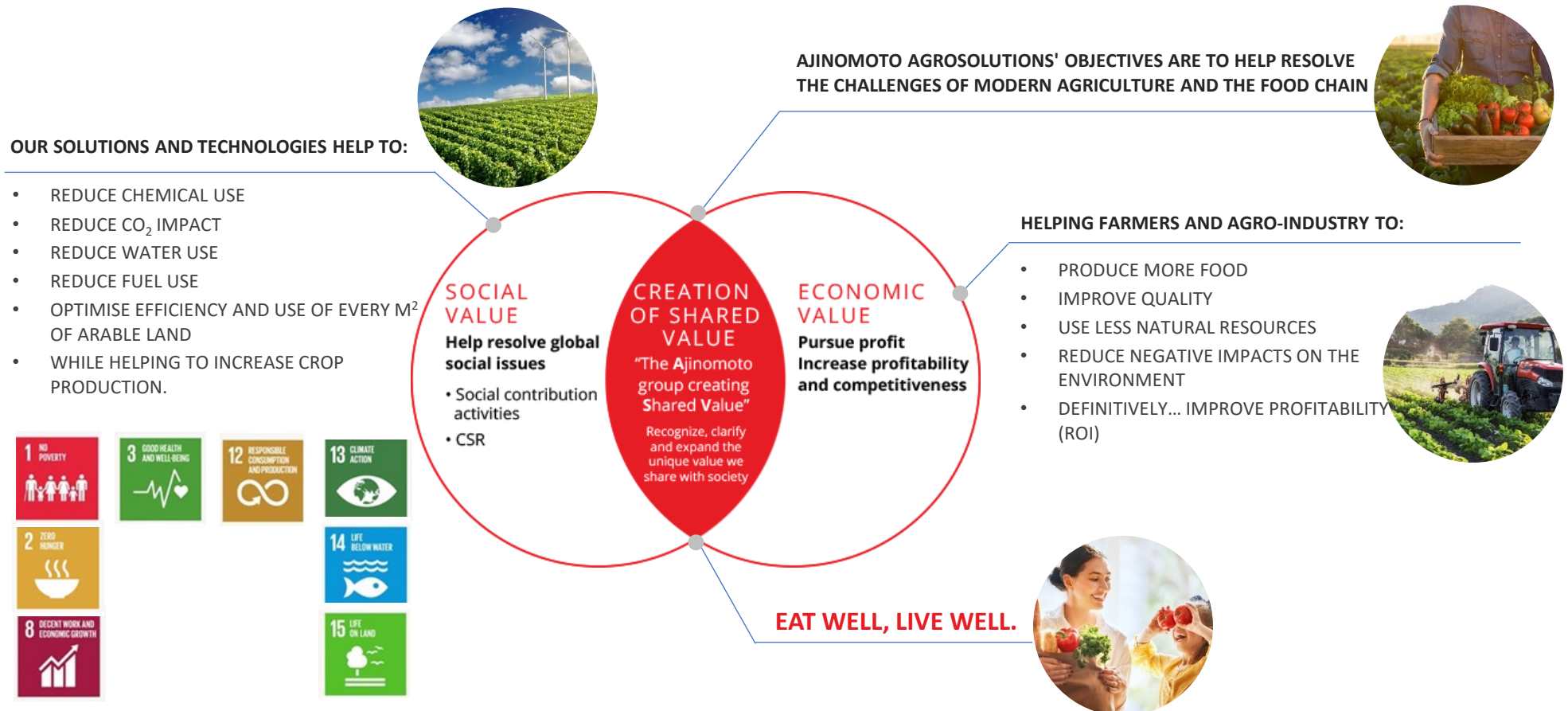
### VALUE PEOPLE

We strive to become a company in which all employees can grow together and do their best to make their own lives more fruitful and prosperous.



# OUR VALUES

**ASV (Ajinomoto Group Creating Shared Value)** is not what we do, it's how we do it. ASV stands for our non-negotiable commitment: along with our stakeholders and through our business lines and know-how, we help to resolve society's problems, thus creating economic value for everyone involved.





# AJINOMOTO AGROSOLUTIONS AT A GLANCE

## MAIN ENVIRONMENTAL INDICATORS

Fuel consumption in litres	<b>7.862,67</b>
Electricity consumption in MWh	<b>720,24</b>
Green energy produced by solar panels MWh (production in 6 months)	<b>82,75</b>
Water consumption in m <sup>3</sup>	<b>6.013</b>
Water waste reduction in m <sup>3</sup>	<b>↓ 5,8%</b>
22 Scope 1+2 Emissions Ratio (Tn CO2eq/€M)	<b>4,42</b>
Emissions Reduction Ratio Vs 2021	<b>↓ 2,1%</b>
Total Emissions Scope 1+2+3 (Tn CO2eq)	<b>15.846</b>



ISO 9001  
CERTIFICATE



ISO 45001  
CERTIFICATE



ISO 14001  
CERTIFICATE



ISO 14064  
CERTIFICATE



OMRI LISTED  
CERTIFICATE



SOHISCERT  
CERTIFICATE



CERES  
CERTIFICATE



MITECO  
CERTIFICATE

## MAIN SOCIAL INDICATORS

Nº. of staff **136**

(31.03.23 End of FY22)

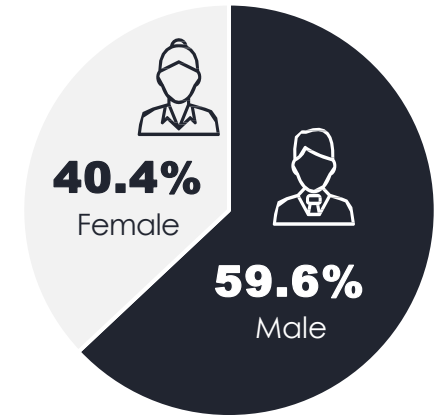
Nationalities (Diversities) **20**

Diversity of governing bodies (Leadership Team)



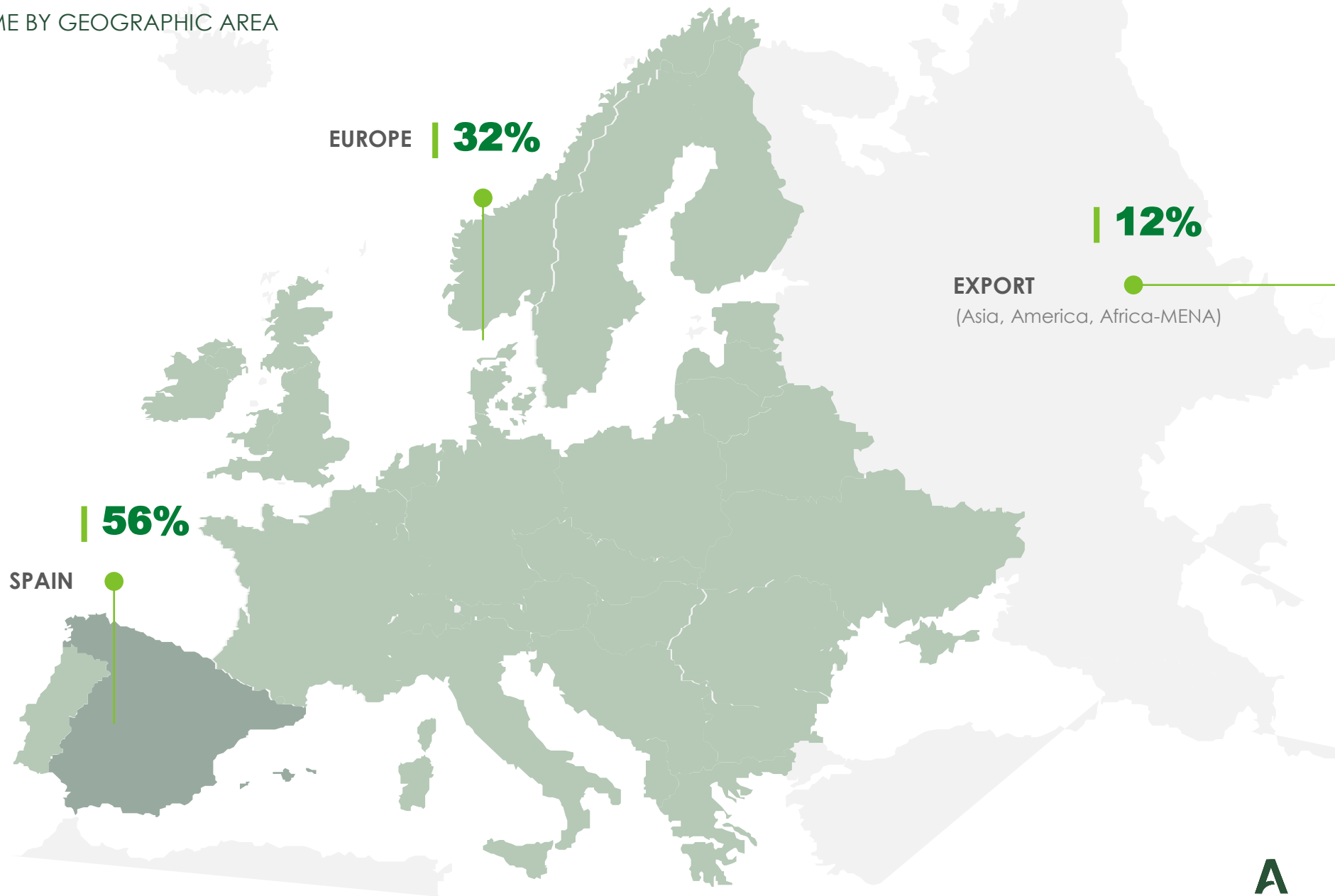
**0**  
Cases of discrimination

**0**  
Cases of corruption and/or bribery



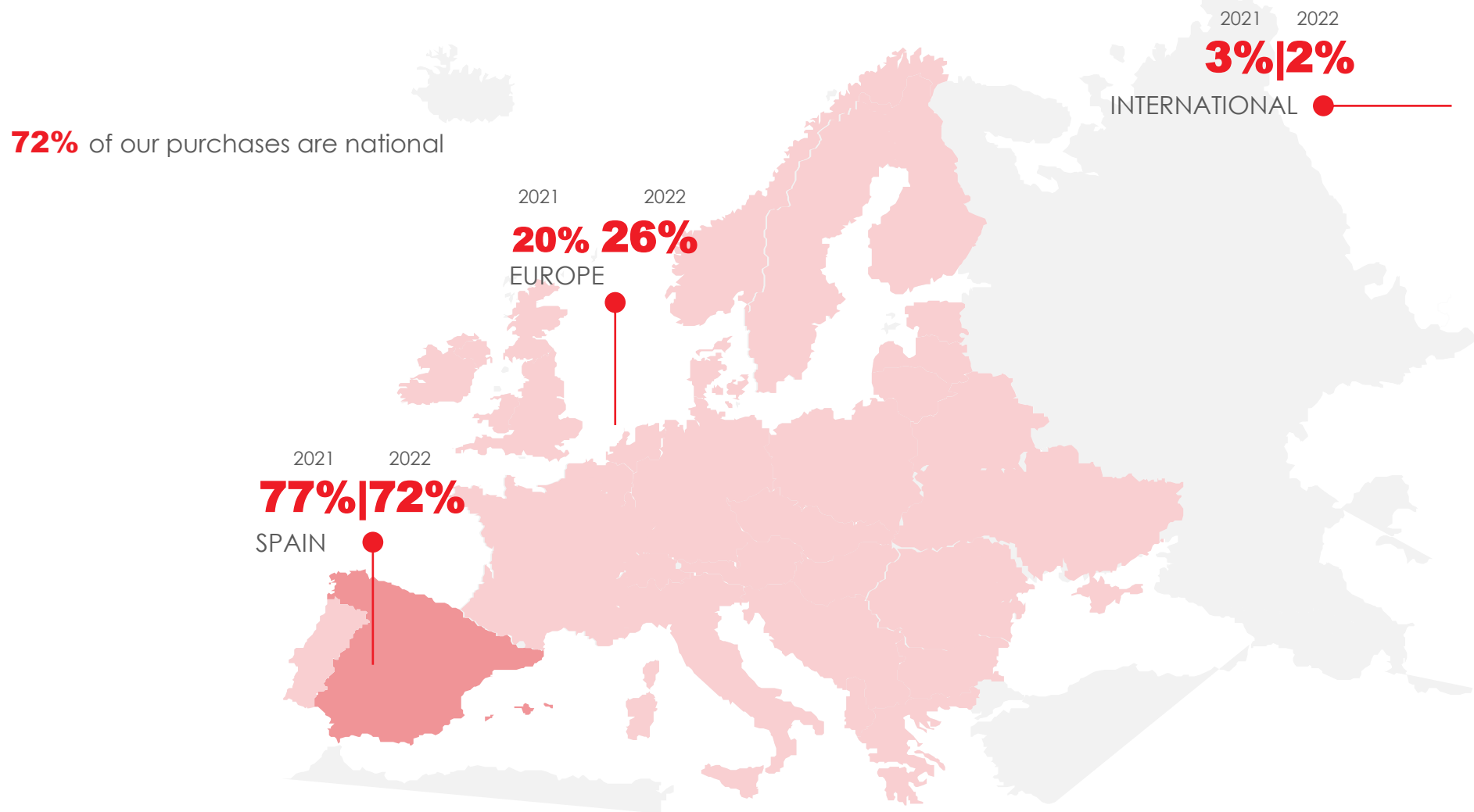
# AJINOMOTO AGROSOLUTIONS AT A GLANCE

SALES VOLUME BY GEOGRAPHIC AREA



# AJINOMOTO AGROSOLUTIONS AT A GLANCE

## PURCHASE VOLUME BY GEOGRAPHICAL AREA





# CORPORATE GOVERNANCE



# OUR SUSTAINABILITY POLICY










## INTEGRATED QUALITY, PREVENTION, ENVIRONMENT AND SUSTAINABILITY POLICY









As a business unit of Ajinomoto Group, Ajinomoto Agrosolutions, dedicated to plant nutrition, develops and manufactures biostimulant raw materials and finished products for use in agriculture, following quality, environmental and safety standards.

1. We identify and address the needs of our customers and stakeholders, both present and future, by manufacturing and supplying products that satisfy their needs, committing ourselves to **continuous improvement**, the **improvement of safe and healthy working conditions** to prevent injury and deterioration of health and to protect the environment, including the prevention of pollution and major accidents.
2. We ensure **quality, environmental protection, health and safety** of our employees and the prevention of serious accidents through the integrated management system in accordance with ISO standards and the Ajinomoto system, as well as its continuous improvement.
3. We identify and commit to compliance with all **legal, regulatory and voluntary** requirements established by the organisation itself, including good governance requirements, environmental requirements and requirements relating to the prevention of occupational accidents and serious accidents, occupational diseases and personal wellness.
4. We identify and provide the necessary resources, both technical and human, to ensure compliance with the commitments.
5. **We inform and instruct** employees and/or their representatives on the rules and preventive measures in force for their work, promoting their consultation and participation in all matters affecting occupational health and safety and the prevention of serious accidents.
6. Corporate governance practices based on **business ethics and transparency** are established and maintained, supporting the principles upheld by sustainability and rejecting any behaviour that calls them into question.
7. Strategic objectives are developed in line with the 17 **Sustainable Development Goals** that ensure the prosperity of the three dimensions of sustainability: environmental, social and governance.
8. We are committed to complying with the main international conventions of the ILO and national legislation regarding: **Human rights; Freedom of association and collective bargaining; Prevention of child labour; Prevention of discrimination and abuse; Decent employment conditions, Diversity; etc**

# SUSTAINABLE DEVELOPMENT GOALS

## OUR COMMITMENT TO THE SDGs

Sustainable Development Goals	Aims	Support Initiatives
 <b>Goal 1:</b> No Poverty	1.1	Kafunjo Project (Page 50)
 <b>Goal 2:</b> Zero Hunger	2.1	Kafunjo Project (Page 50)
	2.2	Kafunjo Project (Page 50)
	2.4	Sustainable Agriculture and Circular Economy (Page 40-41)
 <b>Goal 3:</b> Good Health & Well being	3.2	Kafunjo Project (Page 50)
	3.4	Health and Wellbeing plan (Page 49)
	3.8	Kafunjo Project (Page 50)
 <b>Goal 4:</b> Quality Education	4.3	Internal Training (Page 48)
	5.2	Whistleblowing channel (Página 51)
 <b>Goal 5:</b> Gender Equality	5.2	Whistleblowing channel (Página 51)
	 <b>Goal 6:</b> Clear Water & Sanitation	6.4
6.6		Tree planting (Page 44)
 <b>Goal 7:</b> Affordable & Clean Energy	7.2	Photovoltaic solar power installation (Page 43)
	 <b>Goal 8:</b> Decent Work & Economic Growth	8.2
8.8		Whistleblowing channel (Página 51)
 <b>Goal 9:</b> Industry, innovation & infrastructure	9.4	Photovoltaic solar power installation (Page 43)
	9.5	R&D&i (Page 56-58)
	9.C	Aura Quantic case study (page 59)

Sustainable Development Goals	Aims	Support Initiatives
 <b>Goal 10:</b> Reduced inequalities	10.3	Whistleblowing channel (Página 51)
	 <b>Goal 11:</b> Sustainable Cities & Communities	11.6
 <b>Goal 12:</b> Responsible Consumption & Production		12.2
	12.4	Sustainable Agriculture and Circular Economy (Page 40-41)
	12.5	Sustainable Agriculture and Circular Economy (Page 40-41)
 <b>Goal 13:</b> Climate Action	12.6	Quality (Page 53-55)
	13.1	Tree planting (Page 44)
 <b>Goal 14:</b> Life below Water	13.2	Carbon Footprint (Page 45) & Photovoltaic solar power installation (Page 43)
	14.1	Carbon Footprint (Page 45)
 <b>Goal 15:</b> Life on Land	15.1	Sustainable Agriculture and Circular Economy (Page 40-41)
	15.2	Tree planting (Page 44)
 <b>Goal 16:</b> Peace, Justice & Strong Institutions	16.5	Whistleblowing channel (Página 51)
	 <b>Goal 17:</b> Partnership for the Goals	17.6
17.9		Internal Training (Page 48)
17.17		Trade Fair participation (page 59)



# SUSTAINABLE DEVELOPMENT GOALS

## OUR COMMITMENT TO SDGs

At Ajinomoto Agrosolutions, we are strongly committed to the promotion and implementation of the Sustainable Development Goals (SDGs) established by the United Nations in 2015 as part of its Agenda 2030. We believe that business has a fundamental role to play in creating a more sustainable and equitable world, therefore we have incorporated these SDGs into the heart of our business strategy and sustainability report.

Our company recognises the urgent need to address global challenges such as poverty, hunger, inequality, climate change, environmental degradation and lack of access to basic services. We believe that the SDGs provide a strong and holistic framework for addressing these issues, which is why we support all 17 SDGs and 32 targets.

Our sustainability report is an important tool for communicating our commitment to the SDGs, as well as for measuring and evaluating our progress in achieving them. We continue to monitor our efforts and seek innovative ways to contribute to a more sustainable future.


At Ajinomoto Agrosolutions, we understand that commitment to the SDGs is not just a responsibility, but an opportunity to lead change for a better world. We are proud of our role in promoting sustainable development and working closely with our employees, customers and suppliers to make a positive impact on communities and the planet.



**17** | **32**  
SDGs | targets

# SUSTAINABLE DEVELOPMENT GOALS






## SUSTAINABLE DEVELOPMENT GOALS TO WHICH WE CONTRIBUTE




Sustainable Development Goals	Aims	Description
 <b>Goal 1: No Poverty</b>	1.1	By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day
 <b>Goal 2: Zero Hunger</b>	2.1	By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round
	2.2	By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons
	2.4	By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality
 <b>Goal 3: Good Health &amp; Well Being</b>	3.2	By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births
	3.4	By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being
	3.8	Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all
	4.3	By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university
 <b>Goal 4: Quality Education</b>		

Sustainable Development Goals	Aims	Description
 <b>Goal 5: Gender Equality</b>	5.2	Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation
 <b>Goal 6: Clean Water &amp; Sanitation</b>	6.4	By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity
	6.6	By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes
 <b>Goal 7: Affordable &amp; Clean Energy</b>	7.2	By 2030, increase substantially the share of renewable energy in the global energy mix
 <b>Goal 8: Decent work &amp; Economic Growth</b>	8.2	Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors
	8.8	Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment
 <b>Goal 9: Industry, innovation &amp; infrastructure</b>	9.4	By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities
	9.5	Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending
	9.C	Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020

# SUSTAINABLE DEVELOPMENT GOALS

## SUSTAINABLE DEVELOPMENT GOALS TO WHICH WE CONTRIBUTE

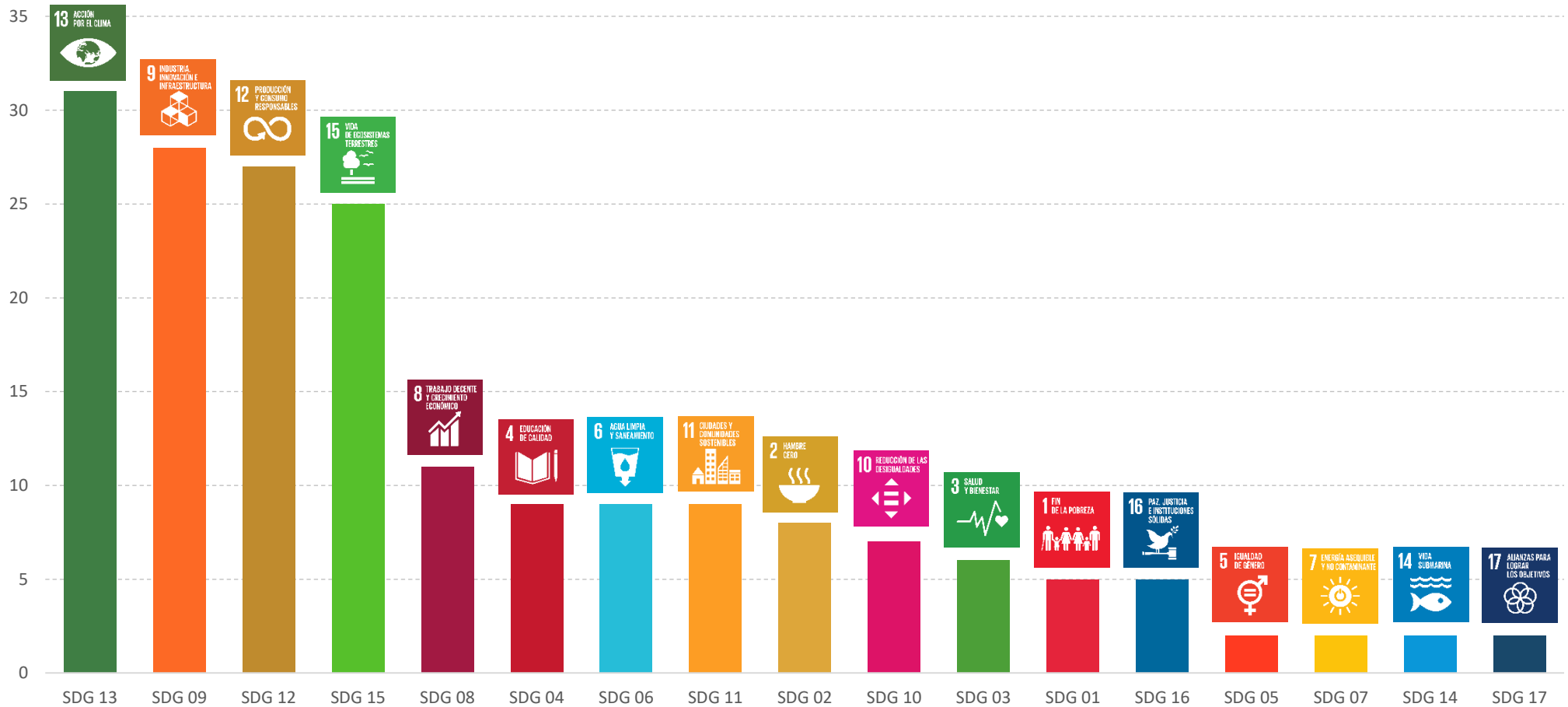
Sustainable Development Goals	Aims	Description
 <b>Goal 10:</b> Reduced Inequalities	10.3	Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard
 <b>Goal 11:</b> Sustainable Cities & Communities	11.6	By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management
 <b>Goal 12:</b> Responsible Consumption & Production	12.2	By 2030, achieve the sustainable management and efficient use of natural resources
	12.4	By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment
	12.5	By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse
	12.6	Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle
 <b>Goal 13:</b> Climate action	13.1	Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries
	13.2	Integrate climate change measures into national policies, strategies and planning
 <b>Goal 14:</b> Life below Water	14.1	By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution

Sustainable Development Goals	Aims	Description
 <b>Goal 15:</b> Life on Land	15.1	By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements
	15.2	By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally
 <b>Goal 16:</b> Peace, Justice & Strong Institutions	16.5	Substantially reduce corruption and bribery in all their forms
 <b>Goal 17:</b> Partnership for the Goals	17.6	Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism
	17.9	Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals, including through North-South, South-South and triangular cooperation
	17.17	Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships



# SUSTAINABLE DEVELOPMENT GOALS

The actions defined in our action plan contribute to the achievement of the SDGs as follows (number of actions carried out in relation to each SDG):



# Sustainability strategy.

# 03

## Sustainability strategy

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# GROUPS OF INTEREST

## RELATIONSHIP WITH OUR STAKEHOLDERS

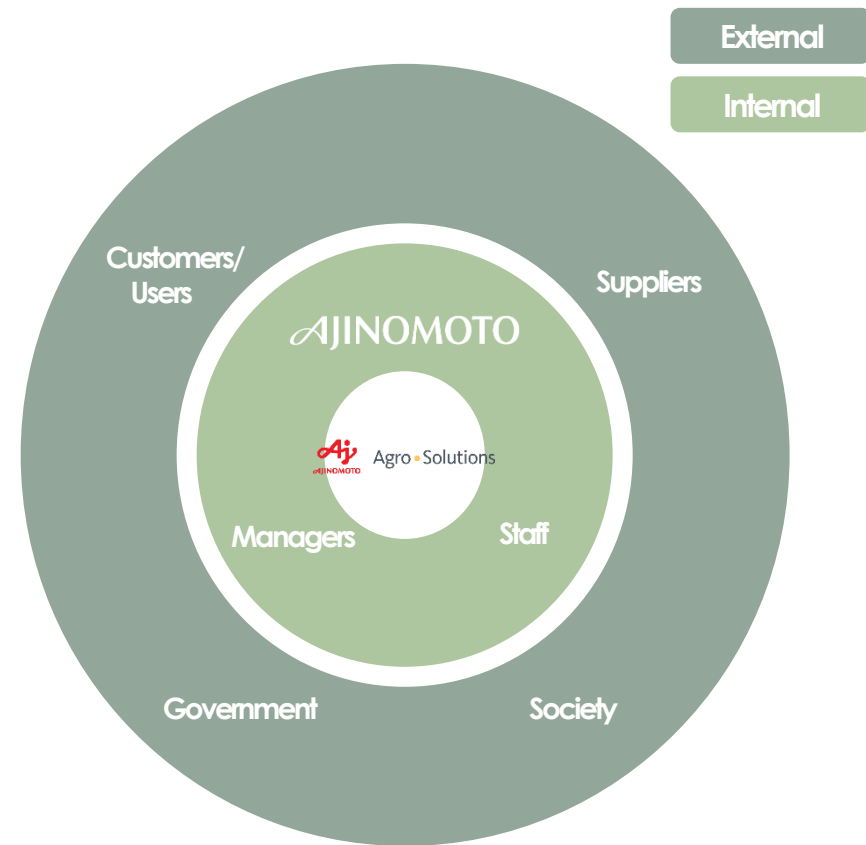
Stakeholders are external or internal parties that have a legitimate interest in a company's activities, operations and decisions. They may include customers, employees, investors, suppliers, local communities, governments, non-governmental organisations and others. Proper management of stakeholder relations is fundamental to the sustainable success of any business and is an essential element in the development of a company's sustainability strategy.

Communication with our stakeholders is transparent and bidirectional for several key reasons:

- **Trust building:** We believe that transparency in communication helps to build and maintain stakeholder trust.
- **Identification of concerns:** Two-way communication enables Ajinomoto Agrosolutions to understand our stakeholders' concerns and expectations. This helps us tailor our policies and practices to address concerns and needs effectively.
- **Risk reduction:** By maintaining open communication, we can identify and address unfavourable environmental or social issues before they become significant problems.
- **Improved decision-making:** By involving stakeholders in the decision-making process, we mutually benefit from diverse perspectives and knowledge, leading to more informed and sustainable decisions.

## WHO ARE THEY?

In order to develop the corporate sustainability strategy, our stakeholders must be identified:





# MATERIALITY MATRIX

Materiality analysis plays a critical role in formulating a sound and effective corporate sustainability strategy. This process allows a company to identify and prioritise the most relevant and significant issues from both an internal and external perspective. At Ajinomoto Agrosolutions, we have considered the following steps:

- 01. Stakeholder identification:** These were identified through meetings with the responsible team, being those that have a significant impact on Ajinomoto Agrosolutions or that are affected by its operations.
- 02. Proposal of key issues:** The key sustainability issues that are most relevant and meaningful to Ajinomoto Agrosolutions and its stakeholders are proposed.
- 03. Assessment of importance:** Once we have defined the issues most relevant to our sector, company and environment, we include them in a form to disseminate them among our stakeholders, identified in the first step, thus allowing us to determine which are the most relevant to them. These are reflected in a "materiality matrix".
- 04. Prioritisation:** Based on the assessment of importance, we have focused on those issues of greatest concern, paying special attention to them.



# MATERIALITY MATRIX

## PROPOSAL OF KEY ISSUES

### **GOVERNANCE**

- Compliance and legislative anticipation
- Identifying and managing relevant environmental and societal impacts
- Investments in infrastructure, machinery, resources, etc., based on sustainability criteria.
- Digitalisation
- R+D+i projects
- Fight against corruption
- Having a pool of suppliers aligned with sustainability aspects (environmental, social and governance)
- Evaluating and monitoring suppliers on ESG aspects (environmental, social and governance)
- Ethical behaviour
- Cybersecurity

- Developing communication systems and continuous interaction with customers, suppliers, staff, etc.
- Aligning business strategy with international sustainability initiatives.

### **ENVIRONMENT**

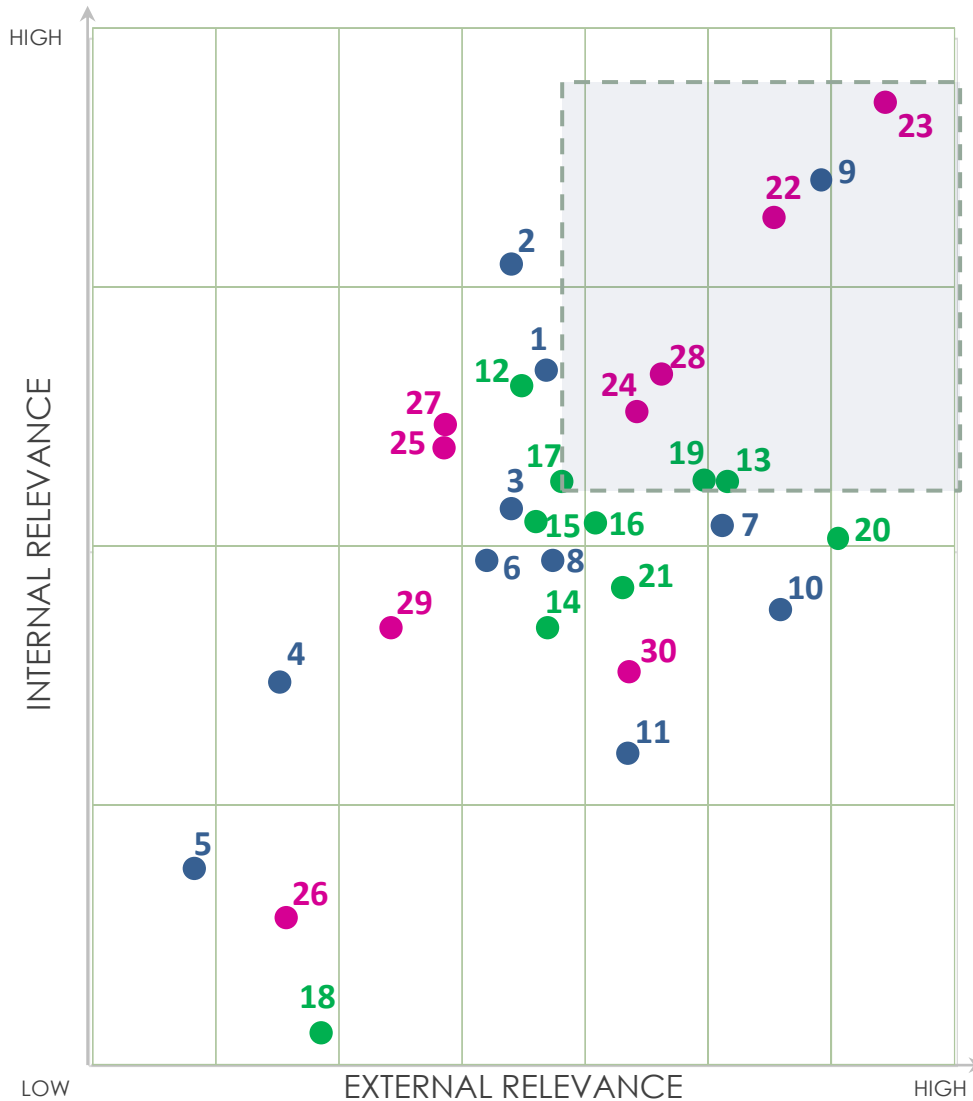
- Carbon footprint reduction
- Waste control and management
- Sustainable product and packaging design
- Sustainable procurement policies and practices
- Using non-polluting chemicals
- Circular economy
- Sustainable mobility

- Climate change adaptation and mitigation measures
- Protecting ecosystems, water use and biodiversity

### **SOCIAL**

- Human rights
- Occupational health and safety
- Culture of continuous improvement
- Attracting, developing and retaining talent
- Collaborating with external bodies (schools and local initiatives, NGOs, etc.)
- Diversity, inclusion and equal opportunities
- Personal wellness (mental health, physical activity, work-life balance, etc.)

# MATERIALITY MATRIX



## KEY ISSUES

### GOVERNANCE

1. Compliance and legislative anticipation
2. Identifying and managing relevant environmental and societal impacts
3. Investments in infrastructure, machinery, resources, etc., based on sustainability criteria.
4. Digitalisation
5. R+D+i projects
6. Fight against corruption
7. Having a pool of suppliers aligned with sustainability aspects (environmental, social and governance)
8. Evaluating and monitoring suppliers on ESG aspects (environmental, social and governance)
9. Ethical behaviour
10. Cybersecurity
11. Developing communication systems and continuous interaction with customers, suppliers, staff, etc

### ENVIRONMENT

12. Carbon footprint reduction (business and products)
13. **Waste control and management and waste minimisation measures**
14. Sustainable product and packaging design
15. Sustainable procurement. Policies and practices to ensure that our suppliers comply with ESG

- (environmental, social and governance) aspects.
16. Using non-polluting chemicals
17. Circular economy (waste reduction)
18. Sustainable mobility policy
19. **Climate change adaptation and mitigation measures**
20. Protecting ecosystems, water use and biodiversity
21. Energy efficiency: control and reduction of plant consumption

### SOCIETY

22. **Human rights**
23. **Occupational health and safety**
24. **Culture of continuous improvement**
25. Attracting, developing and retaining talent
26. Collaborating with external bodies (schools and local initiatives, NGOs, etc.)
27. Diversity, inclusion and equal opportunities
28. **Personal wellness (mental health, physical activity, work-life balance, etc.)**
29. Promoting healthy nutrition
30. Disseminating good farming practices



# Ajinomoto Agrosolutions' Focus.



# 04

## Ajinomoto AgroSolutions' Focus

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# ENVIRONMENTAL COMMITMENT

SUSTAINABLE INNOVATION IN THE  
MANUFACTURE OF PLANT BIOSTIMULANTS



Ajinomoto Agrosolutions is strongly committed to the preservation of the environment and the promotion of sustainable practices in all its operations. Our company recognises the importance of its role in protecting the natural environment and is dedicated to implementing strategies and actions that contribute to reducing its environmental footprint.

At the heart of our environmental commitment is the **sustainable production** of our plant biostimulants. We are proud to use a fermentation-based approach, an environmentally friendly technology that

significantly reduces waste generation and consumption of natural resources. As a central process in our production, fermentation allows us to make efficient use of resources and minimise negative impacts on the environment.

We understand the critical importance of **natural resources** in the sustainability of our business and the preservation of the planet. Our commitment includes responsible water and energy management in our production facilities. We are constantly working to improve the efficiency of our use of these resources and are actively exploring

renewable energy sources to further reduce our environmental impact.

We are committed to **continuous improvement and innovation** in pursuit of a greener and more sustainable future, not only for our company, but for the wellness of the planet. This section presents all the projects and results obtained in the environmental field.

# ENVIRONMENTAL COMMITMENT

## SUSTAINABLE FARMING

### **The power of biostimulants**

At the core of our company's approach is the use of biostimulants, which are various formulations of compounds and substances that regulate and improve physiological processes in crops. These products work in synergy with the plant's natural functions, promoting growth and development from seed germination to maturation. Biostimulants not only improve crop vigour and yield, but also enhance quality and post-harvest shelf life, making them an indispensable tool for sustainable agriculture.

Ajinomoto AgroSolutions biostimulants are designed to help plants grow healthier, stronger and faster. By harnessing the power of natural products, these formulations improve plant vigour and resistance to external stressors.

As a result, the treated plants become more resilient, reducing the need for harmful chemicals and others. The use of our products also allows farmers to optimise the efficiency of fertilisers, thus minimising their environmental impact.

One of the most appealing aspects of our products is their ability to minimise the use of substances that are harmful to both the environment and human health. By enhancing plants' natural defences, our biostimulants reduce reliance on conventional chemicals, mitigating the risk of soil and water contamination. Through responsible farming practices enabled by our technicians, farmers can obtain higher yields of superior quality produce while protecting the planet.

The adoption of Ajinomoto Agrosolutions biostimulant products is beneficial for farmers and the environment. Farmers

not only benefit from higher yields and better crop quality, but also contribute to the preservation of ecosystems by reducing their dependence on harmful agrochemicals. By prioritising sustainable practices, it enables farmers to meet the growing demand for food without compromising the well-being of our planet.

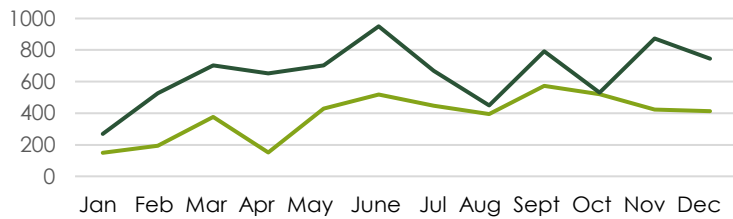


# ENVIRONMENTAL COMMITMENT

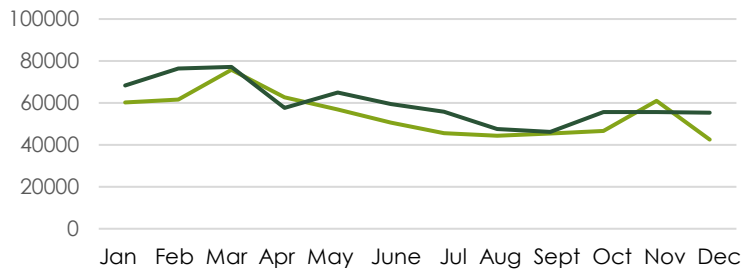
## ENVIRONMENTAL INDICATORS

In 2022, a total of **7,862.67 litres** of fuel and **720,237.13 kWh** of electricity were consumed. The following graphs show the annual evolution of both fuel and electricity consumption in 2021 and 2022.

Fuel consumption (Litres)



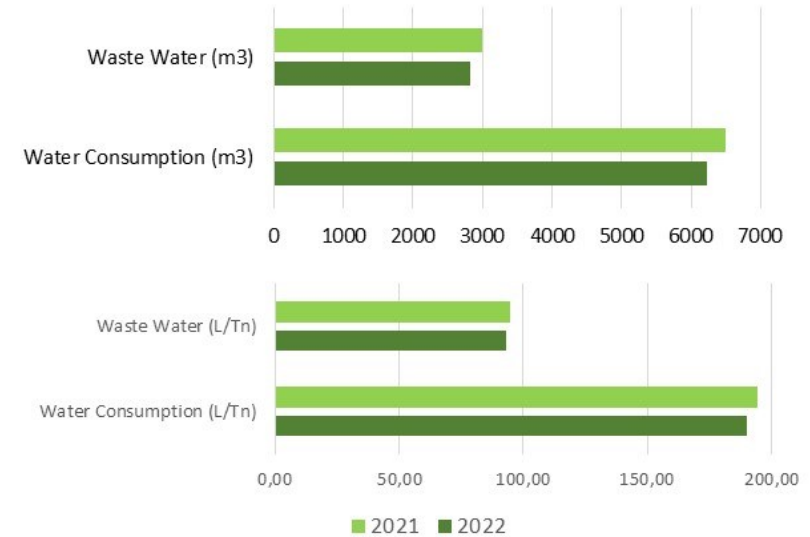
Electricity consumption (kWh)



**2021** **2022**

\* The consumptions shown are aggregated data of the Ajinomoto Agrosolutions group, including the production plant as well as headquarters and affiliates.

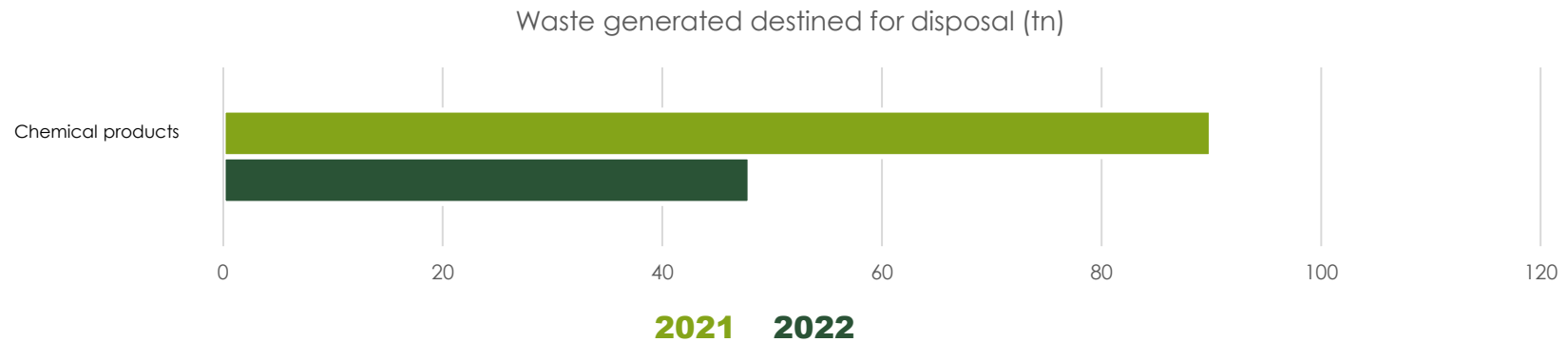
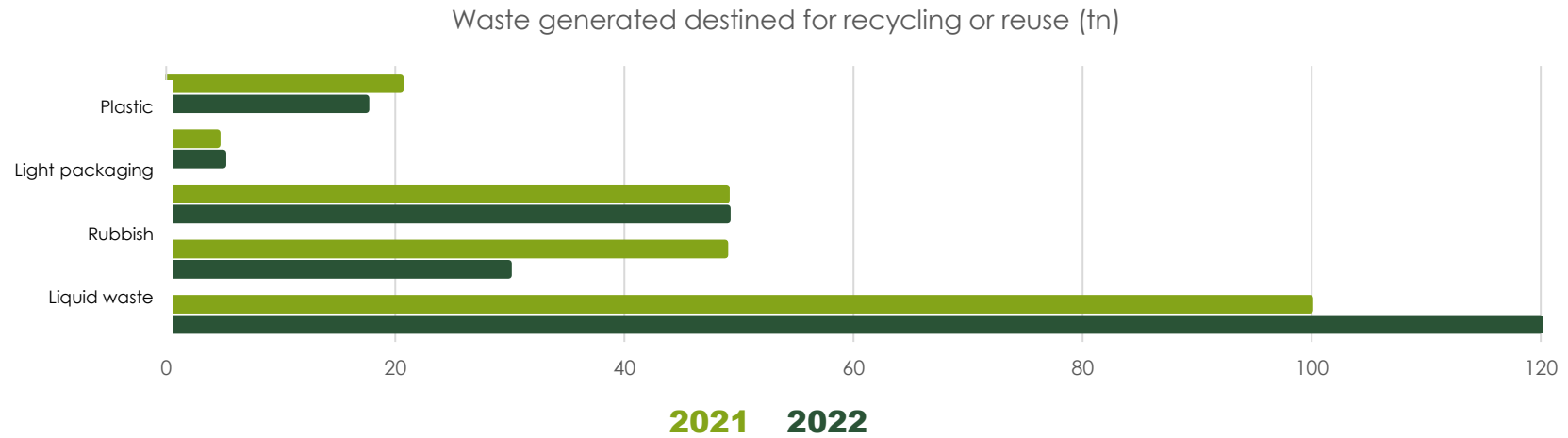
Another key indicator for us is water consumption, as at Ajinomoto AgroSolutions we use water during production. Year after year, we have implemented measures that have allowed us to be more efficient both in water consumption and in the generation of waste water, in absolute value and per unit of production, as shown in the following graphs.





# ENVIRONMENTAL COMMITMENT

## ENVIRONMENTAL INDICATORS



\* The consumptions shown are aggregated data of the Ajinomoto Agrosolutions group, including the production plant as well as headquarters and affiliates.

# ENVIRONMENTAL COMMITMENT

## CIRCULAR BIOECONOMY

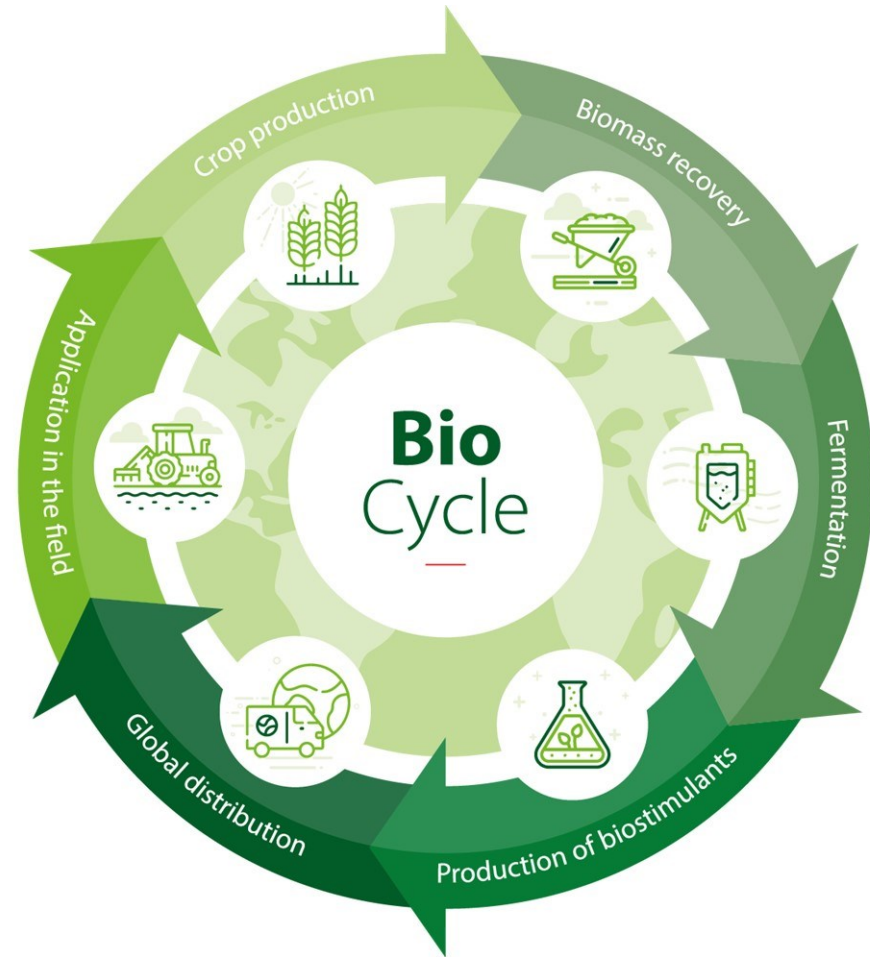
### Reuse of natural resources

Ajinomoto Agrosolutions is a circular economy company. We reuse resources to turn them into new products with high added value, a green market that was created to respond to social and environmental challenges.

Our biostimulants are produced from the fermentation of organic compounds and plant residues. These in turn are continuously used to produce plant matter, resulting in a closed production circle.

The plant raw material, used as a source of carbon and nitrogen in fermentation, is maintained at all stages of the process up to the production of biostimulants, which will return these resources to the field and to new crops that will produce plant matter again, thus closing the biocycle and creating additional value for environmental sustainability.

*"This process reduces greenhouse gas emissions, material consumption, saves production costs and generates employment, all without harming economic growth."*  
-Pratt & Lenaghan, 2015-



# ENVIRONMENTAL COMMITMENT

## SUSTAINABLE FARMING

### Committed to sustainable farming and the environment

We want to be part of the change. Our aim is to contribute effectively to the major challenges facing global agriculture, to be part of the change and solution to the food crisis, and to support healthy living by producing better quality food.

### Our strategy

We seek to have a vital balance between the economic, social and environmental spheres.

### Our goal

We help improve plant nutrition and health through organic compounds. By improving yields, we help produce higher quality food in a sustainable way.

### Organic compounds

Thanks to the plant origin and reduced environmental impact, we are a reliable supplier of products for organic farming in the most demanding markets.

*“We invest in increasing the effectiveness of our tailor-made solutions through microbial and non-microbial organic compound formulations.”*

### Positive impact of biostimulants on the environment

**+20,000,000**

of co-products reused annually as raw materials in our production processes (Food Loss & Waste).

**32.5%**

reduction in CO<sub>2</sub> emissions between 2019 and 2020 in our entities. 20,000 kg of co-products reused annually as raw materials in our production processes (Food Loss & Waste).

**+96%**

of our full-service packaging is FSC-certified.

**+800,000**

hectares of arable land saved per year due to increased crop productivity (Sparing Land).



# ENVIRONMENTAL COMMITMENT



## SUSTAINABILITY CERTIFICATES

We have registered our carbon footprint with the Spanish Government's Ministry of Ecological Transition and the Demographic Challenge, having been awarded the **CALCULO** seal since 2019, and pending receipt of the 2022 seal and extension to **REDUZCO + COMPENSO**.



We have also been awarded the ISO14001:2015 certificate for Environmental Management since 2021 and this year we have been awarded the UNE-EN ISO 14.064-1:2019 seal for verification of our company's carbon footprint in Scope 1, 2 and 3.



# ENVIRONMENTAL COMMITMENT

## SOLAR PHOTOVOLTAIC SYSTEM

In August 2022, the solar photovoltaic installation for self-consumption was put into operation at the company's production factory in Montaverner, consisting of 560 500Wp monocrystalline solar panels, with a total capacity of 280.00 kWp.

The installation has a total surface area of 1,334  $m^2$  and is located on the roof of the warehouses of our factory in Montaverner.

It is estimated to have a useful life of approximately 30 years and a **self-consumption coefficient** of over **60% of the energy consumed per year**.

During the first full year of the installation, a total of **204,214 kWh** of green energy has been produced, representing **32%** of the electricity consumed during this annual period at the Montaverner factory.

This green electricity production has resulted in a reduction of **53.50 Tn CO<sub>2</sub>** equivalent.

Over the installation's lifetime, savings of more than **1,500 tonnes of CO<sub>2</sub>** equivalent are expected.

The challenges for the coming year focus on starting to feed surpluses into the grid and reaching agreements with the retailer so that 100% of the energy purchased comes from renewable sources.

### Installation performance

The installation's estimated average performance coefficient is **80.39%**.



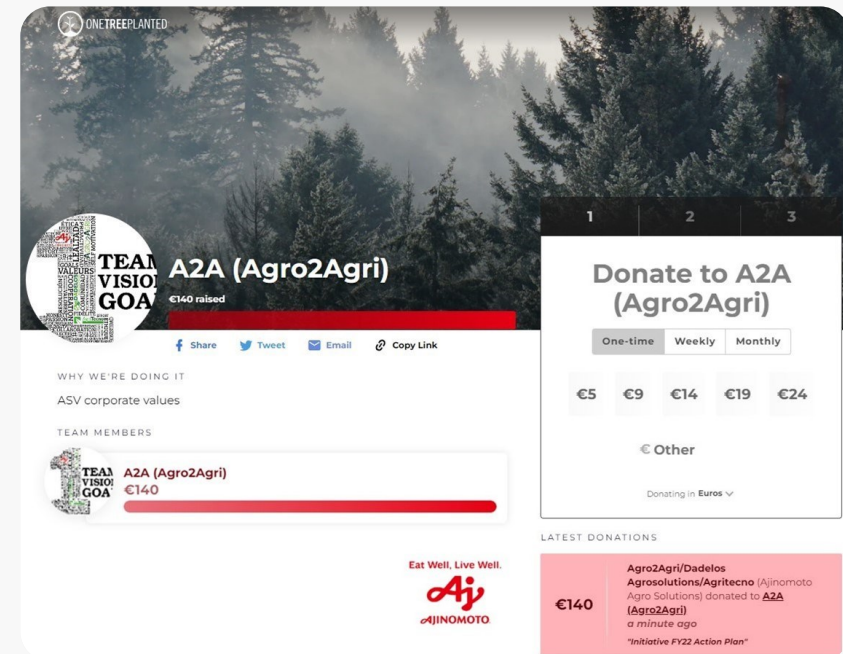
# ENVIRONMENTAL COMMITMENT

## REFORESTATION

As in previous years, in 2022 we have participated in Ajinomoto Group's corporate programme for reforestation, in which we have collaborated with the planting of 1 tree for each company employee.

For the coming year, a line of collaboration has been established with the environmental department of Montavener Town Council to host a tree planting day for employees and their families in the municipality together with an on-site environmental awareness day.

Furthermore, it is expected that the trees to be planted will come from nurseries where the company's biostimulant products have been used to irrigate the trees.



# ENVIRONMENTAL COMMITMENT

## CARBON FOOTPRINT

We emitted 4.42 tn CO<sub>2</sub>eq/million euros invoiced. In 2022, we reduced emissions by 2.1% per million euros invoiced, compared to 2021.

In 2021 we offset 100 Tn CO<sub>2</sub> in certified projects, while in 2022 we will offset 292.09 Tn CO<sub>2</sub>, which is the total Scope 1+2 emissions, also including the computation of our affiliates in Russia, Kenya and China, making our total greenhouse gas emissions in Scope 1+2 0, to reach the Carbon Neutral target.

Since 2019, the company has been awarded the **Calculo** seal from the Ministry of Ecological Transition and the Demographic Challenge (Scope 1+2), and, with the help of the certified reduction and absorption projects, we set ourselves the challenge of obtaining the **Calculo + Reduzco + Compenso** seal in the coming years.



### ENVIRONMENTAL RESTORATION AT A MINING SITE IN BEMBIBRE



### AL - Hunan Longhui Yuanmushan Hydropower Project



### PLASTIC ON THE MEDITERRANEAN COAST



# PEOPLE

## COMPREHENSIVE DEVELOPMENT OF OUR LABOUR FORCE

At Ajinomoto Agrosolutions, we recognise that our employees are our most valuable and fundamental asset in achieving our sustainability and growth goals. We are committed to the integral development of our labour force and to creating a work environment that fosters wellness, professional growth and diversity in all its dimensions. In this section of our Sustainability Report, we outline our strong commitment to the people who make up our organisation.

**The safety and well-being** of our employees are our top priorities. We have implemented rigorous occupational health and safety programmes to ensure a safe and healthy work environment. Our commitment is reflected in ongoing training, compliance with international regulations and standards, as well as the promotion of a safety culture at all levels of the organisation. We believe in the continuous development of our employees. We offer training and **professional development opportunities** to

empower our employees and help them reach their full potential. We encourage the acquisition of new skills and knowledge and promote internal mobility so that our employees grow and evolve with the company.

At Ajinomoto Agrosolutions we celebrate **diversity in all its forms** and believe that an inclusive and diverse workforce is essential for success. We strive to create an environment in which all voices are heard and valued. Our commitment to equal opportunities and non-discrimination is fundamental to our corporate culture.





# PEOPLE

## MANAGEMENT AND BOARD (Leadership Team)

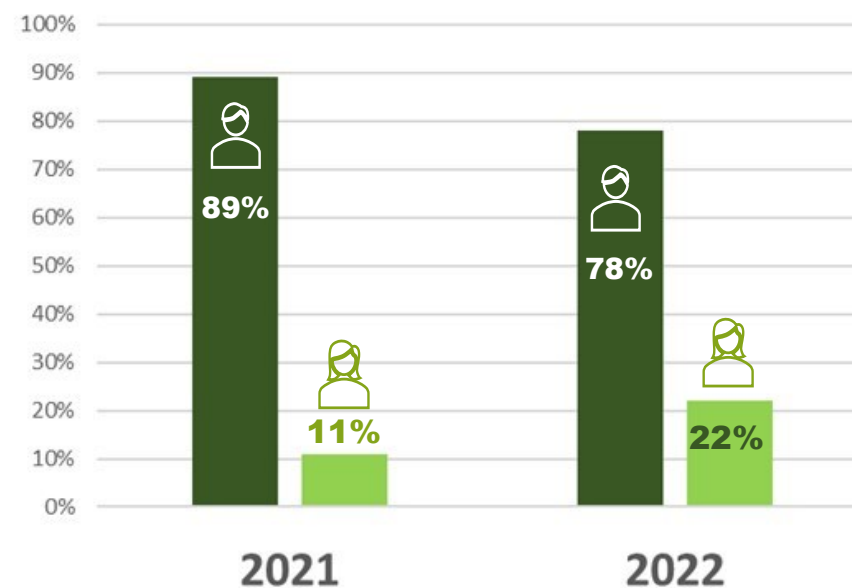


**9**  
Managers

**6**  
annual board  
meetings

**89%**  
of the Managers live in the  
Valencian Community

**MANAGERS BY GENDER**



# PEOPLE

## TRAINING

**4,558.75**

hours of training for Managers

**7,755**

hours of training for Directors

**36,621.25**

hours of training for employees

**96**

training activities, of which:

**62**

in person

**3**

mixed

**31**

online



**25,746.5**

hours of training for females



**22,845.5**

hours of training for males

**76**

on-the-job training

**3**

management skills training

**17**

occupational risk prevention training



# PEOPLE

## SOCIAL PROJECTS

### Health & Wellness Plan

This is a wellness plan centred on 3 basic pillars: Nutrition, Mental Health and Physical Activity.

The diagnosis is made based on health indicators (physical activity, smoking, blood pressure, body mass index, cholesterol, ...), analysis of psychosocial risks and work climate and wellness surveys.



### Measures included in the plan

#### NUTRITION (EAT WELL)

- Monthly live webinars: sugar, superfoods, heart-healthy foods, ...
- Personal nutritionist: measurements, goals and 1st follow-up
- Wellness kit "Food Waste"
- Workshop "Learn to read food labels: do we know what we eat?"
- Weekly healthy recipes (wellness platform)
- Healthy eating articles (wellness platform)
- Ajinomoto nutrition workshop "the role of amino acids".
- Intercultural meeting "food in other cultures"
- Crop Talk "your urban vegetable garden".
- Daily fresh fruit + Healthy vending

#### EMOTIONAL WELL-BEING (LIVE WELL)

- Monthly live webinars: insomnia, emotional management, saving money, stress, ...
- EAP (Psychological Service and Personal Counselling for Employees and Families)
- Wellness Kit "Mindfulness, the art of taking care of yourself + Mindfulness Workshop 21 days".

- Wellness Kit "Wellness and Emotional Intelligence + Yoga Workshop 21 days".
- Workshop "Sleep disorders. Detection and treatment".
- Workshop "Resilience and how to incorporate it into your daily life".
- Social Responsibility Project Kafunjo, Uganda
- Emotional well-being articles
- Training videos: yoga, meditation, Pilates, ... (wellness platform)

#### EXERCISE (FEEL GOOD)

- Monthly live webinars: cycling, running, back, ...
- Wellness Kit "Take care of your back + 21 Day Challenge".
- "Active Breaks and Stretching" workshop adapted to each job position.
- Summer Fest-Wetteren Castle Coop Challenge (1,550 km: 2 million steps in 2 weeks)
- Charity company race
- Physical activity and training articles (wellness platform)
- Training videos: Tabata, Zumba, HIT, ... (wellness platform)
- Andjoy, gym and physiotherapy discounts
- Other sports competitions

# PEOPLE

## SOCIAL PROJECTS

### Kafunjo Project

**LOCATION:**

Ibanda, South-east of Uganda

**What does it involve?**

- The community supports an orphanage with more than 150 children, a primary school and is building a clinic.
- They have several hectares of fields from which they grow crops to generate some money and food to sustain the project and feed the community and the orphanage.

**HOW AJINOMOTO AGROSOLUTIONS CONTRIBUTES TO THE PROJECT**

- Agricultural Project: Donation of biostimulants and agricultural advice to optimise the production of 8 hectares of crops in a more efficient and sustainable way.
- Social Health Project: diagnosis and treatment of malaria at Kafunjo hospital.
- Social Health Project: diagnosis and treatment of malaria at Kafunjo hospital



**Kafunjo Community Project**  
2 de abril a las 8:02 · [Siguiendo](#)

Our beans are getting a good misting of organic **bio stimulant**, generously donated by **Agro2Agri** -we've sprayed the maize already and the results are unbelievable! Hoping we will get a bumper harvest this year to make up for the many challenges we are facing with food provisions.

**£1,250**  
Goal

**£1,360.17**  
Raised

**45**  
Donations

### Employee support programme

This programme was created to help our employees and their immediate family members to achieve a work-life balance.

We have qualified psychologists, counsellors and experts in different specialities.

The support programme for employees and immediate family members is confidential and includes psychotherapy sessions and legal, financial and family counselling.





# PEOPLE

**¿Con quiénes se puede hablar con mayor facilidad?** 



**La buena comunicación dentro de una organización crea un lugar de trabajo abierto y evita conductas indebidas.**

**Ajinomoto Group Policies (AGP)**

**Our Philosophy**  
Eat Well, Live Well.

Se basa en el WLL y el WLL y el WLL de nuestra línea de negocio. Nuestra filosofía es "Eat Well, Live Well". Este principio establece las condiciones de trabajo que se comparan en las empresas del Grupo Ajinomoto y todos los países en los que operamos. Este principio también sirve como un estándar para todos nuestros socios de negocio que trabajan con nosotros. El propósito de la política es asegurar la máxima productividad y el bienestar de los empleados.

**AGP**  
Ajinomoto Group Policies

Cultura del Grupo Ajinomoto  
Ajinomoto Group Policies (AGP)

Para más información, consulte el sitio web de Ajinomoto Group Policies.  
[https://www.ajinomoto.com/es/ajinomotogroup/](https://www.ajinomoto.com/es/ajinomotogroup)

**Línea directa global**

**Línea directa externa para el exterior de Japón**

**Web**  
<https://ml.helpline.jp/g-hotline>

ID: hotline PW: ajinomoto

**Miembros disponibles:**  
Japonés, inglés, coreano, chino (tradicional), chino (simplificado), tailandés, vietnamita, indonesio, francés, ruso, turco, español, portugués

Oficina del Secretario del Comité de Gestión Empresarial, Departamento: Jurídico y de Cumplimiento Normativo, Ajinomoto Co., Inc.

## WHISTLEBLOWING CHANNEL

We understand the importance of maintaining a safe, ethical and transparent working environment for all our employees, customers, suppliers, staff and stakeholders. This channel is established as a fundamental tool to foster trust, accountability and integrity in our operations. Through this system, we encourage everyone to report any concerns or irregularities they may observe, thus contributing to the construction of an environment in which ethical values and principles are a priority.

### Whistleblowing channel procedure

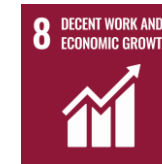
**STEP 1.** Formalisation and submission of the complaint.  
Any of our stakeholders can report any act they consider to be unethical or misconduct.

**STEP 2.** Admission of the complaint.

**STEP 3.** Opening of case.

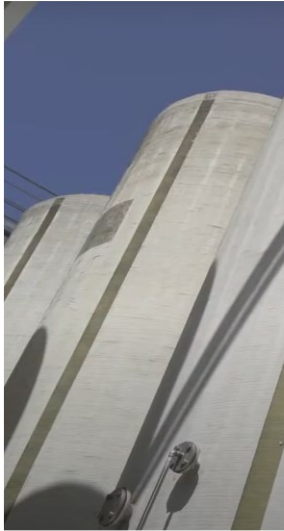
**STEP 4.** Resolution of case.

**STEP 5.** End of process.  
All documentation should be kept and retained for as long as necessary.



# GOVERNANCE

## BUSINESS ETHICS AND CORPORATE RESPONSIBILITY



At Ajinomoto Agrosolutions, we understand that strong and transparent corporate governance is essential to ensure the long-term sustainability of our business and to fulfil our responsibilities to all our stakeholders. In this section of our Sustainability Report, we highlight our strong commitment to corporate governance based on ethical principles, transparency and accountability.

Ajinomoto Agrosolutions is governed by a solid foundation of **business ethics and core values**. We have established a clear set of ethical principles that guide all our operations and decisions. These principles include integrity, honesty, respect for human rights and corporate social responsibility. We are committed to the highest ethical standards in all our business activities.

**Transparency** is at the heart of our governance. We strive to provide accurate and relevant information about our operations and performance to all our stakeholders.

We value **Ajinomoto Group's active participation** and the **effective oversight of our steering committee**. We encourage open communication and collaboration with Ajinomoto Group and recognise its importance in corporate decision-making. Our steering committee is committed to the effective oversight and guidance of the company to ensure long-term sustainability.

# GOVERNANCE

## QUALITY

**Our Quality and Continuous Improvement System achieves excellent results, puts us at the forefront and guarantees our customers' success.**

The Quality and Continuous Improvement department is the heart of our company, ensuring that our customers' requirements and needs are identified, designing processes to ensure that these requirements are met and verifying the results through customer satisfaction.

A highly qualified technical and multidisciplinary team with extensive industrial experience ensures the quality of all processes, both business and operational.

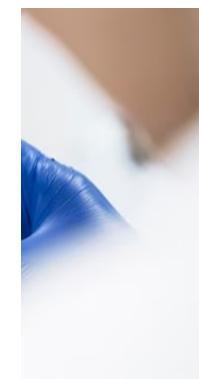
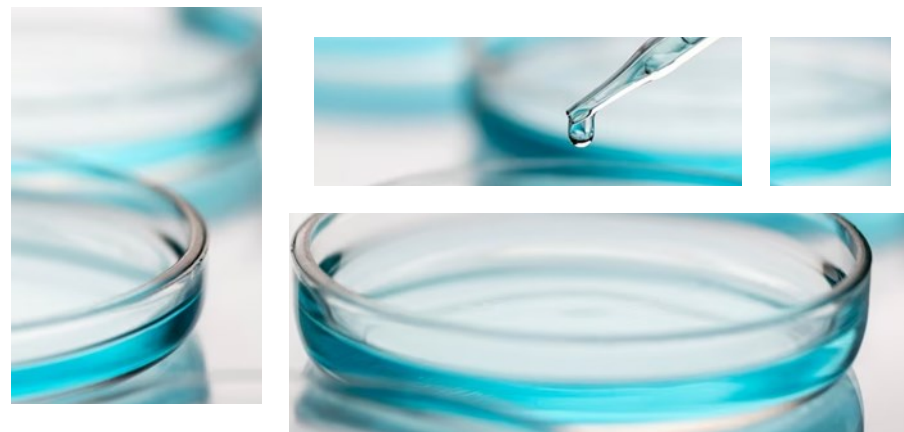
The total guarantee of our products and services is what has allowed us to achieve our greatest success: our partners' trust.

### ASQUA SYSTEM

We apply the Ajinomoto Group Quality Assurance System (ASQUA) to all our products, services and processes. This guarantees excellence from the procurement of raw materials to the final product.

The ASQUA system is comprised of various international Quality Standards and regulations, designed to ensure that each product, service and process meets the quality requirements imposed by the brand worldwide, including training, labelling, standards, packaging, traceability, etc.

**100%** of customer complaints have been resolved positively.



# GOVERNANCE

## OUR QUALITY VALUES

### **Continuous improvement**

We work with a Quality Management System based on process management that ensures the quality of our products and services. Our Continuous Improvement System focused on standardisation, training and communication routines helps us to identify areas for improvement.

### **Innovation**

Research, the latest technology and our team's experience allow us to develop products and services that place us at the forefront of our sector, bringing the most innovative solutions and the latest trends to the market.

### **Experience**

We believe that experience is a fundamental value in order to achieve excellence. Our teams are made up of professionals with different profiles that enrich all the processes. The combination of knowledge and experience allows us to create products of the utmost quality.

### **Digitalisation**

Digitalisation and automation, both in the management and operational areas, allow us to achieve a high level of efficiency and provide us with a series of data with which we can evaluate the effectiveness of each of the processes.

### **Operational excellence**

We design a rigorous cost control to offer our customers the best quality product at a competitive price.

### **Versatility**

We have a wide range of formats to offer our customers. At Ajinomoto Agrosolutions we pack small formats such as single doses, 30 ml and 250 ml; medium formats with 0.5L, 1L, 5L, 10L, 20L containers, and industrial formats such as IBC's and tanks.

### **OTIF**

In order to guarantee an excellent service, we set ourselves a very demanding OTIF (On Time In Full) target, which we renew and improve year after year.

Thanks to our strict planning system, we guarantee a high level of compliance with the deadlines set.

### **Quality automation and software**

Our processes are managed by an Intelligent Business Process Management Suite which allows us to be much more agile. This allows us to conduct a more rigorous analysis and make the best strategic decisions.

### **Traceability**

Our traceability system allows us to keep track of our final product. We have detailed information on the movements and batches of raw materials used.

### **Facilities**

We are experts in the manufacture of both formulated and packaged products. Our facilities are designed and optimised to ensure a high production capacity. Thanks to our highly standardised processes, we quickly identify areas for improvement.



# GOVERNANCE

## CERTIFICATES

### REACH and CLP regulations

Ajinomoto Agrosolutions complies with the European Union's REACH regulation created to improve the protection of human health and the environment from the risks posed by chemical substances and mixtures, while enhancing the competitiveness of the EU chemical industry.

It also complies with the CLP Regulation on classification, labelling and packaging of substances and mixtures based on the United Nations Globally Harmonised System of Classification and Labelling of Chemicals (GHS). It aims to ensure that employees and consumers in the EU are made aware of the dangers associated with chemical substances.

We also require the same level of commitment to both regulations from all our suppliers.



# GOVERNANCE

## R & D & I

### Science and research for continuous improvement

We have made significant progress in studying and deciphering the mode of action of biostimulants of plant origin, thanks to omics science, such as genomic and transcriptomic tools, as well as through high-throughput phenotyping technologies.

Our aim is to identify synergistic properties between plant-derived biostimulants and raw materials in order to develop novel and specific biostimulants capable of increasing, for example, NUE or promoting the growth of beneficial soil microorganisms, improving plant resilience to environmental stressors, including drought, heat, cold and oxidative stress, as well as influencing the overproduction of reactive oxygen species (ROS).

### We create innovative and environmentally friendly biostimulants for the agricultural sector

RESEARCH BASED ON CUTTING-EDGE TECHNOLOGY

The main objective of our company's R&D&I department is to develop efficient and quality biostimulant products.

We work together with Ajinomoto Group's microbiology, metabolic engineering and bioprocess laboratories to produce innovative amino acids and biostimulants. We have a bank of bacterial strains exclusive to the Ajinomoto Group that allows us to develop unique biostimulants because we are pioneers in innovation, and we are known for being environmentally friendly.

### We offer innovative products to the agribusiness sector.

Innovation is the key ingredient in everything we do. We apply a continuous programme of new product launches that enables us to develop solutions for agribusiness. Our goal: to meet the needs of the agricultural sector in an efficient and sustainable way.

Our plant-based raw materials are derived from proprietary extraction processes designed to produce innovative and efficient biostimulants.



### Innovation and sustainability in figures

**10%**

*Freshness index*

**+47**

*Formulas implemented*

**+95**

*Products tested*

**+18**

*Patents*

**+10%**

*Growth in people*

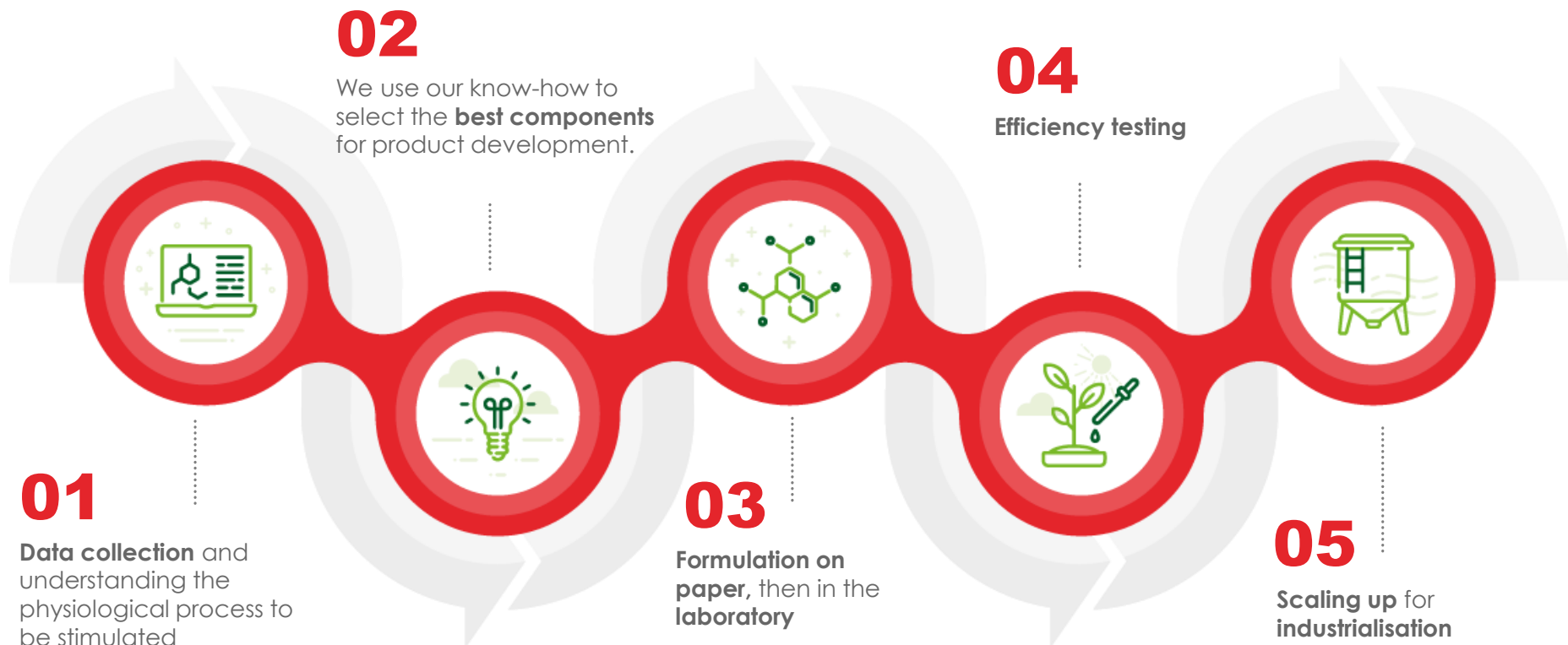
**+15**

*R&D&I Years of Research*

# GOVERNANCE

R & D & I

## Discover our product design and development process



# GOVERNANCE

## COLLABORATIONS

### A Commitment to Knowledge and Innovation

At Ajinomoto Agrosolutions, we value collaboration with organisations and universities as a fundamental means of advancing our mission to promote sustainable and responsible business practices.

These strategic alliances not only give us access to a broad pool of knowledge and expertise, but also foster innovation and the co-creation of sustainable solutions.

Together, we work on research, the development of cleaner and more efficient technologies and the promotion of best practices in our industry.

We believe these collaborations are essential in order to address global sustainability challenges and accelerate positive change. We would like to thank all the organisations and universities that have joined us in this important mission. Together, we are building a more sustainable and resilient future.



### Our collaborations:





# GOVERNANCE

## SUCCESS STORIES AND TRADE FAIRS

### AURA QUANTIC CASE

At Ajinomoto Agrosolutions, the platform used to automate processes, Aura Quantic, is a success story in the company's digital transformation.

The company's main objective was to find a tool that would give us the ability to design and modify business processes, thereby eliminating problems such as:

- Slower processing of documents.
- Lack of inter-departmental communication.
- Inefficient and slow processes.
- Duplicate tasks.

### RESULTS

**100%**

business standardisation

**80%**

processes executed within the established deadline

**100%**

document traceability



### TRADE FAIRS

#### NEW AG INTERNATIONAL 2023

The annual New AG International Conference, held in Barcelona this year, gathered leaders, experts and innovators from the agricultural industry to discuss the latest developments and trends in sustainable agriculture. Attendees had the opportunity to learn about new biostimulant products, crop protection technologies and other innovations that can help improve crop yields while reducing the sector's environmental impact.



# ROADMAP 2030

## 2030 COMMITMENTS

We are committed to 3 major sustainability indicators for 2030:

	<b>2022-2023</b>	<b>2025</b>	<b>2030</b>
1) GHG emissions (Scope 1+2)	Carbon Neutral	Carbon Neutral	<b>Carbon Neutral</b>
1) GHG emissions (Scope 3)	ISO 14.064	ISO 14.067	<b>↓ 25%</b>
2) Ecovadis	-	Silver	<b>Gold</b>
3) Workforce Nutrition Alliance (aligned with Ajinomoto Group's global objectives)	-	Silver	<b>Gold</b>

# ROADMAP 2030

## 2030 COMMITMENTS

We have also set ourselves goals for the coming years:

### ENVIRONMENTAL



- Reduce plastic and packaging
- Land Preservation
- **2 million Ha** (Sparing Land)
- Waste management and biocycle
- Water use  
**80%** recycled

### SOCIAL



- Equality plan
- Employee engagement score  
**90 points** (FY 2030)
- Net promoter score (NPC)  
**52%** (FY 2030)

### GOVERNANCE



- Verification of the sustainability report
- Adherence to the Global Deal
- Verification of alignment with the SDGs (FY2024)

# GRI TABLE OF CONTENTS

## GRI 2: GENERAL DISCLOSURES 2021

GRI Standard	Content	Location	GRI Standard	Content	Location
<b>1. THE ORGANIZATION AND ITS REPORTING PRACTICES</b>			<b>4. STRATEGY, POLICIES &amp; PRACTICES</b>		
Disclosure 2-1	Organizational details	09-14	Disclosure 2-22	Statement on sustainable development strategy	04, 36 & 37
Disclosure 2-2	Entities included in the organization's sustainability reporting	09 & 12	Disclosure 2-23	Policy commitments	24 y 25
Disclosure 2-3	Reporting period, frequency and contact point	07	Disclosure 2-24	Embedding Policy commitments	35-61
Disclosure 2-4	Restatements of information	07	Disclosure 2-25	Processes to remediate negative impacts	31-34
Disclosure 2-5	External assurance	Not considered necessary	Disclosure 2-26	Mechanisms for seeking advice and raising concerns	46-52
<b>2. ACTIVITIES AND WORKERS</b>			Disclosure 2-27	Compliance with laws & regulations	24
Disclosure 2-6	Activities, value chain & other business relationships	09-17	Disclosure 2-28	Membership Association's	58
Disclosure 2-7	Employees	20	<b>5. STAKEHOLDER ENGAGEMENT</b>		
Disclosure 2-8	Workers who are not employees	Not taken into account	Disclosure 2-29	Approach to stakeholder engagement	31-34
<b>3. GOVERNANCE</b>			Disclosure 2-30	Collective bargaining agreements	58
Disclosure 2-9	Governance structure & composition	23 & 47			
Disclosure 2-10	Nomination & selection of the highest governance body	Not considered necessary			
Disclosure 2-11	Chair of the highest governance body	23			
Disclosure 2-12	Role of the highest governance body in overseeing the Management of impacts	23			
Disclosure 2-13	Delegation of responsibility for managing impacts	23			
Disclosure 2-14	Role of the highest governance body in overseeing the sustainability reporting	31			
Disclosure 2-15	Conflicts of interest	31			
Disclosure 2-16	Communication of critical concerns	Not considered necessary			
Disclosure 2-17	Collective knowledge of the highest governance body	31			
Disclosure 2-18	Evaluation of the performance of the highest governance body	Not considered necessary			
Disclosure 2-19	Remuneration policies	Not mentioned in the report			
Disclosure 2-20	Process to determinate the remuneration	Not mentioned in the report			
Disclosure 2-21	Annual total compensation Ratio	Not mentioned in the report			



# GRI TABLE OF CONTENTS

## GRI 3: MATERIAL TOPICS 2021

### ENVIRONMENTAL

Content	Location
<b>GRI 301. MATERIALS 2016</b>	
Disclosure 301-1 Materials used by weight or volume	38-41
Disclosure 301-2 Recycled inputs material used	38-41
Disclosure 301-3 Reclaimed Products and their packaging materials	38-41
<b>GRI 302. ENERGY 2016</b>	
Disclosure 302-1 Energy Consumption within the organization	20 & 38
Disclosure 302-3 Energy intensity	20 & 38
<b>GRI 303. WATER AND EFFLUENTS 2018</b>	
Disclosure 303-1 Interactions with water as a shared resource	17, 19, 20, 33 & 38
Disclosure 303-2 Management of water discharge-related impacts	17, 19, 20, 33 & 38
Disclosure 303-3 Water withdrawal	17, 19, 20, 33 & 38
Disclosure 303-4 Water discharge	17, 19, 20, 33 & 38
Disclosure 303-5 Water Consumption	17, 19, 20, 33 & 38
<b>GRI 304. BIODIVERSITY 2016</b>	
Disclosure 304-2 Significant impacts of activities, products and services on biodiversity	4 & 33-34
<b>GRI 305. EMISSIONS 2016</b>	
Disclosure 305-4 GHG EmissionsI	20
Disclosure 305-5 Reduction of GHG Emissions	20 & 43
<b>GRI 306. EFFLUENTS &amp; WASTE 2016</b>	
Disclosure 306-1 Water discharge by quality and destination	20, 38 & 61
Disclosure 306-2 Waste by type and disposal method	39
<b>GRI 308. SUPPLIER ENVIRONMENTAL ASSESMENT 2016</b>	
Disclosure 308-1 New suppliers that were screened using environmental criteria	6, 33 & 55

### ECONOMICS

Content	Location
<b>GRI 201. ECONOMIC PERFORMANCE 2016</b>	
Disclosure 201-1 Economic value generated and Distributed	21-22
<b>GRI 202. MARKET PRESENCE 2016</b>	
Disclosure 202-2 Proportion of senior Management hired from the local community	14 & 47
<b>GRI 203. INDIRECT ECONOMIC IMPACTS 2016</b>	
Disclosure 203-1 Infrastructure investments and services supported	49-50
<b>GRI 204. PROCUREMENT PRACTICES 2016</b>	
Disclosure 204-1 Proportion of expending on local suppliers	22
<b>GRI 205. ANTI-CORRUPTION 2016</b>	
Disclosure 205-3 Confirmed incidents of Corruption and actions taken	20



# GRI TABLE OF CONTENTS

## GRI 3: MATERIAL TOPICS 2016

### SOCIAL

Content		Location	Content		Location
<b>GRI 403. OCCUPATIONAL HEALTH&amp;SAFETY 2016</b>			<b>GRI 413. LOCAL COMMUNITIES 2016</b>		
Disclosure 403-5	Worker training on occupational health&safety	48	Disclosure 413-1	Operations with local community engagement, impact assessments, and development Programs	44-51 & 59
Disclosure 403-6	Promotion of worker health	6, 24, 33, 46 & 49-50	Disclosure 413-2	Operations with significant actual and potential negative impacts on local communities.	38-45
<b>GRI 404. TRAINING &amp; EDUCATION 2016</b>			<b>GRI 414. SUPPLIER SOCIAL ASSESMENT 2016</b>		
Disclosure 404-1	Average hours of training per year per employee	48	Disclosure 414-1	New suppliers that were screened using social criteria	6, 33 & 55
Disclosure 404-2	Programs for upgrading employee skills and transition assistance programs	48	<b>GRI 416. CUSTOMER HEALTH &amp; SAFETY 2016</b>		
<b>GRI 405. DIVERSITY &amp; EQUAL OPPORTUNITY 2016</b>			Disclosure 416-1	Assesment of the health&safety impacts of product and service categories	50, & 55-56
Disclosure 405-1	Diversity of governance bodies & employees	47	Disclosure 416-2	Incidents of non-compliance concerning the health&safety impacts of products and services	Does not exist during the reporting year
<b>GRI 406. NON-DISCRIMINATION 2016</b>			<b>GRI 417. MARKETING &amp; LABELING 2016</b>		
Disclosure 406-1	Incidents of discrimination and corrective actions taken	20	Disclosure 417-1	Requirements for products and service information and labelling	55
<b>GRI 407. FREEDOM OF ASSOCIATION &amp; COLLECTIVE BARGAINING 2016</b>					
Disclosure 407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	24			
<b>GRI 408. CHILD LABOR 2016</b>					
Disclosure 408-1	Operaciones and suppliers at significant risk for incidents of child labor	24			



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