



# FORTIFYING AFRICA

NUTRITION.  
SUSTAINABILITY.  
IMPACT.

Annual  
Sustainability  
Report 2024





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THEME

# FORTIFYING AFRICA

**NUTRITION.  
SUSTAINABILITY.  
IMPACT.**

**At Africa Improved Foods, we are championing a movement committed to ending malnutrition across Africa through the fortified food we produce.**

From our inception in December 2016, we have provided communities with accessible, high-quality nutrition from most ingredients sourced locally, manufactured with world-class standards and delivered affordably through institutional nutrition & relief programmes.

Every day, the foods we produce in Africa help to combat malnutrition, overcoming the barriers of poverty and lack of access to food that sustain lives and give strength to the underserved sections of society, including women and children, to stay healthy and be productive. This mission is not ours alone. We harness the strength of public-private partnerships and extend the reach of our products through every link in the value chain. Promoting the use of local raw materials and strengthening regional sourcing allows us to generate economic opportunities around our operational areas while producing foods of the highest nutritional standards.

By feeding over 1.5 million children daily, we are not just protecting human health and wellbeing but fortifying the foundations to nurture happy and healthy future generations.

We stand united in our purpose to fortify Africa, now and for generations to come. Through our unwavering commitment to sustainability, we are shaping the impact needed to build resilient communities and ensure lasting nourishment for all.



# ABOUT THE REPORT

Headquartered in Rwanda, Africa Improved Foods (AIF, We, Our) is a proudly African social enterprise with a mission to nourish the continent, one meal at a time, through scalable and sustainable solutions.

While we have led with our impact-led responsible actions to transform lives since 2016, we are pleased to publish our first Annual Sustainability Report for 2024 that provides our stakeholders with a transparent view of our environmental, social and governance (ESG) commitments and performance. These disclosures are aimed at strengthening accountability and deepening stakeholders' understanding of the steps we are taking to protect the planet, adhering to ethical conduct and amplifying holistic value for them in every mission and at every step of our journey.

### Reporting Scope and Boundary

The scope of this report encompasses our operations in Rwanda & East African countries.

### Materiality

We conducted our first double maturity assessment in 2024, which helped us ascertain 16 material topics across two dimensions- impact materiality and financial materiality. Please refer to the section on materiality to know more about the process we adopted and the list of material topics.

### Report Development Process and Assurance

The report was developed by the AIF ESG team with oversight provided by the senior leadership team. This Sustainability Report should be read with the audited financial statements assured by KPMG Rwanda Ltd. The non-financial disclosures have not been externally assured unless stated otherwise.

### Reporting Timeframe, Frameworks, and Approach

The report highlights our sustainability performance for the financial year 2024 (Between January 1, 2024 and December 31, 2024).

In making these disclosures, we have adhered to globally recognised reporting frameworks and standards as outlined below.



### Contact Us

We welcome your feedback and enquiries. For information about this report or our sustainability efforts, please reach out to us at [Info@africaimprovedfoods.com](mailto:Info@africaimprovedfoods.com) or visit our website <https://africaimprovedfoods.com/>

### Forward-Looking Statements

*This report includes forward-looking statements about potential future events that may affect the company's operations. These statements are based on assumptions and are subject to inherent risks and uncertainties. Readers are cautioned that these assumptions, predictions, and statements may not accurately predict future outcomes.*

*Actual results and events could differ significantly from those projected. The company is not obligated to update these statements to reflect changes in circumstances or events occurring after the publication of this report.*

*All mentions of \$ signify United States Dollars.*

# MESSAGE FROM THE LEADERSHIP



**Ramesh Moochikal**  
Chief Executive Officer,  
Africa Improved Foods

## Dear Stakeholders,

We are pleased to present Africa Improved Foods' first Annual Sustainability Report for 2024. This milestone reflects our journey of nearly a decade, driven by one simple but powerful mission to nourish Africa, one meal at a time, responsibly.

**As a proudly African social enterprise, we are dedicated to building resilient food systems that fortify the continent against malnutrition while creating opportunities for future generations to thrive.**

## Our Impact and Purpose

Since our inception in 2016, we have sought to create impact at scale, demonstrating that business can be a force for good through sustainable pathways. Each day, our products nourish over 1.5 million children and touch more than two million lives, including beneficiaries, farmer-families, employees, and communities who grow with us.

To strengthen our sustainability journey, in 2024, we completed our first double materiality assessment, identifying 16 material topics. These topics are shaping our sustainability priorities aligned with stakeholder expectations and geared to strengthen our long-term success. This inaugural report provides a transparent view of our performance against those priorities.

## Nutrition and Social Value Creation

We exist to tackle one of Africa's greatest challenges of malnutrition, including stunting, undernourishment, and hidden hunger, which remain barriers to human development across the continent. Producing fortified cereals and complementary foods for infants, mothers, and families using crops grown by African farmers enables us to make impactful contributions to address these challenges. With 100% of our maize sourced locally and 65% of procurement budgets directed to regional suppliers, we ensure that sustainability extends across our value chain.

**We provide direct employment to over 500 people and source raw materials from approximately 90,000 smallholder farmers, of whom 45% are women, helping generate net incremental economic impact exceeding \$1 billion since inception.**

We are equally committed to providing a safe, healthy, and empowering workplace. In 2024, we recorded no fatalities or high-consequence injuries, and a Lost Time Injury Frequency Rate of zero. For our employees, we continued to benchmark our compensation and benefits against competitive standards, broadened opportunities for professional development, and invested in diversity and inclusion.

## Farmers at the Centre of Transformation

Our pioneering cob-sourcing model demonstrates what farmer-centric innovation can achieve. Empowering smallholders to sell maize on the cob immediately after harvest reduces post-harvest losses, guarantees aflatoxin-safe grain, and improves quality across the value chain. This localised approach brings together cooperatives, processing hubs, government agencies, and development partners in a system that delivers nutritional, economic, and social benefits. This is rural transformation in action, where food security and economic security go hand in hand.

## Environmental Responsibility

The mission to nourish communities cannot be separated from the health of the planet. Climate change is already disrupting agriculture and food security in vulnerable regions, and we recognise our responsibility to operate within environmental boundaries.

**We take proactive steps to embed climate resilience and environmental stewardship into our core operations.**

In 2024, we achieved a reduction of 1,063 tCO<sub>2</sub>e in Scope 1 emissions by transitioning from diesel to LPG for steam generation. Our emissions intensity stood at 0.223 tCO<sub>2</sub>e per tonne of finished product. We maintained our commitment to avoiding ozone-depleting substances and conducted regular environmental audits in collaboration with the Rwanda Environment Management Authority.

We also pursued circularity measures to reduce waste, including bulk purchasing to cut packaging waste, refillable bottles to minimise single-use plastics, and water risk assessments to guide our conservation strategies.

## Governance and Ethical Commitments

Strong governance underpins our impact. Our Board and executive team are committed to transparency, accountability, and ethical decision-making. In 2024, we cleared all financial and regulatory audits on time, achieved compliance with Rwanda's manufacturing and food systems standards, and recorded zero incidents of corruption or legal action. Our supply chain practices mirror these commitments. No significant negative environmental impacts were identified in our supplier network during 2024, a testament to our collaborative and responsible sourcing practices.

## Looking Ahead

As we look ahead, our vision is to build smart, inclusive food systems that nourish people, empower farmers, protect the planet, and strengthen resilience. Ending malnutrition demands collective action from governments, communities, farmers, partners, and development agencies. At AIF, we are committed to being a trusted partner, driving innovation, transparency, and purpose-led action.

We thank our stakeholders, including our partners, employees, governments and the communities we serve, for their faith and support in our mission to create shared prosperity and work towards a future where no child goes hungry.

CHAPTER 01

# ABOUT AFRICA IMPROVED FOODS

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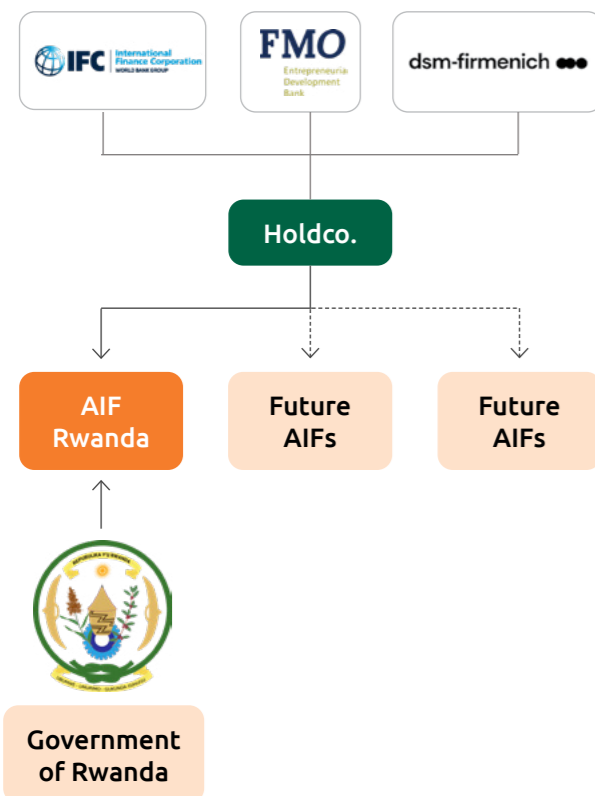


# ABOUT AFRICA IMPROVED FOODS

We are on a mission to transform Africa's food systems by addressing hunger and malnutrition and improving food security, one meal at a time.

We aim to impact 10 million lives daily within the next five years.

Structure of Africa Improved Foods



Established in 2016 through a public-private partnership model and headquartered in Kigali Rwanda, AIF is a public-private partnership involving dsm-firmenich, IFC, FMO, and the Government of Rwanda. Led by the belief that good nutrition is a fundamental human right, we are committed to making it accessible to all. As a proudly African social enterprise, AIF is now one of the continent's leading manufacturers of high-quality fortified blended foods, primarily for pregnant women and babies.

We produce and supply nutritious products for relief and nutrition segments, such as infant and mother food and breakfast cereals. These are made in Africa using cereals grown across the continent and fortified with essential vitamins and macronutrients to address stunting and malnutrition. Our products are distributed through both relief programmes and commercial channels. Our manufacturing facility in Kigali has a capacity of up to 64,000 MT and storage capacity of 20,000 MT.

Sustainability is at the heart of our strategy. From responsible sourcing to efficient production, we embed sustainability into every aspect of our operations to build smart food systems. By procuring maize and soya from local smallholder farmers, we help unlock farming potential, fostering economic inclusion and resilience.

### Supporting the United Nations Sustainable Development Goals (UN SDGs)

Our business model is designed to make significant and lasting contributions to the following UN SDGs.



### VISION

To be an impact-driven African food champion addressing hunger and malnutrition by building resilient and sustainable food systems, offering consumers nutritious, affordable and accessible products.



# OUR IMPACT AT A GLANCE

**1.5**  
MILLION



Beneficiaries reached daily through AIF's products

**2** MILLION

Lives impacted every day, including beneficiaries, farmer-families, communities and employees.



**42%**

Female farmers are part of the supply chain



**\$1** BILLION

Net incremental value added across the East Africa region

**\$65** MILLION

Invested in best-in-class technology

**\$24** MILLION

Foreign exchange earned for Rwanda through exports

**FSSC 22000**

Quality system to ensure products comply with the highest quality and hygiene standards.



**90,000**

Smallholder farmers supported through local procurement.



**500+**

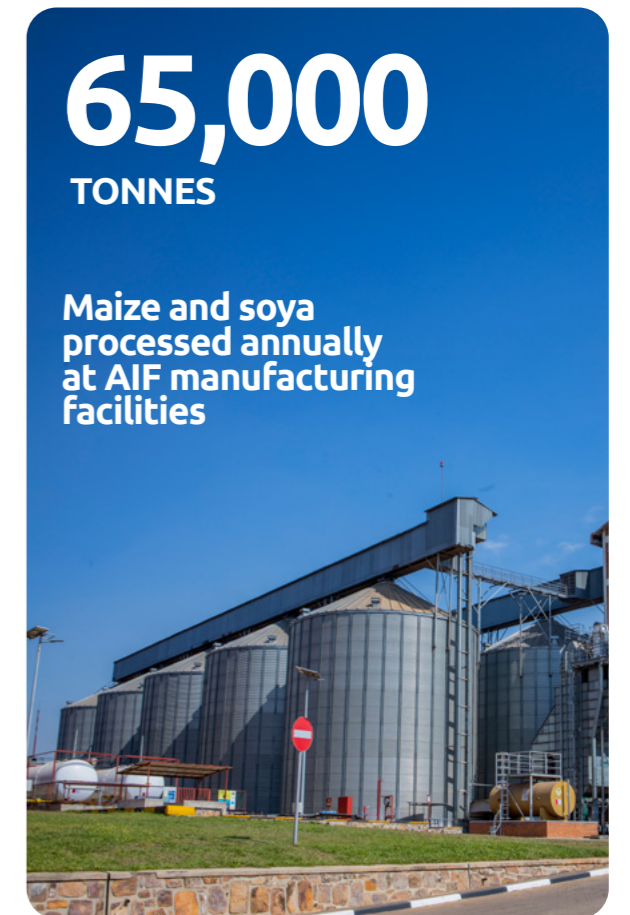
Direct jobs created

**Pioneering Cob Sourcing Model**

Reducing aflatoxin rejections from 90% to less than 5% since 2016

**65,000**  
TONNES

Maize and soya processed annually at AIF manufacturing facilities



**\$100** MILLION

Spent on regionally sourced, packaging, equipment and services



# OPERATIONAL MODEL

As chronic malnutrition in a child's early years can cause irreversible mental and physical damage, including stunting, addressing this challenge has become central to our mission at AIF.

### Agri-sourcing model

Our model enables smallholder farmers to sell maize immediately after harvest, reducing post-harvest losses. Cooperatives, hubs, government agencies, and partners collaborate to build a local value chain that delivers nutritional, economic, and social benefits.





### Quality testing process

Each batch undergoes rigorous checks from the farm gate to packaging. Accredited labs and in-process testing safeguard grain safety, consistency, and compliance with strict standards.

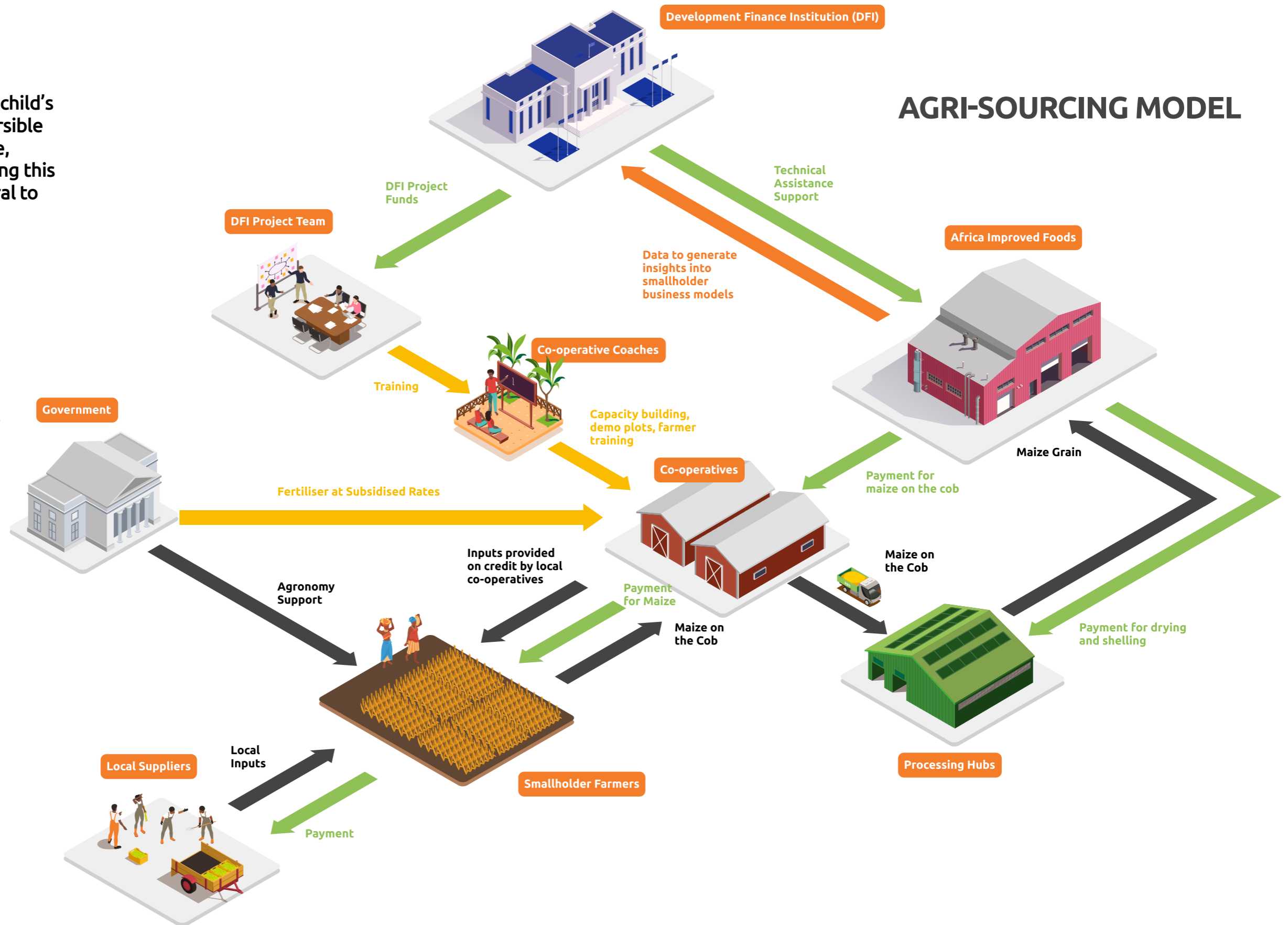
### Manufacturing flow

The process covers cleaning, dehulling, grinding, extrusion, and drying, followed by nutrient mixing to produce fortified, high-quality food products.

### LEGEND

-  New actors and activities
-  Data and Information
-  Goods & Services
-  Money

# AGRI-SOURCING MODEL



# QUALITY TESTING PROCESS

The quality testing process takes place at six critical stages via an accredited on-site laboratory. The processing journey itself follows a structured flow.



1 It begins at the farm gate, where initial checks are done before the grains leave the farmers.



2 At the hub, further verification ensures that only compliant grains are transported.



3 Upon receiving at the AIF site, the grains are tested again to confirm they meet quality standards.



4 As the grains are transferred from AIF storage to the processing plant, monitoring is carried out to safeguard quality.



5 Continuous in-process testing is performed throughout production



6 Finally, finished products undergo final laboratory checks before distribution.

## Continuous quality assurance

Products undergo checks from sourcing to packaging to maintain safety and reliability.



## Backed by strict quality standards & assurance

AIF adheres to globally benchmarked quality standards and operates the only ISO designated food laboratory in Rwanda.



## Delivering best in class results

With wide acceptance of products by WFP and the Government of Rwanda meeting micronutrient requirements in specified ranges.



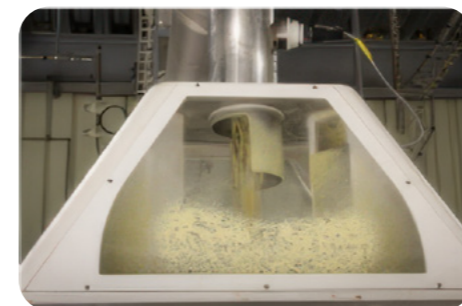
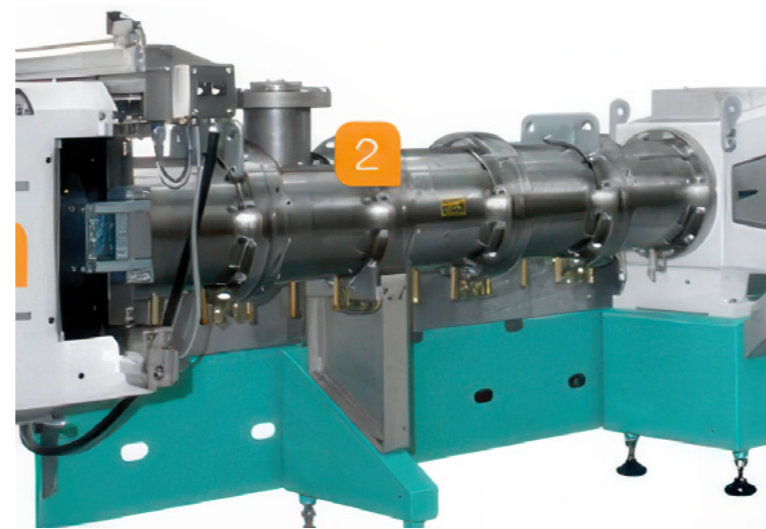
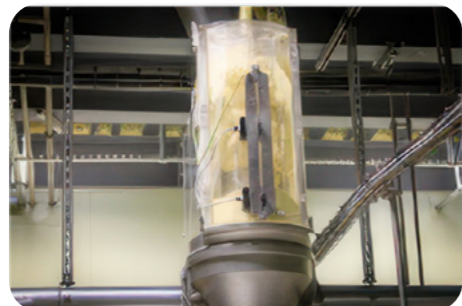
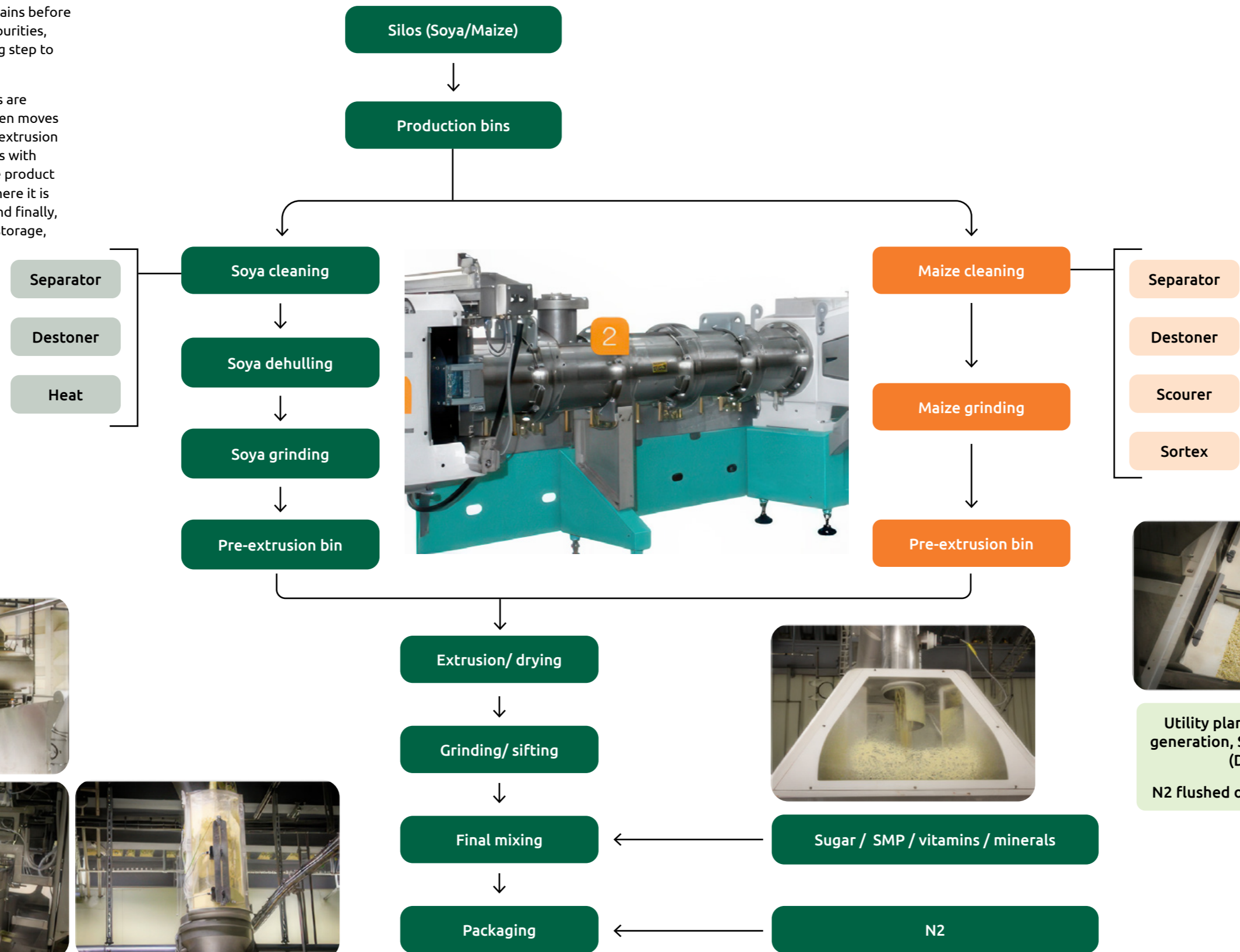
World Food Programme



# MANUFACTURING FLOW

It starts with pre-cleaning of grains before storage to remove dust and impurities, followed by a thorough cleaning step to ensure specifications are met.

In the milling section, the grains are ground into fine meal, which then moves to the nutrition section, where extrusion transforms the meal into pellets with enhanced nutritional value. The product then proceeds to packaging, where it is carefully sealed and labelled, and finally, it is sent to the warehouse for storage, ready for distribution.



# PRODUCTS

**Our product range encompasses relief and commercial products.**

The relief products are for institutional buyers such as the government of Rwanda and the World Food Programme (WFP) for use in public distribution programmes for populations in vulnerable health, social, environmental, and financial situations. These products are used as supplementary foods for the management of moderate acute malnutrition.



## Super Cereal Plus

Super Cereal Plus is a WFP recipe of nutritious cereal combinations made from pre-cooked grains blended with skimmed milk powder, sugar, soy oil and micronutrients. It is used to prevent moderate to acute malnutrition among infants and young children between 6 and 59 months. AIF is the first producer of the Super Cereal Plus series in Africa.

**Super Cereal Plus is distributed to 1.5 million beneficiaries in Rwanda and beyond (South Sudan, Ethiopia) daily.**



## Shisha Kibondo Fortified Porridge

Shisha Kibondo is a highly nutritious complementary porridge developed for infants, young children over six months of age, and pregnant or breastfeeding women. It aids good health and development during early childhood while complementing continued breastfeeding up to at least two years of age. The porridge is made from a fortified blend of maize, soya, milk powder, sugar, vitamins, and minerals. For mothers, a special formulation includes maize, soya, vitamins, and minerals for maternal health and the well-being of the unborn child. We produce the Shisha Kibondo range in partnership with the Government of Rwanda as part of the national nutrition programme. The products are distributed free of charge to mothers and infants across Rwanda by the Government, supporting improved nutrition and fighting malnutrition.

**Distributed to more than 190,000 mothers and infants from the most vulnerable households by the government of Rwanda.**



## Nootri

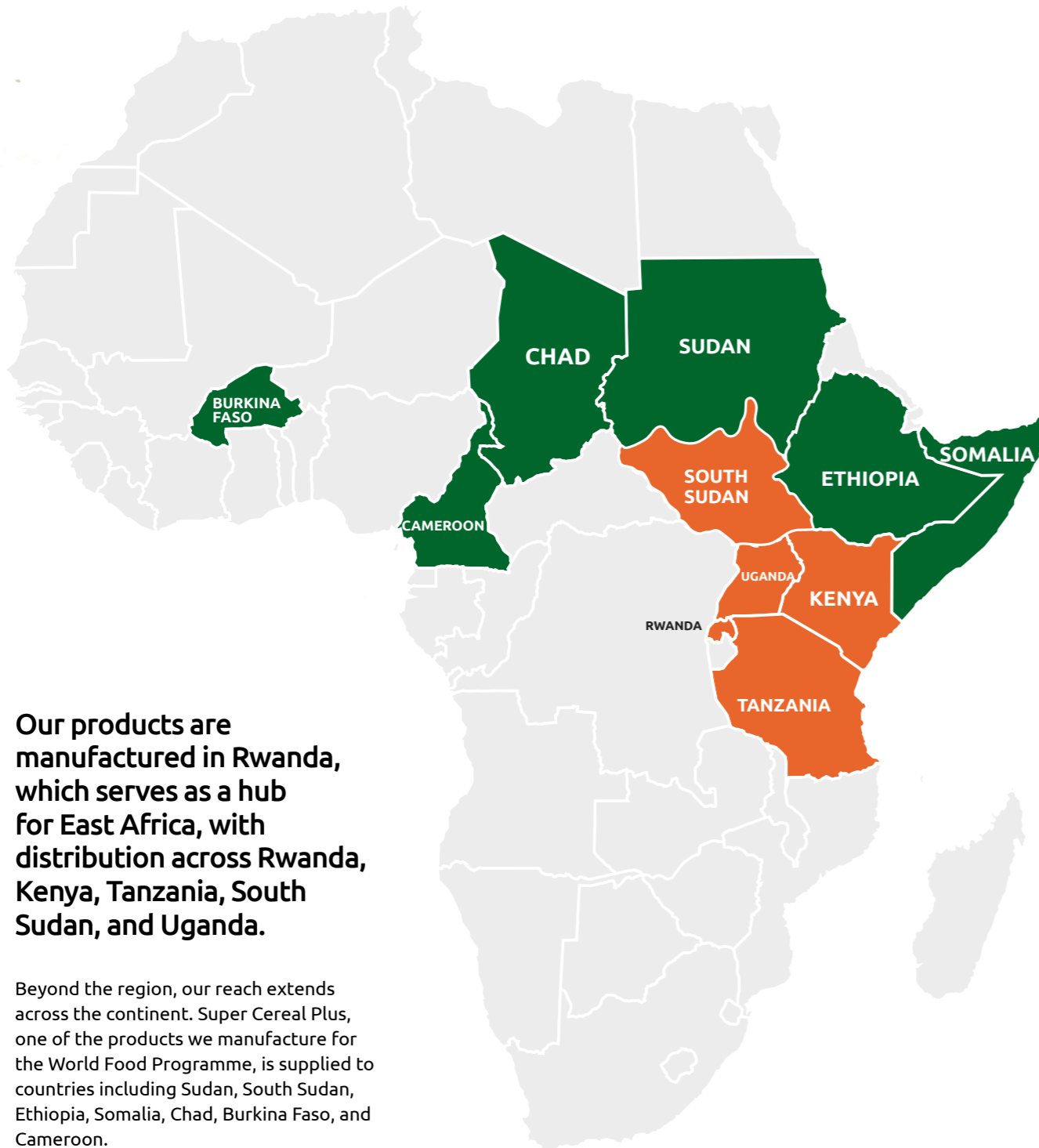
Nootri is our commercial portfolio of fortified cereals designed to improve nutrition for children and families. The range includes instant cereals such as Nootri Baby (for infants aged 6–36 months) and Nootri All Family (for children and families), as well as precooked porridges like Nootri Toto (for infants aged 6–36 months) and Nootri Family (for the whole family).

Our grains are sourced from smallholder farmers across Africa and are carefully selected to be aflatoxin-free and of the highest quality, ensuring that every serving delivers safe, natural, and wholesome nutrition to help children reach their full potential.

**We developed Nootri to provide essential nutrients—including proteins, vitamins, and minerals—that support healthy physical growth and cognitive development in children.**



# OPERATIONAL REACH



Our products are manufactured in Rwanda, which serves as a hub for East Africa, with distribution across Rwanda, Kenya, Tanzania, South Sudan, and Uganda.

Beyond the region, our reach extends across the continent. Super Cereal Plus, one of the products we manufacture for the World Food Programme, is supplied to countries including Sudan, South Sudan, Ethiopia, Somalia, Chad, Burkina Faso, and Cameroon.

# CERTIFICATIONS, AWARDS, AND MEMBERSHIPS

## Certifications

- **Certification scheme for food safety management system:** FSSC 22000 V6 by UKAS Management System
- **Certificate of Compliance** with Good Manufacturing Practices of Food Products by the Rwanda Food and Drugs Authority (Rwanda FDA)
- **Premises Licence** to manufacture food products: issued by the Rwanda FDA
- **Accreditation Certificate:** AIF is accredited as a Testing Laboratory upon satisfying the requirements of ISO/IEC 17025:2017 by the Kenyan Accreditation Service (KENAS)
- **Certificate of Appreciation** for the Made in Rwanda Cup 2022 Sponsorship
- **Certificate of Conformity:** Rwanda Standards Board (RSB) certified that Super Cereal Plus, Shisha Kibondo FPCBF for older infants and young children, Shisha Kibondo FPCBF for children and adults, Nootri All Family Composite Flour, and Nootri Baby, manufactured by AIF, comply with the requirements of their standards.
- **Certificate of Appreciation** by Private Sector Federation (PSF)

## Awards and Recognition

- **EAC Quality Awards 2024**  
Product of the year -Nootri Baby Large Enterprise Category
- **MARKUP EAC Quality Awards 2022**  
Best large enterprise product of the year for the Nootri range
- **RDB Business Excellence Awards 2019**  
Exporter of the Year
- **RDB Business Excellence Awards 2018**  
Exporter of the Year
- **Africa Food Industry Excellence Awards**  
Winner of the milling plant of the year 2018
- **RDB Business Excellence Awards 2017**  
in pursuit of Business Excellence Investor of the Year
- **Award for best Taxpayer 2016**  
by the Rwanda Revenue Authority(RRA)
- **Africa Foodex Awards**, Africa Food Industry Excellence Awards, Platinum sustainable community initiative of 2019

## Membership and Associations

- UN Global Compact (UNGC)
- Invest Africa, a leading pan-African business platform promoting trade and investment on the continent
- Africa Business Leaders Coalition (ABLC)
- East Africa Grain Council (EAGC)

CHAPTER 02

# GOVERNANCE AT AIF

**At AIF, strong governance is key to ensuring the success of our mission to fortify Africa through nutritious foods and growing stakeholder value.**

The Board of Directors, comprising seasoned leaders with expertise in global nutrition, finance, and emerging markets, sets the company's strategy and upholds effective governance.

Supported by an experienced executive team, the Board ensures organisational decisions remain grounded in ethics, integrity, and accountability.

The Board reviews economic, environmental, social, and financial performance each quarter and engages with key customers and the Government of Rwanda when required.

The Board may delegate tasks to committees as appropriate, but retains ultimate authority, with no delegation permitted for matters requiring elevated voting thresholds or special approvals.

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# BOARD OF DIRECTORS

Our Directors bring a diverse and rich experience across domains to help us operate with a long-term outlook, prioritising sustainable growth, resilient risk management, and deep value creation for stakeholders across Africa.

## Composition, Diversity and Expertise

The Board of AIF is responsible for the supervision and strategic management of our business and company affairs. dsm-firmenich will nominate the first Chairperson of the Board. Upon the expiry of the first Chairperson's term, the Board will nominate the subsequent Chairperson. Each Chairperson will serve a term of three years and will not hold a casting vote in any decisions.

The Board comprises five Directors as outlined below:

- IFC (acting for its own account only) has the right to nominate one Director (the "IFC Nominee Director")
- dsm-firmenich has the right to nominate two Directors (the "dsm-firmenich Nominee Directors")
- FMO has the right to nominate one Director (the "FMO Nominee Director")
- Shareholder Parties jointly have the right to nominate one Independent Director (the "Independent Director")

## Remuneration, Critical Concerns & Conflict of Interest

The Directors do not receive any payment for their role as Directors. However, if they need to get independent legal or professional advice while carrying out their duties, the Company may reimburse those costs with the Board's prior approval.

Critical concerns are communicated to the Board during quarterly meetings or on an ad-hoc basis when urgent issues arise. During the reporting period, two concerns were escalated: a key customer indicating no requirement for product in 2024, and the resulting decision to pause the planned expansion project due to reduced demand.

A conflict-of-interest policy is in place, requiring Directors to immediately disclose any personal interest in matters presented for Board approval. Directors with a material interest in a non-arm's-length transaction must abstain from voting, and their votes are excluded from any enhanced approval threshold.



### FEIKE SIJBESMA

Founder and Special Advisor for AIF and former CEO of dsm-firmenich. He provides visionary guidance rooted in deep industry knowledge to AIF. Feike's role as Chairman of the Supervisory Board of Philips and Co-Chair of the Global Climate Adaptation Center gives AIF a global lens on sustainability and growth.



### MICHAEL WAHL

Senior Vice President, M&A at dsm-firmenich, brings deep expertise in corporate finance and capital markets. As an advisor and dsm-firmenich appointee, he provides sharp financial oversight for AIF's growth and expansion agenda.



### MAURICIO ADADE

Former President for Latin America and Nutrition at dsm-firmenich, provided strategic leadership that guided AIF's growth and impact. In January 2025, he was succeeded by Louisa van den Broek, Senior Director at dsm-firmenich, whose expertise in nutrition partnerships and development programmes will further strengthen AIF's long-term strategy.



### RAMESH PATEL

A seasoned business and finance executive with decades of experience across emerging markets and multinational organisations, delivers valuable operational and financial insights. As the FMO appointee, he ensures robust governance, accountability, and best practices across the business.



### DAUDI LEIJVELD

He adds extensive experience as an investor and strategist, with a focus on ventures that balance financial returns with developmental impact. His role in starting and managing CDC's fund for sustainable ventures, combined with experience at Barry Callebaut and Cargill, ensures AIF's investments align with its core purpose.



### ANURADHA NARASIMHAN

A seasoned strategy and marketing leader with extensive experience across global corporates and academia, brings expertise in entrepreneurship, brand building, and leadership development. As the IFC appointee, she supports AIF with strategic insights, governance, and innovation, helping strengthen its mission to deliver nutrition impact at scale.

# EXECUTIVE TEAM

Each member of the executive team operates within a governance framework built on accountability, ethical leadership, and collaborative decision-making.

From driving efficient operations to ensuring fiscal discipline and compliance, the team integrates local realities and needs into strategic decisions. They embed responsible and sustainable practices across both strategic and day-to-day activities, while maintaining a strong focus on developing a motivated and capable workforce.

Together, the executive team drives AIF's mission and impact-led vision, balancing economic performance with social and environmental responsibility, and reinforcing our role as a trusted partner for nutrition, sustainability, and growth in the communities we serve.

## Remuneration

Executives receive bonuses linked to individual objectives as well as to overall company performance in pre-defined proportions to align their remuneration with the organisation's economic, environmental, and social impact goals.



**RAMESH MOOCHIKAL**  
*Chief Executive Officer*

Guides the team of experienced professionals.



**JAN VRIENS**  
*Chief Operations Officer*

Ensures seamless operational execution.



**YANNICK THEYS**  
*Chief Finance Officer*

Maintains financial discipline and transparency.



**ABRAHAM MATHAI**  
*Country Manager for Rwanda*

Brings deep local knowledge and decision making incorporating local context.



**RAJESH SINGH**  
*Director of Procurement & Sustainability*

Steers the company towards responsible supply chain practices and environmental stewardship.



**GLORIAH NGABIRE**  
*Human Resource Manager*

Responsible for prioritising talent, inclusion, and well being across the workforce.

# AUDITS AND REVIEWS

**Audits are carried out to review IFC’s social and environmental performance, especially for sensitive projects, and to check that its policies, guidelines, procedures, and systems are being followed accurately and in totality.**

The Board has appointed reputed external firms to serve as our auditors, bankers and legal advisors so we can run business with transparency, accountability, and adhere to regulations.

Category	Name	Address/Details
AUDITOR	KPMG Rwanda Ltd	Certified Public Accountants, 5th Floor, Grand Pension Plaza, P O Box 675, Kigali, Rwanda.
BANKERS	KCB Bank Rwanda PLC	Avenue De La Paix, P O Box 5620, Kigali, Rwanda.
BANKERS	Banque Populaire du Rwanda	PO. Box. 1348,32, Avenue de l’Armée, Central, Kigali.
BANKERS	Rabobank	Croeselaan 28, 3521 CB Utrecht, P O 17100, 3500 HG, Utrecht – Netherlands.
BANKERS	Bank of Kigali	Avenue De La Paix, P O Box 175, Kigali, Rwanda.
EXTERNAL LAWYERS	Legal Line Partners	KG 9 Av, No. 32 Nyarutarama, MT Centre Building (1st Floor), P.O. Box 1837, Kigali, Rwanda.
EXTERNAL LAWYERS	Equity Juris Chambers	KG 566 ST 14 Kimihurura, P O Box 6381, Kigali, Rwanda.

## IFC Development Outcome Tracking System

We are part of IFC’s shareholding and therefore, required to share an annual report on the Development Outcome Tracking System (DOTS) Key Performance Indicators (KPIs). These KPIs provide a board-level form of accountability and cover four main areas: financial, economic, environmental and social performance, and private sector development. They include monitorable indicators such as annual return on invested capital, taxes paid, employment figures, and environmental and social metrics, ensuring comprehensive development impact tracking across economic, environmental, and social dimensions.

IFC also undergoes regular audits, especially for sensitive projects, to verify compliance with the organisation’s established social and environmental policies, guidelines, procedures, and systems. This audit process reinforces accountability and upholds best practice standards across all relevant operations.

Impact	
Children with malnutrition treated annually under the National Child Development Agency (NCDA) programme in Rwanda.	Around 120,000 children and 73,000 mothers reached *
Private Sector Development	Employee assistance programmes, including mother’s room, on-site clinics, canteen, and social assistance  Centre of excellence programme/AIF Academy: Offering multi-skilling programmes  Efficiency management
Purchases from domestic suppliers	More than 85% of raw material sourced locally

\*AIF’s total reach extends beyond known data through sales to other customers, supported by its capacity of 1.5 million meals a day.

## CHAPTER 03

# MATERIALITY ASSESSMENT

**Our commitment to sustainability and creating a lasting positive impact is deeply embedded in our business purpose to improve lives through better access to nutritious food.**

Today, we have the capabilities to feed 1.5 million people daily with a vision to reach 10 million lives per day within the next five years. Underpinning this aspiration is our unwavering focus on leading with responsible business conduct and designing strategies and execution approaches to address stakeholder needs and create holistic and inclusive value for them.

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# DOUBLE MATERIALITY ASSESSMENT

We undertook a Double Materiality Assessment (DMA) in 2024 to prioritise the material ESG topics that can have the highest impact on our stakeholders and our business.

As part of this assessment, we adopted a structured approach to better understand the impact our organisational activities have on the external ecosystem as well as the risks and opportunities that these issues pose for our business in the short, medium and long term.

We have shared the findings of the DMA in this report across two dimensions:

- Impact materiality that considers how our operations affect the external environment, society, and the economy
- Financial materiality assesses how ESG considerations influence our cash flows, business continuity, and access to capital.

Together, these perspectives provide us with an informed framework for integrating key ESG parameters into the decision-making process, including policy development, sustainability reporting, and ongoing stakeholder engagement. As we mature in our sustainability journey, the materiality assessment will be reviewed periodically to reflect evolving regulatory expectations, stakeholder needs, and operational realities.

The DMA was conducted in alignment with the Global Reporting Initiative (GRI) Standards 2021 and the European Sustainability Reporting Standards (ESRS). These frameworks provided a robust and internationally recognised structure for identifying, assessing and categorising our key material ESG topics while incorporating external factors such as sectoral trends, peer practices, and emerging regulatory developments to ensure contextual relevance.

## The DMA Process

### Step 1 - Identifying the Universe of Issues

- The assessment began with a peer benchmarking exercise to review ESG disclosures by global nutrition companies and food system leaders to establish a preliminary universe of topics relevant to our industry, operations, and stakeholder ecosystem.
- These initial topics were then assessed for relevance against our business model and value chain before being evaluated by internal stakeholders who have a deep understanding of our business and the needs of external stakeholders.

### Step 2- Stakeholder Engagement

We engaged select internal stakeholders, including cross-functional leadership and business heads, by administering two structured questionnaires to seek their insights on the identified universe of issues. One questionnaire focused on understanding the impact materiality, and another on the financial materiality of the issues.

Additionally, virtual workshops were conducted for the cross-functional leadership team to seek their insights on the universe of issues, which were scored and prioritised. These sessions encouraged cross-departmental dialogue and ensured the materiality process captured both strategic and operational perspectives.



### Step 3 – Assessing Impact and Financial Materiality

#### Assessing Impact Materiality

Each topic identified through peer benchmarking, external reviews and stakeholder engagement for impact materiality was rated using a Likert scale for Severity (from 1 - Negligible to 5 - Very High) and Likelihood (from 1 - Rare to 5 - Frequent). Participants were guided to consider:

- Scale: How grave is the potential impact?
- Scope: The breadth or number of people or geographies affected.
- Irremediability: The difficulty in reversing or mitigating the harm caused.

This process highlighted ESG issues that may pose the greatest sustainability impacts across our external ecosystem, including the value chain.

#### Assessing Financial Materiality

In parallel, the financial materiality assessment explored how each topic could affect our revenue, costs, brand value, regulatory exposure, and long-term business viability. Topics were rated on a 3-point Likert scale for Current and Anticipated Impact:

- Low: Minor impact with limited consequences.
- Moderate: Significant but manageable impact.
- High: Severe consequences that may affect financial stability.

The anticipated impacts were further classified by time horizons: short-term (1–3 years), medium-term (3–5 years), and long-term (5–10 years). Internal discussions with finance and risk teams were incorporated into these ratings.

**Step 4 - Developing the Double Materiality Matrix**

The final scores from both assessments were combined into a double materiality matrix, which plots each topic on a 4x4 grid and ranks them as high, medium, or low priority. The topics rated highest across impact and financial materiality form the pillars of our ESG strategy. They guide our decision-making on allocating the necessary resources, either to address them immediately or embed them into our long-term plans. Structured processes have been established to track progress on these material topics and provide transparent disclosures to stakeholders on the outcomes.










**HIGH-PRIORITY TOPICS**

High-priority topics are those with significant external impacts on people and the environment and internal impacts on financial performance, including revenues, business continuity, operational costs, and reputation. These topics will serve as anchors for our near-term strategies to strengthen sustainability outcomes.

-  **Occupational Health & Safety**
-  **Health, Nutrition, Taste and Food Security**
-  **Human Capital Management**
-  **Human Rights**
-  **Cybersecurity and Data Privacy**



**MEDIUM-PRIORITY TOPICS**

Several topics fell into the medium-priority category, reflecting material significance but with relatively lower immediate risk or opportunity compared to high-priority issues. These topics will remain on our radar for continuous monitoring and progressive integration into ESG strategies.

-  **Conservation of Nature and Biodiversity**
-  **Circularity and Waste Management**
-  **Energy Management**
-  **GHG Emissions & Climate Change**
-  **Water Management**
-  **CSR/Community Development**
-  **Responsible Supply Chain**
-  **Regulatory Changes**
-  **Corporate Governance and Business Ethics**

**LOW-PRIORITY TOPICS**

A smaller set of topics was identified as lower priority. These topics are of emerging importance but are less critical to our current sustainability performance and risk profile. We will continue to track these topics and revisit them in future reviews of the materiality assessment, especially as the regulatory, stakeholder, and operational environment evolves





-  **Inclusiveness, Diversity, and Equal Opportunities**
-  **Innovation and Digitalisation**
















Material Topics	Material Topics
M1 Conservation of Nature & Biodiversity	M9 Human Rights
M2 Circularity and Waste Management	M10 Occupational Health & Safety
M3 Energy Management	M11 Corporate Governance and Business Ethics
M4 GHG Emissions & Climate Change	M12 Cybersecurity and Data Privacy
M5 Water Management	M13 Health, Nutrition, Taste and Food Security
M6 CSR/Community Development	M14 Innovation and Digitalisation
M7 Inclusiveness, Diversity, and Equal Opportunities	M15 Regulatory Changes
M8 Human Capital Management	M16 Responsible Supply Chain




# CONTRIBUTIONS TO THE UN SDGs

We recognise that our sustainability goals must extend the positive impact of our day-to-day operations to further global missions to strengthen inclusive value creation for people and protect the planet. In identifying and prioritising material topics, we have ensured close alignment with the UN SDGs so we can help achieve shared goals such as zero hunger, good health, decent work, responsible consumption, and climate action.

Sr. No.	Material Topic	Why is it material for AIF?	Impact Boundary	UN SDGs impacted
<b>High Priority</b>				
1	Occupational Health & Safety	Safeguarding the health and safety of our workforce is critical for business continuity, employee well-being, and maintaining stakeholder trust. This is especially important given the essential role our manufacturing processes play in strengthening nutritional security.	Within the organisation	
2	Health, Nutrition, Taste and Food Security	As a nutrition-focused social enterprise, we directly contribute to food security and community health. Ensuring that our products are nutritious, affordable, and acceptable is key to our mission to address malnutrition and undernutrition across our operating markets.	Within and outside the organisation	 
3	Human Capital Management	Developing, training, and empowering our employees strengthens operational resilience and supports local job creation. Investing in human capital helps our employees gain relevant skills to drive our long-term growth and inclusive value creation, as well as produce high-quality products.	Within the organisation	

Sr. No.	Material Topic	Why is it material for AIF?	Impact Boundary	UN SDGs impacted
4	Human Rights	Upholding fair treatment and human rights across our operations and value chain reinforces trust among communities, partners, and employees, while supporting stable supply chains and ethical business practices.	Within and outside the organisation	 
5	Cyber Security and Data Privacy	As we expand our digital systems and traceability solutions, protecting stakeholder data and adopting robust cybersecurity measures are critical to safeguard trust, maintain compliance, and avoid operational disruptions.	Within the organisation	
<b>Medium Priority</b>				
6	Conservation of Nature & Biodiversity	We depend on agricultural raw materials and recognise the importance of conserving local ecosystems and biodiversity. Healthy ecosystems support reliable sourcing, community well-being, and the long-term resilience of food systems.	Outside the organisation	
7	Circularity and Waste Management	Improving waste segregation, promoting recycling, and pursuing circular economy opportunities help us manage our environmental footprint and production costs while supporting community well-being through responsible waste practices.	Within and outside the organisation	
8	Energy Management	Transitioning towards cleaner fuels and optimising energy use are key to managing operational and cost efficiencies and progressing towards our climate goals. It also helps us stay aligned with growing stakeholder expectations of sustainable practices and products.	Within the organisation	

Sr. No.	Material Topic	Why is it material for AIF?	Impact Boundary	UN SDGs impacted
9	Greenhouse Gas (GHG) Emissions and Climate Change	Minimising GHG emissions through energy efficiency, fuel switching, and local sourcing further our climate commitments and strengthen resilience against regulatory and market climate risks.	Within and outside the organisation	
10	Water Management	We rely on water for our production processes. Therefore, managing this shared resource responsibly is critical for seamless operations and facilitating the availability of water for the local community's needs.	Within and outside the organisation	
11	CSR / Community Engagement	Participating in community upliftment programmes for local development amplifies our social mission and deepens goodwill, helping build stronger social systems in our operating regions.	Outside the organisation	
12	Responsible Supply Chain	Working with suppliers who meet our ethical standards, fair labour practices and sustainability goals helps us secure raw materials without disruptions while expanding local livelihood opportunities and reducing value chain risks.	Outside the organisation	 
13	Regulatory Changes	We operate in a complex regulatory environment that governs food safety and labelling standards and the adoption of responsible business practices. Monitoring and adapting to regulations supports compliance, protects market access, and maintains stakeholder confidence.	Within and outside the organisation	
14	Corporate Governance and Business Ethics	Strong governance, ethical practices, and transparency are essential to staying accountable to our stakeholders and earning and retaining their confidence and trust while ensuring regulatory compliance.	Within and outside the organisation	

Sr. No.	Material Topic	Why is it material for AIF?	Impact Boundary	UN SDGs impacted
<b>Low Priority</b>				
15	Inclusiveness, Diversity, and Equal Opportunities	Building an inclusive culture that promotes diversity is important to our business and social mission. Supporting fair business practices, gender equity, and equal opportunities for all strengthens our workforce and community trust.	Within the organisation	 
16	Innovation and Digitalisation	Leveraging technology solutions, digital tools and innovations reinforces our ability to produce nutritious food efficiently, respond to market changes, and continuously improve sustainability outcomes.	Within the organisation	

CHAPTER 04

# ENVIRONMENTAL RESPONSIBILITY

The food manufacturing and nutrition sector plays an important role in supporting public health and food security.

However, from sourcing raw materials to processing and distribution, the sector's activities also have a significant environmental impact as they contribute to greenhouse gas (GHG) emissions, high resource use, and waste. At AIF, we understand that our mission to nourish people goes hand in hand with the responsibility to care for our planet. We are committed to contributing to national and global climate change action, reducing emissions, using resources responsibly, managing our waste and promoting ecological preservation to create long-term sustainable value for both people and the environment.

### CONTRIBUTION TO SDGS



### IN THIS SECTION

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Energy Management	52
Water Management	58
Conservation of Nature & Biodiversity	59
Circularity and Waste Management	60



# ENVIRONMENTAL IMPACT HIGHLIGHTS



## Minimising Transport Emission

Transport-related emissions minimised by avoiding the import of raw agricultural materials from outside the continent.



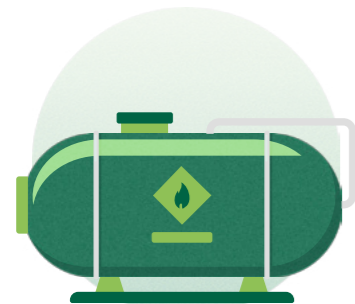
## Limiting Environmental Degradation

The plant is located in a clustered industrial zone, optimising infrastructure use and limiting environmental degradation compared to dispersed development.



## Sustainable Farming Practices

Promote sustainable farming practices by partnering with local farmers.



## Reducing Air Pollution

Transitioned from diesel to LPG for boiler operations, significantly reducing air pollution.



## Managing Particulate Emissions

Dust filters have been installed throughout the plant to eliminate particulate emissions.



## Circularity and Waste Management

By-products generated are repurposed for animal feed and biomass fuels, reducing waste.

# GHG EMISSIONS & CLIMATE CHANGE

Climate change presents a serious challenge to food security, especially in vulnerable communities. At AIF, our mission to end malnutrition is closely linked with a responsibility to protect the environment and respond to the growing impact of climate change.

We are taking active steps to reduce GHG emissions by embedding climate change mitigation and energy efficiency measures into our operational core and local sourcing of raw materials to reduce the environmental impact of transportation. These measures help lower emissions, broaden local economic opportunities and promote sustainable farming.

## Emissions

We track and report our GHG emissions across Scope 1 and Scope 2. During the reporting year, our gross Scope 1 emissions, emanating from direct emissions from directly owned or managed sources, stood at 2,220 tCO<sub>2</sub>e, primarily contributed by fuel combustion, company-owned fleet and minimally from fire extinguishers.

Scope 2 emissions, which represent indirect emissions from the purchase of electricity, steam, or heating and cooling across our operations, stood at 2889 tCO<sub>2</sub>e. This includes both location-based and market-based emissions from the electricity consumed within our company.

We have made substantial progress in reducing operational emissions through responsible energy consumption and management. Looking ahead, we aim to strengthen the transparency and coverage of our emissions inventory by tracking Scope 3 emissions, including logistics, supply chain, and upstream procurement, for comprehensive disclosures in the upcoming reporting cycles.

## IN 2024

**Significant reduction of 1,063 tCO<sub>2</sub>e in Scope 1 emissions by switching from diesel to LPG for steam generation.**

**Scaled efficiency of Diesel Rotary Uninterrupted Power Supply (DRUPS) system saving of 1,141 tCO<sub>2</sub>e through decreased diesel consumption.**

IN 2024

Our emissions intensity, calculated as total Scope 1 and Scope 2 emissions per tonne of finished product, was recorded at 0.223 tCO<sub>2</sub>e per tonne.

Total emissions stood at 5,109 tCO<sub>2</sub>e against a production volume of 22,901 tonnes.

**Table 5**  
Scope 1 and 2 Emissions: 2024

Category	Source	Emissions (tCO <sub>2</sub> e)
Scope 1		2,220
	Combustion of LPG and diesel	2,105
	Company-owned vehicles	114
	Fire extinguishers	1
Scope 2		2,289

**Air Emissions**

We also monitor our air emissions. Weekly assessments using a portable gas analyser (Ecom J2KN) reported average NO<sub>2</sub> concentrations at 142 ppm. The steam-generating systems primarily run on LPG, which emits zero SO<sub>2</sub>; however, during rare diesel usage, SO<sub>2</sub> emissions were recorded at 41 mg/m<sup>3</sup>. Dust-generating activities are managed through filtration systems, maintaining airborne particulate matter concentrations below 1 mg/m<sup>3</sup>.

**Noise control**

We monitor noise levels within our operational areas every week to ensure they do not disturb neighbouring communities or impact our employees or biodiversity around our plant. The data on noise levels is compared against the Rwanda Standards Board (RSB) limits of 75 dB during the day and 70 dB at night. No noise exceeding these thresholds is emitted beyond the facility boundary. Within the production area, where noise levels may exceed safe limits, appropriate personal protective equipment (PPE) for ear protection is provided. The SHE team monitors the usage of these PPEs by employees.

We do not use ozone-depleting substances in our operations. Refrigeration and air conditioning systems rely on R-410A, a non-ozone-depleting refrigerant in compliance with environmental safety norms.



# ENERGY MANAGEMENT

Energy is critical for manufacturing and distribution activities, like powering production processes to site infrastructure needs, internal and external logistics and material handling.

## Energy Consumption

We draw energy from multiple sources, including the electricity grid, Liquefied Petroleum Gas (LPG), and diesel, which are used to power company-owned vehicles, emergency equipment such as fire extinguishers, and other essential operational systems.

Within our organisation, we record fuel and electricity in distinct units: ltrs and kgs for fuels, and kWh for electricity. This standardised approach enhances traceability and helps us avoid double-counting energy inputs across our operational boundaries.

In 2024, we consumed 232,730 kWh of electricity outside our organisation for contracted external warehouses and hubs. Our diesel consumption stood at 51,536 ltrs, used primarily for logistics and third-party utilities during this period.

## Energy Intensity

We calculate our energy intensity using production output as the denominator, in line with our internal performance tracking standards. This intensity-based approach helps us monitor energy use in relation to production scale rather than focusing only on total consumption.



IN 2024

**679,704**

**kgs of LPG with 28,658 ltrs of diesel used as backup.**

**4,050,245**

**kWh\* of electricity drawn from non-renewable sources was consumed.**

\*Heating and cooling were included in our electricity use. The use of steam was considered in energy usage.

## Improving Energy Efficiency and Reducing Emissions

We have implemented several energy efficiency measures to manage our direct consumption and reduce emissions by optimising fuel use and system performance, and shifting to cleaner power.

Between 2018 and 2024, we made strong progress in improving energy efficiency by increasing the adoption of LPG to power our operational activities. With its cleaner combustion profile and higher thermal efficiency, LPG has become the dominant fuel in our operations.

Between 2018 and 2024, diesel consumption decreased from 41 litres/ton to 1 litre/ton, while 29.6 kg/ton of LPG was introduced in place of diesel.

This shift has not only reduced our dependence on conventional fossil fuels but also improved the performance of internal combustion systems and increased operational consistency across our facilities. While renewable energy integration is not yet part of our operations, these foundational improvements position us well to pursue renewable transitions in the future as opportunities and resources evolve.

IN 2024

**Average energy consumption per tonne of finished product was 1 ltr of diesel, 29.6 kgs of LPG, and 176.77 kWh of electricity.**

**Transforming Operational Processes**

Beyond our direct energy interventions, improving operational efficiencies through infrastructure upgrades and process improvements has lowered overall fuel demand, improved energy efficiency and reduced emissions. We have selected 2018 as the baseline year to benchmark progress against the launch of our structured energy efficiency programme.

Between 2018 and 2024, the average energy cost to produce one tonne of product fell from \$62 to \$45. This improvement reflects both the switch to more efficient fuels and increased output per unit of energy, driven by operational optimisation.

**Waste to Fuel**

The efficient reprocessing of waste that saw us convert 4,000 MT of maize cobs into biomass fuels, avoiding 3,300 tCO<sub>2</sub>e of emissions.

**Local Sourcing**

We aim to avoid an estimated 6,000 tCO<sub>2</sub>e through the local procurement of approximately 45,000 MT of raw materials, replacing scenarios that would have otherwise involved transcontinental imports via high-emission maritime routes.





**CASE STUDY**

**Replacing Diesel with LPG for Lower Emissions in Boiler Operations**

Steam generation is critical to our production process, and for years, we relied on diesel to power our boilers. However, the environmental and financial costs became clear. Diesel use meant high carbon emissions, being exposed to fluctuating fuel prices, and misalignment with our climate goals. Recognising the need to decarbonise our operations, we explored cleaner alternatives for steam generation. Following a thorough technical and economic feasibility assessment, we made the strategic decision to transition from diesel to LPG for our steam boiler system.

Key Actions Undertaken:

- Retrofitted boiler infrastructure to accommodate LPG
- Trained operations teams in LPG safety, handling, and maintenance
- Established reliable LPG supply agreements with local distributors
- Introduced monitoring systems to track emissions and operational performance.

The transition from diesel to LPG has helped reduce 1,063 tCO<sub>2</sub>e compared to diesel use for the same level of production, contributing to UN SDG 7 (Affordable and Clean Energy), 9 (Industry, Innovation and Infrastructure), and 13 (Climate Action).

**CASE STUDY**

**Optimising DRUPS to Reduce Emissions**

Reliable power is critical for our facility in Kigali, Rwanda, which produces fortified blended foods. We use Diesel Rotary Uninterruptible Power Supply (DRUPS) systems to maintain electricity during grid fluctuations or outages. While DRUPS is critical to run production processes without interruptions but they consume large amounts of diesel and contribute significantly to GHG emissions. Led by our focus on energy efficiency and lowering emissions, we recalibrated the system for optimising usage.

Previously, DRUPS was triggered whenever the grid frequency moved outside a narrow range of 49.25Hz to 50.5Hz. This led to frequent start-ups, high diesel consumption, increased wear and tear, and elevated CO<sub>2</sub> emissions. Working with technical consultants, we recalibrated the

system to accommodate a wider frequency range, between 48.75Hz to 51.5Hz, so minor grid fluctuations would no longer activate the DRUPS unnecessarily.

As an outcome, the annual operating time for DRUPS dropped from 1,945 hours to just 501 hours, reducing diesel-related emissions by 1,141 tCO<sub>2</sub>e on a yearly basis while improving equipment and energy efficiency and lowering maintenance needs.

# WATER MANAGEMENT

**Water is a vital resource for our operations, primarily used for sanitation and process water treatment.**

In 2024, we sourced 27.49 ML of freshwater exclusively from Water and Sanitation Corporation (WASAC), a government-regulated body and the sole legal supplier in the region, with no abstraction from surface or groundwater. All withdrawals were from low-stress sources and had total dissolved solids below 1,000 mg/L.

Our total water consumption for the year was 27,490 m<sup>3</sup>. All water discharged from our operations was directed to the municipal sewer system, following national effluent discharge regulations. No water was released into surface or groundwater bodies, and there were no discharges in water-stressed areas. Minor runoff during rainy periods is managed effectively through our existing drainage systems.

We do not currently operate in water-stressed regions, and none of our suppliers are reported to have significant water-related impacts.

While our current water management strategy does not yet include formal stakeholder collaborations or partnerships, we maintain strong oversight through regular environmental audits and one-time

assessments conducted by the Rwanda Environment Management Authority (REMA), the national environmental regulator. These processes help us proactively identify and address water-related risks and guide future opportunities for engagement.

### Managing Wastewater

Our wastewater management processes meet the quality thresholds defined by Rwanda's national standards, specifically RS 109:2022 (Third Edition), which outlines tolerance limits for industrial discharge. The environmental sensitivity of the receiving water body is evaluated through Environmental Impact Assessments (EIA) to determine discharge acceptability and the required level of pre-treatment.

### IN 2024

**We recorded no significant negative impacts on our operations, products, or services due to water scarcity.**



# CONSERVATION OF NATURE & BIODIVERSITY

**We operate within a government-designated industrial zone and do not own or manage any sites located in or near protected areas or regions of high biodiversity value.**

Our facility was established following a formal EIA. It is situated on land already allocated for industrial use, which has allowed us to avoid habitat conversion or disruption to natural ecosystems. No threatened, endemic, or protected species have been recorded in the surrounding area.

Our activities do not involve the introduction of invasive species, nor have we observed any impact on local species populations or ecological processes such as changes to groundwater levels or salinity. As there are no protected species or sensitive habitats nearby, our operations have not resulted in any direct impact, nor do they rely on external ecosystems for operating. Although we do not currently have formal partnerships or initiatives dedicated to habitat restoration or conservation, we uphold strong environmental governance across all aspects of our work. Regular audits and inspections conducted by REMA ensure the facility complies with national environmental standards.

Pollution risks are effectively managed through effluent treatment systems, biodigesters, and air filtration equipment. We also carry out regular monitoring of air and wastewater quality in compliance with regulatory requirements.

### SINCE INCEPTION

0

No significant biodiversity-related risks have been identified across our operations.

Zero reports of environmental degradation were reported in the REMA Environmental Report for 2024.

**Our operational footprint remains well within compliance for 2024.**

**No IUCN Red List species or species listed in national conservation registers were affected by our activities during the reporting year.**



# CIRCULARITY AND WASTE MANAGEMENT

**Our operations generate a range of waste streams, largely arising from maintenance, production, and laboratory activities.**

These include discarded packaging materials, residual chemicals, obsolete electrical components, and general operational waste. Most of the waste we generate originates from within our operations, with limited impact from upstream sources. Wastes are segregated right from the source into: biodegradable, non-biodegradable and hazardous. We monitor waste internally through structured record-keeping, supported by weighbridge tickets to verify volumes and maintain traceability.

Our waste management activities are outsourced to certified third-party providers, who are contractually required to comply with national waste regulations. While on-site diversion systems are not currently in place, all waste generated in 2024 was responsibly managed through accredited service providers in compliance with national standards and prevented any direct environmental risks at our facilities.

Downstream waste is mainly restricted to packaging materials from finished products. Our suppliers are expected to comply with our guidelines to minimise upstream waste and negative impacts through ongoing monitoring. All downstream waste is managed by licensed waste handlers in line with regulatory requirements and environmental safety standards.

**We have adopted pragmatic measures to reduce our waste and environmental footprint. These include bulk purchasing to cut down on packaging waste and the use of refillable water bottles to reduce single-use plastic.**

IN 2024

**536.56 MT**

**of solid waste generated, excluding effluent waste.**

**240.16 MT**

**of hazardous waste sent for incineration without energy recovery.**

**296.4 MT**

**of non-hazardous waste was directed to landfill.**



**CASE STUDY**

**Advancing Environmental Sustainability through an Integrated Waste Management System**

We have implemented an Integrated Waste Management System at our production site in Kigali, complying with environmental regulations while promoting operational efficiency and environmental responsibility. Biodigester systems have been installed to serve the two administrative buildings on-site and offer an environmentally friendly solution for the treatment of organic waste, ensuring that it undergoes proper pre-treatment before being discharged or further processed.

A comprehensive solid waste segregation and labelling system has been implemented across the entire site. All waste bins have been replaced with pedal-operated containers to improve hygiene, minimise contamination and reduce physical contact. The new system enforces waste segregation at the source, with biodegradable waste collected in green-coloured bins and non-biodegradable waste in blue-coloured bins.

The factory has an efficient system to capture water mixed with other products to avoid runoff. This water is treated to prevent pollution of surrounding ecosystems, promoting sustainable resource management and sanitation practices. We have also laid canals and paved tiles to improve water harvesting at the site. Further, preventing the discharge of oil and untreated waste into the environment safeguards soil and terrestrial ecosystems, preserves biodiversity and reduces land degradation. Together, these initiatives contribute to SDG 3 (Good Health and Well-being), SDG 6 (Clean Water and Sanitation), SDG 9 (Industry, Innovation, and Infrastructure), SDG 12 (Responsible Consumption and Production), SDG 13 (Climate Action) and SDG 15 (Life on Land).

CHAPTER 05

# SOCIAL IMPACT & WELL-BEING

Our business is founded on the principle of creating a positive impact for people. Every aspect of our work is designed to scale social impact by reducing poverty, creating employment, and addressing malnutrition sustainably.

This commitment to well-being, empowerment, and opportunity lies at the heart of everything we do and drives our progress along responsible and inclusive pathways. The contributions of our employees, farmer partners and suppliers are central to our mission and enable us to aim higher every day. We are committed to protecting them, equipping them with the skills and knowledge they need to succeed, and placing their health and safety at the core of our continued success.

### CONTRIBUTION TO SDGS



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# SOCIAL IMPACT HIGHLIGHTS



### Community Health

Our offerings have demonstrated significant progress in key health indicators, including reduced rates of stunting and anaemia, particularly among infants and pregnant women.



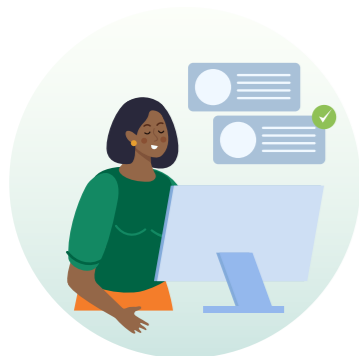
### Job Creation and Poverty Reduction

Our factory provides meaningful employment opportunities, especially for youth and women, contributing to poverty reduction and improved living standards.



### Economic Empowerment

Our engagement with local farming cooperatives has led to increased farmer incomes and greater economic resilience, with a strong focus on supporting women farmers.



### Skills Development

We focus on developing local talent, particularly young graduates, through training and exposure to new technologies. This enhances human capital and builds long-term technical capacity, including in food technology.



### Gender Inclusion

We promote inclusive practices, offering equal opportunities for women and marginalised groups in both employment and cooperative leadership roles.

# OCCUPATIONAL HEALTH & SAFETY

We believe that a safe and healthy workplace that ensures the well-being of our employees, contractors, and visitors is essential to achieving our mission of creating holistic and sustained positive impact.

To further this goal, we have established a robust Occupational Health and Safety Management System (OHSMS) aligned with dsm-firmenich's Safety, Health, and Environment (SHE) standards. This framework helps us identify and manage risks effectively, promote safe behaviours, and maintain a consistent, proactive approach to health and safety across our entire site. It reflects our broader responsibility to create a supportive and secure environment where everyone can bring their best to the workplace and be productive.

The OHSMS is managed and maintained by a dedicated team of AIF-employed SHE professionals, including site SHE Officers and a SHE Manager. Where specialised expertise is required—such as for Hazard and Operability (HAZOP) studies, Layer of Protection Analysis (LOPA), or statutory inspections—external consultants are engaged to enhance the system's depth and reliability.

### Occupational Health Services

Our occupational health services are structured to identify, manage, and mitigate health risks before they impact individuals or operations.

We offer a range of services tailored to the specific needs of our workforce and work environment, including:

- Periodic medical check-ups to monitor and maintain employee health
- Health surveillance for potential exposures to noise, chemicals, and dust
- Health risk assessments to identify and address emerging workplace health concerns

These services are made available across our operations for early detection and timely intervention. A clearly defined drug and alcohol policy is in place to encourage responsible behaviour and workplace safety.

### Preventive Healthcare and Wellness Programmes

Our people-centric practices focus on promoting employee well-being, both physical health and emotional resilience, and ensuring they have adequate access to essential medical care. We provide all employees with comprehensive medical insurance, enabling them to receive treatment from a broad network of hospitals, clinics, pharmacies and specialised care providers. This allows our team members and their families to seek timely care without financial hardship or logistical barriers.

#### Medical Facilities

We have a comprehensive health emergency response. In addition to 10 First Aid Kits, a well-equipped clinic staffed with a nurse is available on our premises. Partnerships with leading referral hospitals in Rwanda help provide access to ambulance services and emergency admissions for employees.

### IN 2024



Zero fatalities resulting from work-related injuries

Zero high-consequence work-related injuries (excluding fatalities)

Zero recordable work-related injuries

Zero Lost Time Injury Frequency Rate (LTIFR) per one million person-hours worked

*Preventive Health Awareness*

We run a series of awareness programmes on preventive health for our employees, including:

- Regular HIV awareness sessions to encourage education, testing, and prevention
- Fitness initiatives and access to on-site gym facilities promote physical activity and healthy living
- Mental health awareness campaigns during SHE Week, open space for conversations around emotional well-being

**Confidentiality and Ethical Safeguards**

All sensitive medical data is accessible only to authorised occupational health and HR personnel, following established confidentiality agreements. The designated occupational health nurse oversees data management and operates under strict protocols to protect employee privacy. Participation in our occupational health services is focused on health protection, not for use in decisions related to contract renewals, duty assignments, or promotions.

**Local Compliance, Global Standards**

The OHSMS is designed to meet legal and regulatory obligations, including key national instruments such as:

- Ministerial Order guiding the establishment and operations of occupational health and safety committees
- Rwanda Labour Law
- Ministerial Order on Occupational Health and Safety
- Prime Ministerial Instructions on Fire Prevention

dsm-firmenich's SHE compliance tools are instrumental in maintaining alignment with these legal frameworks, ensuring both corporate and local expectations are met. While our system is not based on ISO 45001, many of its practices are aligned with the standard to reflect industry best practices.

**Framework and Structure**

The structure of AIF's OHSMS is grounded in the dsm-firmenich Corporate SHE Framework, which comprises:

- Life-Saving Rules
- Standard Operating Procedures (SOPs)
- Task-specific Work Instructions
- dsm-firmenich SHE Standard
- Risk Assessment and Control Hierarchies—incorporating methodologies such as HAZOP and Management System Assessments (MSA)
- Permit To Work System

**Scope and Coverage**

The OHSMS is designed to protect everyone working under our operational control. This includes permanent and temporary employees, on-site contractors, and visiting personnel. It covers both routine and non-routine tasks carried out in production units, laboratories, and office spaces.

Addressing a wide range of operational environments and work processes, the framework ensures comprehensive risk management and promotes a consistent safety culture throughout our organisation.

A core principle of our OHSMS is continuous improvement. We drive this by regularly evaluating performance and implementing corrective actions through a structured review and response cycle, including:

- Internal SHE audits and workplace inspections
- Periodic dsm-firmenich Corporate Operational Audits
- Incident investigations with corrective action planning
- Performance reviews of SHE Key Performance Indicators (KPIs)
- Employee-led SHE Tour observations
- Quarterly strategic SHE reviews
- Monthly SHE committee meetings for operational oversight



**Hazard Identification, Risk Assessment, and Incident Management**

Our safety approach begins with understanding risk through a structured and participatory approach to hazard identification and risk management. We ensure that all activities, whether routine or non-routine, are assessed and controlled to protect people, property, and operations.

We embed risk assessment into every phase of our operations:

- Routine workplace inspections are carried out across all work areas to detect hazards proactively.
- Job Safety Analyses (JSAs) are used to assess specific tasks and determine safe procedures.
- Non-routine activities are governed by a Permit-to-work system, ensuring that additional controls are identified and implemented.
- Before any task begins, Last Minute Risk Assessments (LMRAs) are conducted by the working party to confirm it is safe to proceed.

Every hazard is addressed using the hierarchy of controls—a structured approach that prioritises elimination and substitution, then engineering and administrative controls, and finally, the use of personal protective equipment (PPE) when other controls are not sufficient.

All employees have the right to refuse work they believe poses a danger to their health or safety. Work may only proceed when the individual is satisfied that adequate safeguards are in place. This right is backed by structured procedures and a commitment to accountability and respect.

Risk assessments and safety inspections are carried out by trained personnel who possess the technical expertise to identify workplace hazards accurately. The competence of individuals involved in safety-critical tasks is validated through qualification reviews and performance evaluations. Ongoing refresher training, internal and external audits, and alignment with corporate SHE standards ensure a high level of process integrity and effectiveness.



**Incident Reporting and Resolution**

We believe that safety is a shared responsibility, and everyone’s voice matters. All employees are encouraged to report hazards through various channels, including directly to line managers or the SHE Officer/Manager, through suggestion boxes or a digital SHE reporting platform or by approaching the SHE Committee. To protect the integrity of reporting, anonymity is respected where desired, and our Code of Conduct and Organisational Values guarantee protection from any reprisals or retaliation.

All incidents, including near misses, are viewed as opportunities to learn. We conduct Root Cause Analysis (RCA) to uncover systemic issues, contributing hazards, or behavioural factors that may have led to an event. Based on the findings, we design targeted corrective actions guided by the hierarchy of controls. Outcomes from risk assessments, safety observations, audits, and investigations are systematically reviewed and fed back into the system.

**Contractor and Supplier Safety Management**

All suppliers and contractors undergo pre-qualification and screening. SHE requirements are embedded into binding contracts, and all contractor personnel receive SHE induction during onboarding.

**Deepening the Safety Culture**

Employees are actively involved in shaping our OHS culture through participation, transparent dialogue, and structured decision-making processes. This collaborative approach ensures that safety measures are grounded in both policy and practice.

We actively encourage our employees to take ownership of workplace safety by identifying hazards, contributing to risk assessments, supporting incident investigations, and participating in internal SHE audits. This inclusive approach builds accountability and strengthens our safety culture across all levels.

**OHS Training**

A comprehensive OHS training programme equips employees with the knowledge and skills to work safely, respond effectively to hazards, and reinforce a strong safety culture. We conduct annual refresher sessions and offer additional training whenever there are changes in job roles or risk profiles. All new team members receive a thorough SHE induction to strengthen safety awareness from the very beginning.

All sessions are led by competent trainers, whether internal SHE officers or qualified external providers. To ensure clarity and comprehension, training is

delivered in languages familiar to all employees, primarily Kinyarwanda and English. Training is delivered during paid working hours and provided free of charge to every employee. This guarantees inclusive participation and uninterrupted learning.

*Comprehensive and Role-Specific Learning*

The training programme addresses both general safety awareness and job-specific risks, covering topics such as:

- Hazard communication
- Proper use of PPE
- Emergency Preparedness
- Fire fighting
- First Aid
- High-risk activities include confined space entry, hot work, LOTOTO (Lock Out Tag Out Try Out), and working at heights.
- Life Saving Rules

*Assessment and Review*

We use pre- and post-training assessments, gather feedback from employees, and observe on-the-job

performance to understand how effectively our programmes are delivering results. These insights help us continuously refine both the content and delivery of our training.

Each year, we carry out a data-driven review of training needs, guided by risk assessments, job hazard analyses, incident trend data, and input from employees and SHE committees. This approach ensures our training remains relevant, targeted, and aligned with the evolving risk profile of our operations.

**Governance**

Our OHS governance framework is overseen by two dedicated committees that guide and monitor health and safety performance across all operations.

- Operational SHE Committee: Meets monthly to review incidents, assess risk controls, and drive continuous improvement, guided by a formal Operational Charter.
- Conceptual SHE Committee: Meets quarterly to define strategic SHE direction, monitor KPIs, and align safety goals with organisational objectives under a documented Charter.

**Safety Data - Employees (including contractual employees)**

		FY 2024 Performance		
Particulars		Total	Male	Female
a	The number and rate of fatalities as a result of work-related injury	Incidents	0	0
		Rate	0	0
b	The number and rate of high-consequence work-related injuries, excluding fatalities	Incidents	0	0
		Rate	0	0
c	The number and rate of recordable work-related injuries	Incidents	0	0
		Rate	0	0
d	LTIFR (per million person hours worked)	Rate	0	0
e	The number of hours worked	789, 280 incident-free hours in 2024. 1.12 million safe, incident-free hours since the last incident		

**Safety Data - Workers (Who are not employees but whose work and/or workplace is controlled by the organisation)**

		FY 2024 Performance		
Particulars		Total	Male	Female
a	The number and rate of fatalities as a result of work-related injury	Incidents	0	0
		Rate	0	0
b	The number and rate of high-consequence work-related injuries, excluding fatalities	Incidents	0	0
		Rate	0	0
c	The number and rate of recordable work-related injuries	Incidents	0	0
		Rate	0	0
d	LTIFR (per million person hours worked)	Rate	0	0
e	The number of hours worked	556800		

Particulars	FY 2024 Performance	
	Male	Female
Fatalities as a result of work-related ill health	0	0
Number of cases of recordable work-related ill health	0	0
The main types of work-related ill health	NA	NA

# HUMAN CAPITAL DEVELOPMENT

Our company’s strength lies in the talent and dedication of our skilled, diverse, and inclusive workforce. We recognise that continuous human capital development is vital to sustaining our success and are committed to providing all employees with equal opportunities for learning, growth, and fair employment.

In 2024, we employed 154 full-time equivalents (FTEs), including 39 women, and engaged third-party partners to provide contractual staff for roles such as housekeeping, security, and logistics support.

### Employee Benefits and Social Security Provisions

We provide comprehensive employee benefits across all areas of well-being and social protection. Our employees are covered by health care, disability and invalidity coverage, parental leave, and retirement provision, each with 100% coverage. While life insurance is not currently offered, we have strong support structures to protect the physical, financial, and familial security of our workforce.

### Parental Leave

All full-time employees are eligible for parental leave. Female employees are entitled to 3.5 months of maternity leave, while male employees receive seven days of paternity leave.

We provide flexible working hours to support breastfeeding mothers upon their return to work. In the unfortunate event of a miscarriage or stillbirth, the employee is entitled to eight weeks of paid leave to support their recovery and well-being. Social support funds are provided to employees getting married or who have experienced the loss of a close family member.



Types of Benefits	Indicate the benefits that apply to permanent employees (Yes / No)	Percentage of employees eligible for this benefit
a. Health care	Yes	100%
b. Disability and invalidity coverage	Yes	100%
c. Parental leave (maternity leave or paternity leave)	Yes	100%
d. Retirement provision	Yes	100%

Total workforce by gender, age, and employment level: FY 2024

Category	Age Group				Gender			Total by Category
	Less than or equal to 30	Between 30 to 50	Greater than 50	Age not disclosed	Men	Women	Gender not disclosed	
Top Management	0	3	2	0	4	1	0	5
Senior Management	0	16	1	0	9	8	0	17
Middle Management	2	17	2	0	17	4	0	21
Associates	25	84	2	0	85	26	0	111
Total Permanent Workforce	27	120	7	0	115	39	0	154
Total Contract Workforce	0	0	0	0	0	0	0	0

All our FTEs are based in Rwanda.

New hires by age, gender, and employment level: FY2024

Employment Category	Less than or equal to 30			Between 31-50			Greater than 50			Age not disclosed		
	Men	Women	Gender not disclosed	Men	Women	Gender not disclosed	Men	Women	Gender not disclosed	Men	Women	Gender not disclosed
Top management	0	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	2	1	0	0	0	0	0	0	0
Middle management	0	0	0	2	0	0	0	0	0	0	0	0
Associates	1	1	0	6	4	0	0	0	0	0	0	0
Total permanent workforce	1	1	0	10	5	0	0	0	0	0	0	0
Total contract workforce	0	0	0	0	0	0	0	0	0	0	0	0
Total workforce	1	1	0	10	5	0	0	0	0	0	0	0

### Employee Training and Development

We believe continuous learning is central to both individual growth and organisational excellence. Our training initiatives are designed to enhance technical skills, build leadership capacity, and promote a culture of safety and inclusion across all levels of the workforce.

Various programmes are implemented to strengthen employee capabilities, including on-the-job training, technical workshops, mentorships, and external courses. Additional support was provided through coaching and capacity-building initiatives, with a focus on long-term professional development.

Employees are upskilled through internal training programmes as well as supported for availing external courses, and sabbaticals with guaranteed employment on return. We also offer transition assistance for retiring or departing employees, covering pre-retirement planning, retraining, severance linked to age and tenure, job placement services, and guidance such as counselling or training.

**Percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period.**

FY 2024	Male	Female
Top Management	100%	100%
Senior Management	100%	100%
Middle Management	100%	100%
Junior Management	100%	100%

### Training Participation: 2024

**Environment, Health, and Safety (EHS) Training:** All employees participated in EHS training, completing 1,096 hours of instruction across multiple safety-critical topics.

**Human Resources (HR) Training:** 96 employees received HR-related training, investing 187 hours in areas such as workplace conduct, policy orientation, and soft skills.

**Other Professional and Technical Training:** All employees took part in various development programmes, including technical, operational, and functional skills, acquiring 13,505 hours of learning.

### Employee Satisfaction

Since inception, we have conducted annual employee satisfaction surveys to consistently monitor and understand staff experiences, identify gaps and strengthen engagement across the organisation. Our 2024 employee survey showed an overall satisfaction score of 79%, offering valuable insights into key aspects of our workplace culture.

The survey captured employee perspectives on areas such as mission and purpose, workload and quality, teamwork, customer focus, opportunities for growth, communication, work-life balance, compensation, resources, fairness, leadership, accountability, respect, personal expression, diversity, SHE, and anti-corruption practices. We formulate specific interventions to address the gap identified in the survey to improve employee experience.



# HUMAN RIGHTS

**We are committed to upholding internationally recognised human rights and operating in alignment with Rwanda’s national labour laws.**

As part of our approach, we typically provide employees with at least four weeks’ notice before implementing any significant operational changes that may affect their roles or working conditions. In exceptional cases, this period may be shortened depending on labour law requirements.

Although we do not have collective bargaining agreements in place, we respect employees’ rights to freedom of association and collective bargaining. There are no policies that prevent our staff from joining associations or unions. These principles are also embedded in a Supplier Code of Conduct, which outlines our expectations for partners across the value chain. We regularly carry out employee engagement surveys to help identify and address any potential risks related to rights and freedoms at work.

#### Safeguards Against Child and Forced Labour

We apply a strict zero-tolerance approach to child labour following Rwandan law, which prohibits work by anyone under the age of 18. We confirm that no young workers are employed in our operations. Forced or compulsory labour is equally unacceptable, and this applies both within our organisation and among our suppliers. We reinforce these expectations through our Code of Conduct and routine assessments.

#### Human Rights Training for Security Personnel

All security personnel stationed at our facilities receive training on our human rights policies and procedures. This applies equally to our third-party contractors who are required to provide similar training to their teams before deployment.

**0** **IN 2024**  
 Zero cases of human rights violations have been reported across our plant and supplier operations.  
 Zero cases of forced labour have been reported across our plant and supplier operations.

# INCLUSIVENESS, DIVERSITY, AND EQUAL OPPORTUNITIES

At AIF, we value the power of a diverse and inclusive workforce where every individual feels respected, represented, and empowered.

Our approach to diversity focuses on creating equitable opportunities that reflect the communities we serve and support the growth of underrepresented groups across all roles and levels.

We are working to build a more diverse workforce by including people of different ages, genders, and backgrounds, especially those from minority or vulnerable groups. In 2024, all employees under 30 from these groups, including both men and women, were counted in our diversity data.

While we do not yet have representation from minority or vulnerable groups in management roles, this presents a valuable opportunity to strengthen our inclusive hiring and advancement practices. We are committed to building a more diverse leadership pipeline and creating pathways for underrepresented groups to grow and thrive within our organisation.



## CASE STUDY

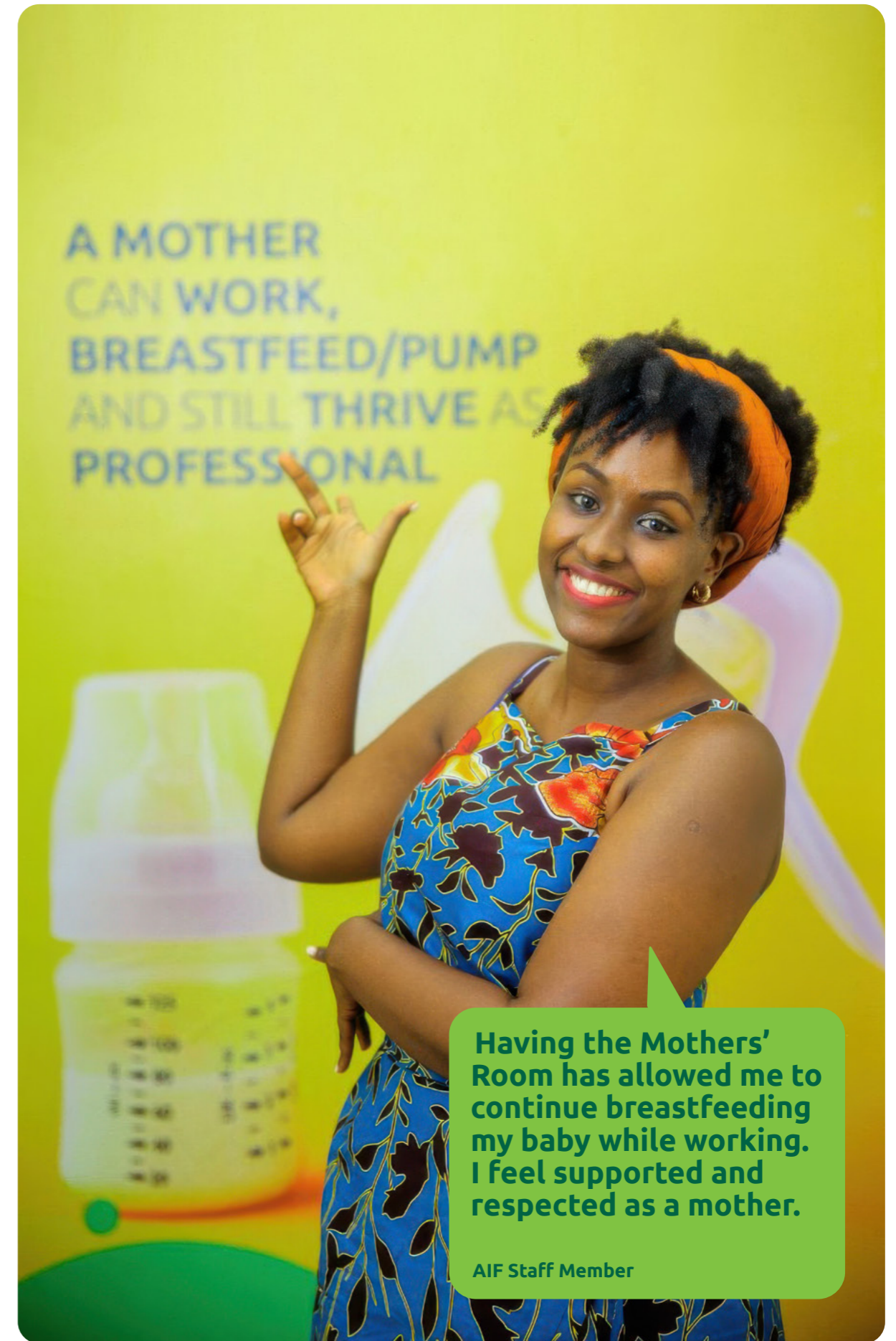
### Creating A Space for Care: Supporting New Mothers at Work

A safe, inclusive, and respectful workplace is essential to keeping employees engaged and productive. Promoting gender equity and enabling women to pursue long-term, fulfilling careers is a vital part of this commitment.

One challenge we identified was the absence of a private and hygienic space for breastfeeding mothers to pump or nurse. The lack of such a facility caused stress and discomfort to many new mothers, often leading to early cessation of breastfeeding or reduced productivity. Helping mothers transition back to work after maternity leave required a practical and respectful solution.

In 2024, a dedicated Mothers' Room was launched, conveniently located near work areas. Designed to provide privacy, comfort, and dignity, the room allows mothers to breastfeed, express milk, or take a moment to rest. It features comfortable seating, calming decor, electrical outlets for breast pumps, a clean refrigerator for safe milk storage, handwashing facilities, a lockable door for privacy, and educational resources on hygiene and breastfeeding.

The response was overwhelmingly positive. Since the introduction of the Mothers' Room, breastfeeding continuation rates have risen while stress and absenteeism have declined, and morale and productivity have improved.



Having the Mothers' Room has allowed me to continue breastfeeding my baby while working. I feel supported and respected as a mother.

AIF Staff Member

# HEALTH, NUTRITION, TASTE, AND FOOD SECURITY

For generations, maize has been the backbone of Rwanda’s food system, feeding millions and supporting livelihoods across rural communities. Yet behind this staple lies persistent challenges of unpredictable yields, fluctuating prices, post-harvest losses, and limited financial security for farmers.

We saw an opportunity not only to enhance agricultural productivity but also to reshape the nutritional and economic outlook for maize farmers in Eastern Rwanda.

### Putting Farmers at the Centre of Rural Transformation

We believe that when farmers thrive, communities flourish. As our engagement deepened, we recognised that improving production alone was insufficient. Farmers faced significant obstacles like poor access to inputs, unpredictable pricing, dependence on imports, and limited financial protection. What began as a productivity initiative quickly evolved into a broader strategy for food security, income stability, and inclusive development.

### Building Stronger Foundations: Yield, Quality, and Stability

The Investing in Cooperative Sourcing (ICS) project, a three-year initiative designed to expand local maize sourcing, achieved strong outcomes across key areas. Yields increased sharply, moving from moving from 1.6 MT per hectare to 6 MT per hectare. Cooperatives engaged under ICS gained access to the AIF market, enabling us to source 100% of the Grade One maize required by our factory in 2024.

As part of the initiative, 28 cooperatives registered as agro-dealers, improving input availability, stabilising prices, and enhancing farmer well-being. Implementation slowed in 2022 but regained momentum in 2023 under the guidance of trained cooperative coaches. This renewed effort secured higher yields and reduced post-harvest losses through our cob-sourcing model, strengthening farmer incomes and building greater resilience in local supply chains.

### Fair Pricing for Farmers

We supported stakeholder-led pricing discussions that considered moisture content and actual production costs. This helped create a more transparent and stable pricing system, giving farmers greater income security and building trust across the value chain.

### Improving Food Quality and Community Health

By guaranteeing aflatoxin-safe maize through improved post-harvest practices, we helped reduce health risks and enhance food safety across the communities we serve, ensuring that farmers’ efforts translated into both economic and nutritional security.

To know more about our local sourcing initiatives, please refer to the section on governance and ethics in this report.



**Customer Health and Safety**

Keeping our customers safe and healthy is a key part of our work. This is important to us at AIF as we bring affordable, high-quality, and locally sourced foods to help people reach their full potential through better nutrition.

We exercise strict oversight across all our processes to ensure our products are safe, nutritious, and trusted by the communities we serve. From sourcing ingredients to making, packaging, and delivering our products, we focus on safety at every step. As new regulatory requirements emerge, we review them and take timely action to remain compliant.

**Grievance Management**

We operate a comprehensive customer complaints management system designed to address concerns related to our products, laboratory services, and sales activities, covering internal and external stakeholders, including customers. A dedicated customer complaint hotline is easily accessible to all stakeholders to raise any issues or complaints for timely resolution and improvement of services.

IN 2024

**100%**

of significant product categories assessed for health and safety impacts and improvement opportunities.

**100%**

of audits conducted by regulatory authorities\* and food safety certification bodies\*\* successfully completed.

\* Rwanda Bureau of Standards and Rwanda Food and Drugs Authority

\*\*FSSC version 6 by Bureau Veritas and ISO17025 by KENAS



**IN 2024**

**0**

Zero incidents of any breaches of applicable regulations or voluntary codes relating to the health and safety impacts of our products and services were recorded.

Zero fines, penalties were incurred.

Zero warnings were issued.

# COMMUNITY ENGAGEMENT AND SOCIAL RESPONSIBILITY

**Our commitment to sustainability extends well beyond our factory gates. We work in close partnership with local communities to promote inclusive development and deliver long-term impact.**

By engaging people in planning, offering targeted support, and building local capacity, we help shape stronger, more resilient ecosystems around our operations.

## Community Engagement

We take a strategic and inclusive approach to stakeholder engagement to ensure our community initiatives are relevant, effective, and aligned with local priorities. Each season, we conduct stakeholder mapping to guide planning and coordination with public institutions, agricultural cooperatives, aggregators, financial institutions, and agricultural insurance providers. This process helps us align our efforts with existing policy frameworks and support systems.

In parallel, we maintain a collaborative model for community consultation. Before launching any programme, we actively engage with local NGOs, community leaders, women’s farming groups, and youth organisations. These early dialogues help us identify pressing needs, shape tailored interventions and ensure that vulnerable groups are meaningfully represented in decision-making. This combined approach strengthens trust, accountability, and impact across our value chain.

## Needs-Based Local Development

All our community programmes are shaped by local needs assessments to ensure they respond to real priorities on the ground. We focus on building essential infrastructure near farms, supporting

the registration of agro dealers to improve access to agricultural inputs, helping farmers connect with markets, and providing ongoing training to promote sustainable agricultural practices. This approach strengthens livelihoods and fosters long-term resilience in the communities we work with.

## Local Operations, Lasting Impact

Our operational footprint includes strong engagement with communities during critical agricultural activities:

- Logistical support during the procurement of soya and maize
- Reduction in crop rejection due to aflatoxin contamination, brought below 2%
- 100% adoption of the Corn-on-the-Cob (COB) model means sourcing maize on cob for inclusive value chain participation

Alongside this, we run development programmes that build local skills and capacity, promote regenerative farming practices, introduce contract farming to improve income security and expand post-harvest infrastructure to support greater productivity.

We also promote clean energy use by repurposing maize cobs for fuel in other industries. This supports the circular economy and reduces waste from farming operations.

To know more about our local sourcing activities, refer to the governance and ethics section of this report.

## CASE STUDY

### Improving Nutrition, Transforming Lives

At AIF, our objective is to help people reach their full potential through better nutrition. Over the years, we have built the capability to feed more than 1.5 million children per day. Over the next five years, we aim to impact 10 million lives daily through our nutritious product range and community-focused approach.

To understand how nutrition has improved for children aged 18 to 23 months, the Clinton Health Access Initiative (CHAI), an independent research agency, carried out studies in 2017, 2018, and 2021 in the areas where we work. The results show a significant reduction in key indicators of malnutrition during this period.

These improvements show how ongoing nutrition programmes, education, and access to fortified foods can make a real difference, especially for young children. With strong partners and community support, we aim for a future where no child is hungry and everyone gets the nutrition they need to grow and thrive.

#### Key Impacts

- Stunting dropped from 47% in 2017 to 35% in 2021
- Anaemia reduced from 35% in 2017 to 9% in 2021
- Iron deficiency fell from 34% to 22% between 2017 and 2021
- Underweight children decreased from 13% to 9%

Maize and Soyabean Source



## Social Impact Assessments

We measure our social outcomes through regular community assessments, and the results are encouraging. Women now hold 45% of cooperative leadership roles, while 24% of leadership positions are filled by young people. Access to health insurance has also expanded among farmers, contributing to improved well-being. These achievements reflect our strong commitment to inclusive leadership and equal opportunity.

## Community Grievance Mechanisms

We recognise that maintaining open, transparent, and responsive channels for feedback is essential to building trust and long-term relationships with the communities we serve. To support this, we have established clear and accountable grievance mechanisms to address any concerns related to our operations or community engagement.

The SHE committee plays a key role in monitoring and responding to health and safety matters, while our dedicated Sustainability team oversees broader community impacts and ensures that programmes are delivered responsibly. Quality control and assurance processes help us track progress and identify areas for improvement.

We also operate a formal grievance redressal procedure, allowing individuals or groups to raise concerns safely and confidentially. This system is aligned with our Supplier Code of Conduct and reflects our broader commitment to ethical conduct across the value chain. These mechanisms enable us to respond constructively to concerns, resolve issues promptly, and continuously strengthen our community engagement practices.

CHAPTER 06

# GOVERNANCE & ETHICS

**Our efforts to tackle malnutrition and improve food security are guided by strong ethics and sound governance.**

Transparency and accountability underpin our decision-making process, operational approach, disclosures and stakeholder engagements. This unwavering commitment to ethical practices and responsible leadership powers our ability to feed more than 1.5 million children each day and strengthen food systems across Africa.

### CONTRIBUTION TO SDGS



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# GOVERNANCE HIGHLIGHTS



### Transparency and Accountability

Continued adherence to maintain transparent reporting and decision-making processes, especially regarding food safety, nutrition, and supply chain practices.

### Audits and Reviews

Ethical Commitments in Food Systems, Sustainability and Nutrition

### Ethics and Integrity

Cleared all audits by the Rwanda Board, WFP for manufacturing, food defence and food systems.

### Board Engagement

Board meetings every quarter

### Financial Prudence

Financial audit and regulatory clearance for 2024 completed on time

# CORPORATE GOVERNANCE AND BUSINESS ETHICS

## Anti-corruption

A well-documented anti-corruption policy sets out our expectations for integrity, transparency, and accountability across operations. These principles are embedded throughout the organisational framework to prevent misconduct and promote responsible decision-making. The policy is further strengthened by robust internal controls and a strong ethical culture that permeates every level of the organisation. Anti-corruption principles are integrated into our Supplier Code of Conduct and Employee Handbook, outlining our expectations of ethical conduct across the value chain. Employees in key functions such as finance, procurement, and commercial are required to complete an annual conflict-of-interest declaration to strengthen ethical practices and reduce the risk of undue influence.

### Awareness and Training

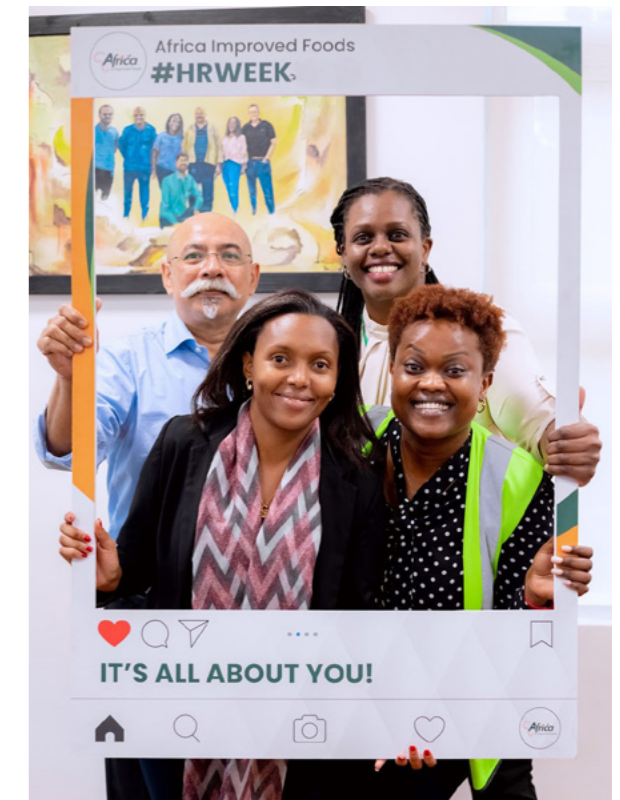
Ongoing programmes are conducted to engage and educate our employees on anti-corruption behaviour. In 2024, we delivered training programmes covering consequence management, executive communication, communication masterclasses, and leadership and management practices to our employees. These sessions built on the anti-corruption policy training conducted in 2023, helping to strengthen compliance.

### Anti-competitive Behaviour

We maintain 100% compliance with competition and antitrust regulations across all the jurisdictions in which we operate. During the reporting period, there were no legal actions pending or concluded against us concerning anti-competitive behaviour, antitrust violations, or breaches of monopoly legislation. This reflects our commitment to fair market practices and adherence to regulatory standards.

# 83%

**Annual employee engagement survey response score on anti-corruption practices.**



## IN 2024

# 0

Zero confirmed incidents of corruption

Zero incidents in which employees were dismissed or disciplined for corruption

Zero incidents when contracts with business partners were terminated or not renewed due to violations related to corruption

Zero public legal cases regarding corruption brought against the organisation or its employees during the reporting period and the outcomes of such cases

Zero legal actions pending or completed during the reporting period regarding anti-competitive behaviour and violations of anti-trust and monopoly legislation in which the organisation has been identified as a participant.

# CYBERSECURITY AND DATA PRIVACY

Protecting data and maintaining cybersecurity is essential to building trust with our customers and partners.

We handle sensitive information across our operations, and keeping it safe is a key responsibility. Throughout 2024, we maintained strong data protection measures. There were no complaints from external parties or regulatory bodies about privacy breaches, and no incidents of data leaks, theft, or loss were reported.

IN 2024

0

Zero complaints received concerning breaches of customer privacy

Zero complaints received from outside parties and substantiated by the organisation

Zero complaints from regulatory bodies

Zero instances identified leaks, thefts, or losses of customer data.



# RESPONSIBLE SUPPLY CHAIN

We believe a responsible supply chain is key to delivering safe, high-quality food, and we work with suppliers who share our values, purpose, and commitment to ethical conduct.

All suppliers are screened to ensure they meet our standards for quality, safety, and compliance. Our supplier onboarding process focuses on partnering with suppliers who hold ISO 9001 certification, reflecting our commitment to working with those who have established quality management systems. We expect all our suppliers to align with the AIF Rwanda Supplier Code of Conduct, which sets out the responsible business practices we expect across our supply chain.

We actively monitor and manage environmental impacts within our supply chain through regular supplier assessments. As part of our screening process, we use a supplier assessment questionnaire to collect data on raw and packaging materials, helping us maintain effective food safety controls and ensure high-quality standards are met.

Comprehensive Safety, Health, and Environmental (SHE) requirements are outlined for all contractors. These include competency-based selection criteria during procurement, mandatory hazard identification and risk assessments before starting any work, and compulsory SHE induction training for all contractor personnel. All contractors are expected to fully comply with our SHE Policy, Life Saving Rules, and Drugs and Alcohol Policy to maintain safe, healthy, and compliant work environments across all our projects.

Contractors are required to ensure proper housekeeping, effective waste management, and occupational health measures, including valid medical fitness certificates. They must also provide appropriate PPE to their workers. We carry out regular safety inspections, enforce incident reporting, ensure emergency preparedness, and monitor strict adherence to work permit systems.

## Environmental Assessments

We focus on the sustainability performance of contractor suppliers because they are directly involved in key operational activities such as construction, logistics, maintenance, and facility management. These areas often have higher environmental risks, including energy use, emissions, waste generation, and resource consumption. As a result, their practices can significantly influence our overall environmental performance. Assessing and engaging with these suppliers helps us identify potential environmental impacts early and work together to implement effective mitigation measures to strengthen the sustainability of our operations and supply chain.

During the reporting period, we assessed four contractor suppliers for environmental impacts across our local operations, South Africa, Kenya, and the Netherlands, providing oversight of environmental performance across our national and international supply chain. The findings are outlined below.

IN 2024

0

Zero suppliers identified as having significant actual and potential negative environmental impacts.

No significant actual and potential negative environmental impacts were identified in the supply chain.

Zero percentage of suppliers identified as having significant actual and potential negative environmental impacts.

**Market Leadership in Local Sourcing and Production in Rwanda**

Local sourcing supports regional economic development, empowers communities, and enhances the resilience and sustainability of our supply chain across Africa. Currently, we are the largest grain buyer in Rwanda, sourcing around 65,000 tonnes of maize and soybeans each year, representing 40% of the country’s total capacity. Our sourcing strategy is built on over 250 contracts with small-holder farmers and partnerships with 60 cooperatives across the country. Local suppliers are defined as those based in the same country as our manufacturing plants and distribution hubs.

We are proud to have pioneered the cob sourcing model, which, along with improved post-harvest practices, working closely with cooperatives and other partners to build capacity across the value chain. This programme has helped reduce aflatoxin rejection rates from over 90% to less than 5% in just three years.

**Smallholder Farmer Programme**

We work closely with over 250 farmer cooperatives across the country to source raw inputs directly from smallholder farmers. Through these partnerships, we support farmers with seed development, agronomy advice, and capacity building to improve farming practices. We also assist with post-harvest handling by providing training on monitoring, processing, and storage.

Our production facility currently has a capacity of 65,000 tonnes per year, supplying both relief and commercial markets. Its modular design allows for expansion to 74,000 tonnes per year with minimal investment. We produce a wide range of products, including fortified blended foods, Shiro, Nootri infant cereals, texturised vegetable protein (TVP), and snacks.

**Impact Created by AIF Rwanda**

- Reduced malnutrition - Contribute to enhanced food quality and safety standards.
- Improved livelihoods for farmers and their families.
- Contribution towards broader private sector development.
- Improved livelihoods for employees and their families.
- Contribute to Economic Development and the ‘Made in Rwanda’ campaign

**SINCE INCEPTION**

**\$1 BILLION+**

**has been generated in net incremental economic impact, mainly through local sourcing and value chain integration and created over 500 direct jobs.**

**90,000**

**smallholder farmers, 45% of them women, supply us with maize and soya from across Rwanda and the region.**

**~65,000 MT**

**of maize and soya per year processed at our factory.**

**IN 2024**

**100%**

**of the maize we need has been locally sourced, with 65% of our procurement budget directed to local suppliers.**



**CASE STUDY**

**From Rejection to Resilience – Empowering Rwandan Farmers for Zero Rejection in Maize Sourcing**

We focus on producing high-quality, affordable food to tackle malnutrition through sustainable means that empower local communities in Rwanda and expand economic opportunities. Maize is an essential ingredient in our product portfolio, and we continuously explore avenues to source the same directly from local farmers. In our early years, however, we faced a major challenge. Over 95% of locally sourced maize was rejected due to high levels of aflatoxin contamination, disrupting our supply chain and impacting farmer incomes, forcing us to rely on imported maize. The main issues included limited awareness of Good Agricultural Practices (GAP), poor post-harvest handling, drying, and storage and weak cooperative systems and poor traceability. To overcome this, we launched a comprehensive value chain improvement programme in partnership with IDH, RVO, the Government of Rwanda, and organisations like Agriterro, Sight & Life, Aflakiosk, and World Vision. Together, we focused on farmer training, promoting sustainable techniques like minimum tillage, post-harvest infrastructure, aflatoxin control, and strengthening cooperatives.

**COB model of Maize Harvesting**

In Rwanda, long periods of sun-drying are not always possible due to the climate. The COB model overcomes this challenge by offering better control over drying and storage conditions, which helps lower aflatoxin risks and improve grain safety and shelf life. Unlike traditional methods, where maize is shelled right after harvesting, the COB model collects the whole cob when the maize is fully mature. These cobs are then dried before shelling, either naturally, using structures like cribs, or through mechanical dryers. Shelling takes place after storage, which helps preserve the quality of the kernels. The process can be done manually or with machinery, depending on scale and resources. By delaying shelling, we minimise kernel breakage and the risk of contamination and post-harvest losses.

**Key Advantages**

Even though the COB process requires more labour, careful handling and storage space than shelled maize, the advantages outweigh these additional demands as it results in:

- Higher grain quality with less breakage
- Better moisture and pest control
- Reduced spoilage and greater flexibility in processing
- Lower post-harvest losses, often between 10–15%



# INNOVATION AND DIGITALISATION

At AIF, our commitment to accelerating innovation and digitalisation is pivotal in delivering nutrition at scale, with an unwavering core focus on quality and affordability.

The optimal & seamless integration of innovation, digitalisation, and sustainability is critical to our continued success in delivering affordable nutrition. We ensure continued success in providing affordable nutrition that enhances health outcomes without adding to daily consumption costs.

## Innovation

- Our state-of-the-art factory and accredited in-house laboratories, staffed with skilled experts, enable us to conduct rigorous trials and maintain stringent quality control. This empowers us to optimise our recipes for both cost-efficiency and nutritional value, guaranteeing that every product meets the highest standards of health, safety, and efficacy.
- Leveraging the global expertise of our parent company, dsm-firmenich, renowned for its leadership in disruptive innovation and sustainable growth, we source the finest nutritional blends and embed sustainable practices and traceability throughout the entire product development cycle—from sourcing raw materials to delivering the final product to consumers. This approach ensures that sustainability and responsibility are at the heart of our business, driving impact and growth together.
- We comply with global agricultural sourcing norms, ensuring our supply chain avoids deforestation, protects biodiversity, and prevents soil degradation. Combining digital platforms with robust governance, we achieve 100% traceability across all agro-commodities used in our manufacturing.

## Digitalisation

- Strategic and targeted digitalisation is a key driver of our operational excellence. By leveraging advanced enterprise systems such as SAP S/4HANA, we enhance operational efficiency at scale, underpinned by robust data

governance frameworks that safeguard data privacy and enforce user-level access controls. We are proactively exploring artificial intelligence integrations to gain deeper insights and elevate execution across all facets of our operations. Our employees undergo regular training on data protection regulations and compliance to ensure adherence to the highest standards.

- Beyond operational improvements, digital innovations also empower our people and advance our sustainability objectives. We have implemented cutting-edge tools for human resource management, skills development, safety, health and environmental monitoring, and energy management. Combined with the deployment of energy-efficient machinery and equipment, these initiatives significantly reduce our environmental footprint while cultivating a future-ready workforce equipped with the skills and capabilities needed to thrive in a dynamic business environment.

**All soya and maize inputs are fully traceable back to the farm through our digital farm application, which also provides agro-advisory services to local farmers.**

This end-to-end integration means every ingredient in our products can be tracked, reinforcing both food safety and supply chain accountability. Leveraging our Cooperative sourcing model & COB Model - Buying maize as full COB, we maximise local sourcing by procuring 100% of the maize available within the region of our factory, thereby reducing dependence on imports while strengthening local economies.



Before AIF's programme, our maize was often rejected. Now we know how to dry it properly, store it safely, and earn better prices.

**IN 2024**  
 100% of our maize was sourced locally with zero rejection. Our cob sourcing model has helped reduce aflatoxin rejections from 90% to just 5%, leading to more stable product quality and increasing farmer incomes by around 30%. The COB approach stands as a replicable model for inclusive agricultural transformation in the region.

# RISK MANAGEMENT STRATEGIES & REGULATORY COMPLIANCE

We are steadfast in our commitment to lead following the highest standards of business conduct and ethics. Non-compliance with laws and regulations across our operations and supply chain presents significant risks, including reputational damage and potential business losses; hence, we continue to monitor and mitigate these risks proactively.

A robust risk management framework is essential to sustaining our business, protecting our stakeholders, and ensuring the uninterrupted delivery of nutrition across the region. Our approach combines proactive risk monitoring, structured controls, and strong collaboration with regulators and government agencies to mitigate potential threats. We have implemented comprehensive systems for prevention, detection, and training that bolster our resilience against corruption and bribery. Anticipating and addressing risks early helps us safeguard our reputation, enhance stakeholder confidence, and

sustain our mission to deliver affordable, nutritious food and protect and enhance stakeholder value.

Risk management is fully integrated into every facet of our operations rather than functioning in isolation. We establish clear performance targets that incorporate risk management outcomes, promoting accountability throughout the organisation. Through close partnerships with government bodies, regulatory authorities, and supply chain partners, we enhance resilience, drive operational excellence, and uphold our mission to provide affordable, safe, and high-quality nutrition products.

**No significant instances of non-compliance were identified during the year.**

Item	Risk Category	Identified Risk	Risk Description	Mitigation Approach
1	Supply Chain and Procurement	Purchasing Risk	Overstocking and/or stockouts of the Big raw materials.	Our operations depend on the reliable and efficient supply of key agricultural inputs. To safeguard against risks such as overstocking, stockouts, and cost fluctuations, we adopt a disciplined approach to procurement planning and supplier engagement. We work to avoid dependency on single suppliers, while ensuring that all suppliers meet our strict quality specifications. Through diversified sourcing strategies, digital farm traceability, and direct engagement with farmer networks, we strengthen supply resilience, improve reliability, and maintain cost efficiency.
			Cost Overrun/ Underrun.	
		Dependency on a single supplier.	To mitigate risks associated with fluctuating prices and occasional shortages, we adopt measures such as alternative sourcing, material aggregation, and digital traceability tools. These initiatives strengthen resilience and allow us to deliver products efficiently, even under challenging conditions.	
	Supplier Risk	Inability of suppliers to meet specs.		
		Supplier unreliability.		

Item	Risk Category	Identified Risk	Risk Description	Mitigation Approach	
2	Financial and Credit		Irrevocability & Overdue	We continuously monitor financial exposures, including credit, liquidity, and foreign exchange risks. To mitigate these, we employ robust credit control processes, closely track receivables and payables, and maintain prudent leverage levels. In addition, we actively manage transaction risks linked to foreign exchange and ensure liquidity is optimised to support ongoing operations and growth.	
		Credit Risk	Receivable defaults and delays in payment		
			Payable defaults		
			Leverage		
	FX Risk	Transaction risk	In response to volatile currency movements, we apply measures such as hedging, converting foreign-denominated liabilities, and prioritising local sourcing of raw materials. These strategies help stabilise margins and protect profitability despite external market pressures.		
	Liquidity	Liquidity Shortfalls/ Excess			
3	Regulatory and Compliance	Non-Compliance Risks	Tax Related	We operate in strict adherence to all regulatory requirements, including taxation, safety, health, and environmental standards. Our dedicated compliance function ensures that we anticipate and respond promptly to changes in government regulation, minimising delays in market access and product approvals. We maintain active engagement with regulatory agencies and agricultural boards, aligning our practices with national, regional & world standards and contributing to the development of policies that foster sustainable agriculture.	
			SHE related		
		Regulatory Risk	Government changes in regulation		Shifts in taxation, safety, health, and environmental regulations present ongoing challenges. Our compliance framework ensures rigorous monitoring, budgeting, and operational alignment with regulatory changes. This enables us to remain fully compliant while safeguarding long-term business sustainability
			Market access issues & Product delays		
		Fraud	We have Internal Controls with segregation of duties, regular fraud risk assessments to identify vulnerabilities across departments. Train employees to recognise fraud indicators & also along with Adopt multi-factor authentication and adaptive user verification, along with vendor due diligence.		

Item	Risk Category	Identified Risk	Risk Description	Mitigation Approach
4	Business Continuity and Product Safety	Product quality and safety risk	Possibility of non-compliance with quality standards leading to recalls, consumer dissatisfaction, or reputational damage.	<p>We place the highest priority on product quality and consumer safety. Our leadership team oversees rigorous systems and processes to identify, assess, and address any potential safety risks.</p> <p>Maintaining the highest standards of product safety and quality is paramount to us. We have invested in advanced quality systems, accredited laboratories, and supplier development programmes. Our robust quality control measures and accredited laboratory testing have enabled us to avoid product recalls and incidents. To further strengthen continuity, we continue to diversify our product portfolio and customer base, while monitoring funding developments in the development sector to align supply with evolving demand.</p>
		Business interruption risk	Risk of supply chain disruptions, plant shutdowns, or resource constraints affecting continuity of production and timely product delivery.	

Item	Risk Category	Identified Risk	Risk Description	Mitigation Approach
5	Competition	Market competition risk	Increased competition from existing players and new entrants, coupled with changing consumer preferences, may impact market share and profitability.	<p>The competitive landscape is evolving with new entrants and shifting consumer preferences.</p> <p>We address evolving competitive pressures through price competitiveness, portfolio diversification, and new product introductions. Enhanced distribution strategies have further expanded our reach, reinforcing our market leadership.</p>
		Innovation and substitution risk	Emerging technologies, alternative products, or shifting customer preferences could reduce demand for existing offerings.	

CHAPTER 07

# APPENDICES

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# ABBREVIATIONS

Abbreviation	Full Form
CSR	Corporate Social Responsibility
DFI	Development Finance Institution
EU CSRD	European Union Corporate Sustainability Reporting Directive
FSSC	Food Safety System Certification
GRI	Global Reporting Initiative
HIV	Human Immunodeficiency Viruses
IFC	International Finance Corporation
ISO	International Organization for Standardization
IUCN	International Union for Conservation of Nature
KENAS	Kenya Accreditation Service
LPG	Liquefied Petroleum Gas
Ltrs	Litres
ML	Megalitres
MT	Metric Tonne
NO <sub>2</sub>	Nitrogen Dioxide
SO <sub>2</sub>	Sulphur Dioxide
TCFD	Task Force on Climate-related Financial Disclosures
UN SDGs	United Nations Sustainable Development Goals
dB	decibels
kWh	kilo Watt hours
kgs	Kilogrammes
mg/m <sup>3</sup>	milligrams per cubic metre
tCO <sub>2</sub> e	tonnes of carbon dioxide equivalent (used for greenhouse gas emissions reporting)



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