



2021

Innoterra Stakeholder Value  
Annual Report 2021

WE ARE  
ON A MISSION TO TRANSFORM  
GLOBAL FOOD SYSTEMS



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# 01. FOREWORDS

DRIVING  
TRANSFORMATION AT SCALE  
THROUGH DIGITALIZATION





# 1.1 MEAGAN FALLONE

A Letter from Our Chief Impact Officer



At Innoterra, we felt it was important to launch our first Annual Stakeholder Value Report by sharing our strategic vision towards driving regenerative and value driven economic, social and environmental impact for the people and communities we serve. We have set bold targets in our commitment to meeting the United Nations Sustainable Development Goals by 2030, while continuing to protect our planetary boundaries. Our genesis as a leader in business model innovation is evidenced by our transformation towards becoming an agri-tech platform, building an efficient and inclusive ecosystem, able to drive value throughout international supply chains - from farmers all the way to consumers.

2020 has been a year of both great challenge and new opportunities. I believe that disruptions always provide an opportunity for positive transformation if we are willing to listen and to learn in the face of unthinkable adversity.

From the pandemic to the climate crisis and rising inequality, this year has revealed just how interconnected and interdependent our economic, social and environmental systems are. In many ways, their fragility has been exposed under these pressures; unsustainable approaches that employ extractive mindsets are now untenable and building regenerative economies that create value for people and our planet are now an imperative. We would like to take this opportunity to share stories of triumph from our staff, farmers and stakeholders, whose bold efforts have enabled Innoterra to emerge from this trying year stronger and more full of purpose than ever before.

Living in a time of great complexity requires solutions which are nuanced and holistic; solutions that build strength, quality and resilience throughout our value chain. At Innoterra, I believe that we have revealed a strength this year, that perhaps, we didn't know we possessed - the strength to confront adversity with service driven leadership across our entire organisation. When we begin to think of ourselves as being 'in service' of each other, the planet and our larger partner eco-system; we unlock a tremendous force and we uncover great purpose within each individual across our value chain.

We hope you enjoy reading about our ongoing mission to build a more equitable landscape for agricultural livelihoods, as we work towards improving the well-being of farmers and preserving our most precious natural resources.



## 1.2 PABLO ERAT

Values and Commitments of Innoterra



As global food systems face profound challenges in creating long-term equity, resiliency and sustainability, we believe that there is an unparalleled opportunity to drive transformation throughout the entire food ecosystem, innovating towards a more cohesive and regenerative value chain while **building a better future for both people and the planet.**

from Our Co-Chief Executive Officer and Board Member

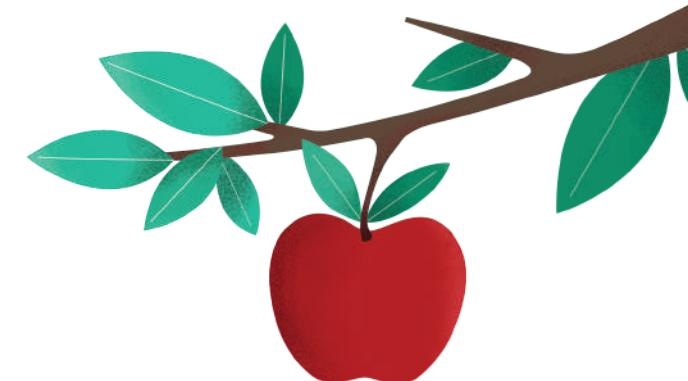
As a food and technology platform company with close to 1000 employees spread across 14 countries, we are deeply committed to establishing ourselves as a leader in the transformation of global food systems, supplying safe, healthy and ethical produce around the world. As a company, We embody the principles 'of' Stakeholder Capitalism, working to implement resource positive solutions which generate enduring value for all stakeholders along the value chain - for farmers, consumers, investors, employees and the communities we serve.

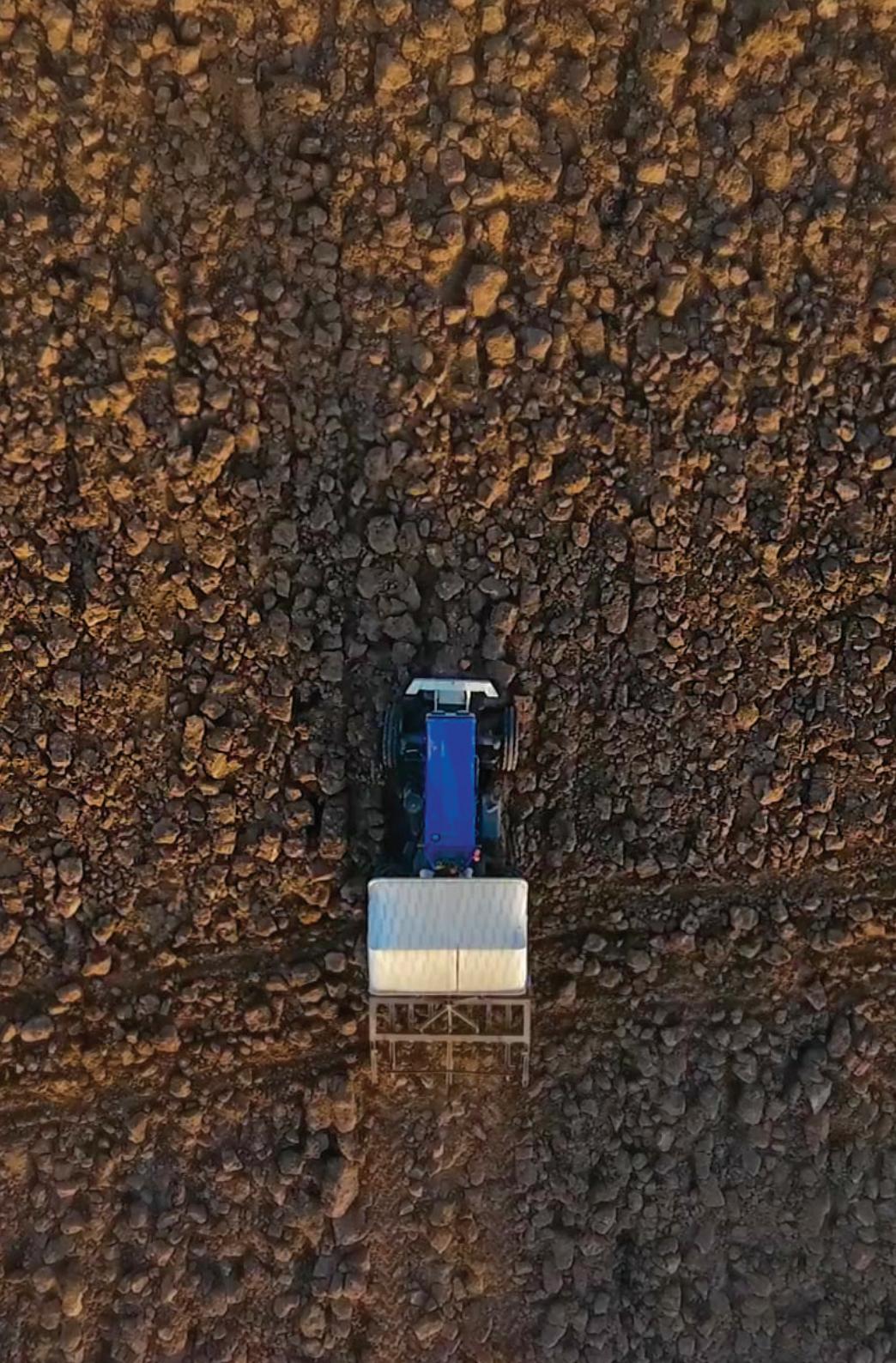
Globally, around 500 million smallholder farming families are severely underserved, and yet, they will play a pivotal role in making our food systems more sustainable. For this reason, we have placed particular emphasis on uplifting this vital stakeholder group by working to empower producers in emerging markets with a system of high-tech/high-touch services, combining digital and human interactions to create economic and social impact at scale.

The commitment to utilise our talent, energy and resources to create a better future for people and the planet is not just our business model, it is our company ethos, our way of life, our "raison d'être." Consequently, we hold ourselves accountable and pledge to

disclose our ambitions, initiatives and impact with the utmost transparency. As a first step towards that goal, we have produced this Stakeholder Value Report.

As our first report, we have decided to provide a more qualitative insight into our commitments and ongoing initiatives. By the end of the year, we very much look forward to sharing the progress we have made in those commitments, as well as the lessons we have learned as we continue to innovate towards a more cohesive and sustainable world, in which we are creating greater equity for all of our stakeholders.





## 02. EXECUTIVE SUMMARY

BUILDING A  
BETTER FUTURE FOR BOTH  
PEOPLE AND THE PLANET





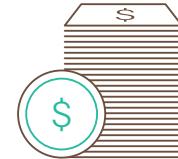
## 2.1 OUR LIGHTHOUSE GOAL

### March 2026

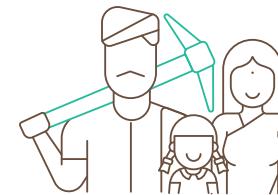
We are working towards creating **economic, social, and environmental impact at scale**



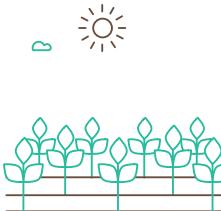
**5 Million+**  
Farmer families



**US \$ 2 billion+ GMV**  
on Innoterra's platform



**Double Farmer**  
household net income



Ensure **regenerative farming** & implement **carbon credits program**

### Scale

### Economics

### Impact

### Planet

	<b>Mar 2021</b>	<b>Mar 2022</b>	<b>Mar 2026</b>	
	<b>Farmer Families</b>	75,000	250,000	5,000,000
	<b>Villages</b>	800	2800	30,000

**Farmer Families**

**Villages**

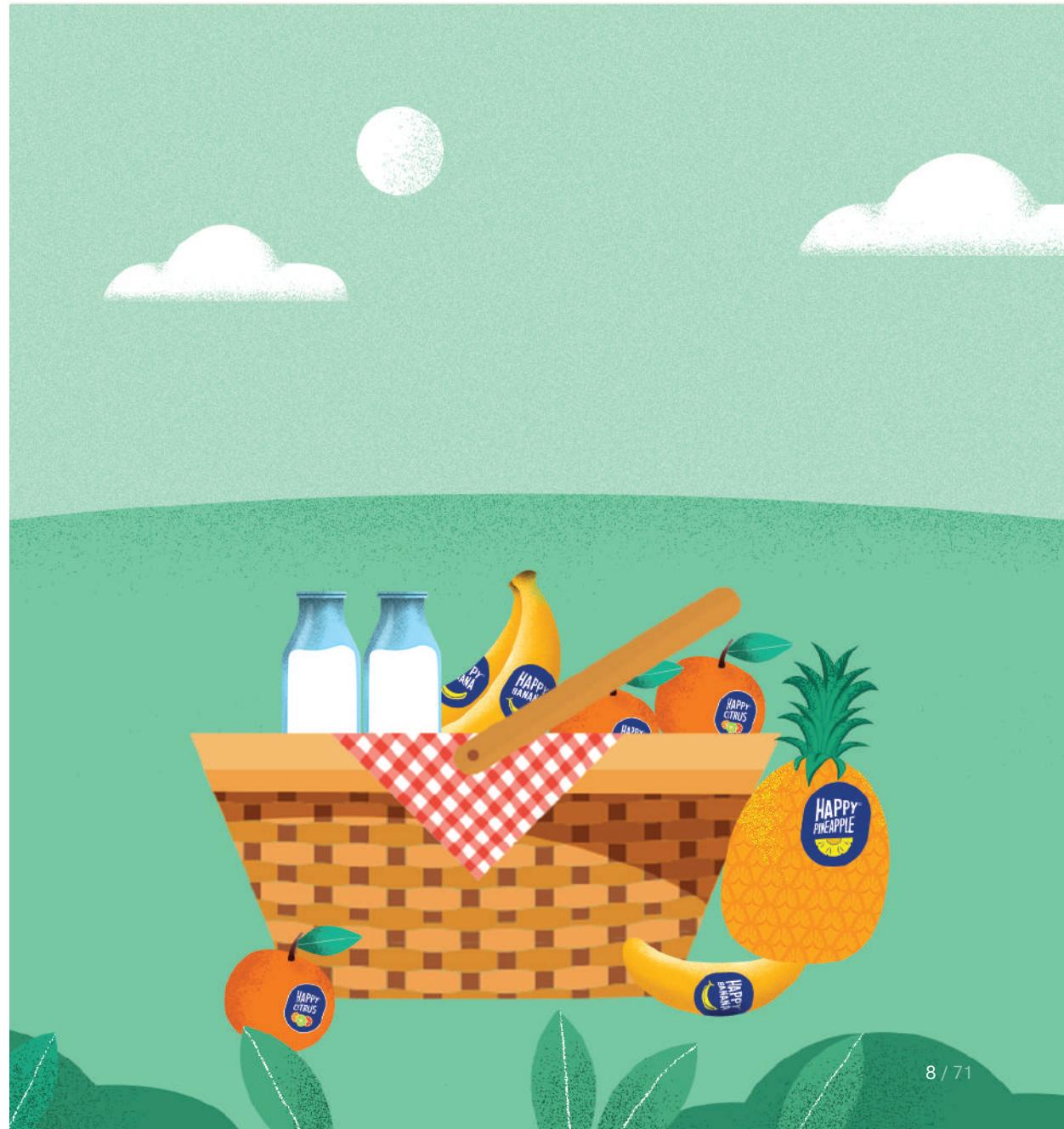


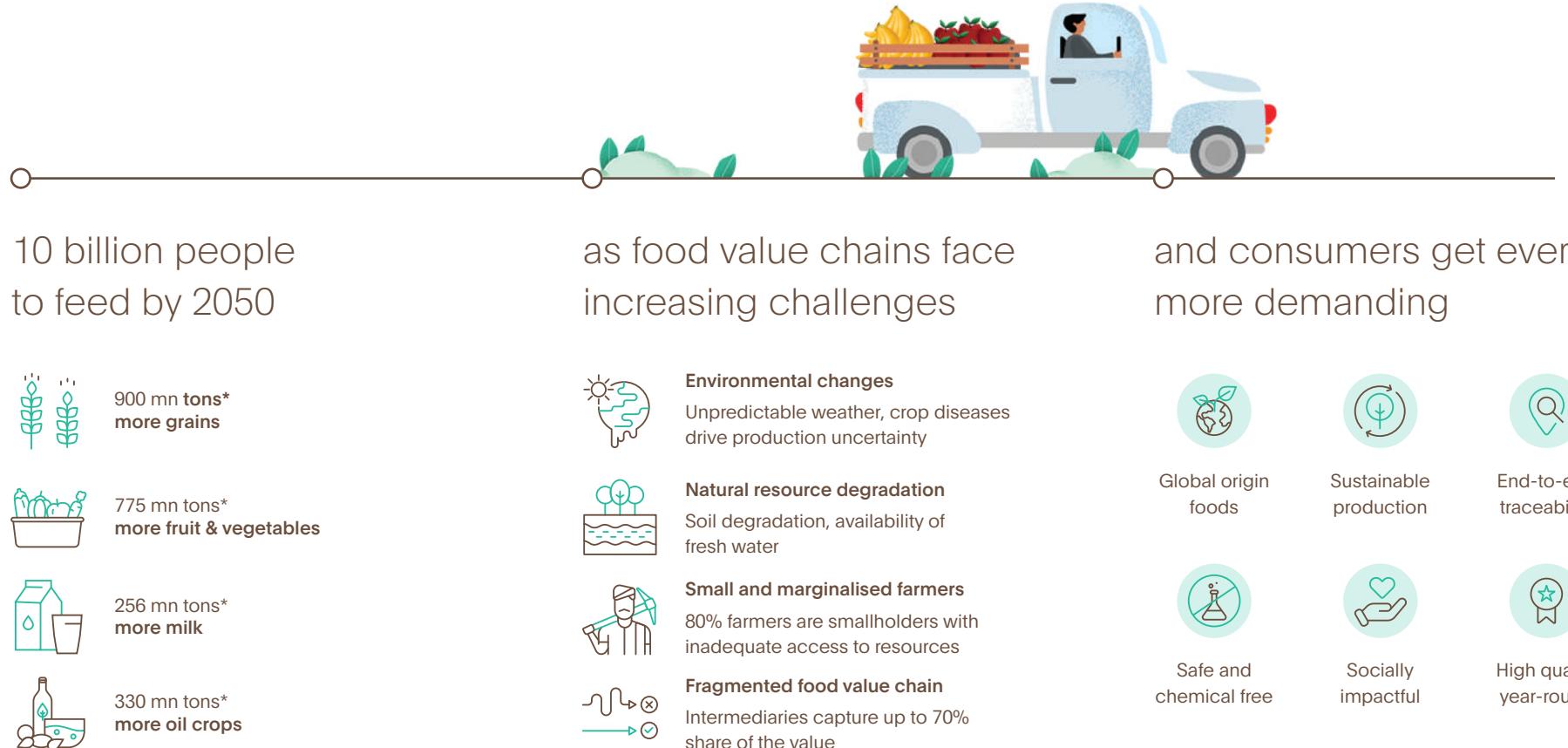


## 2.2 GLOBAL FOOD CHALLENGE

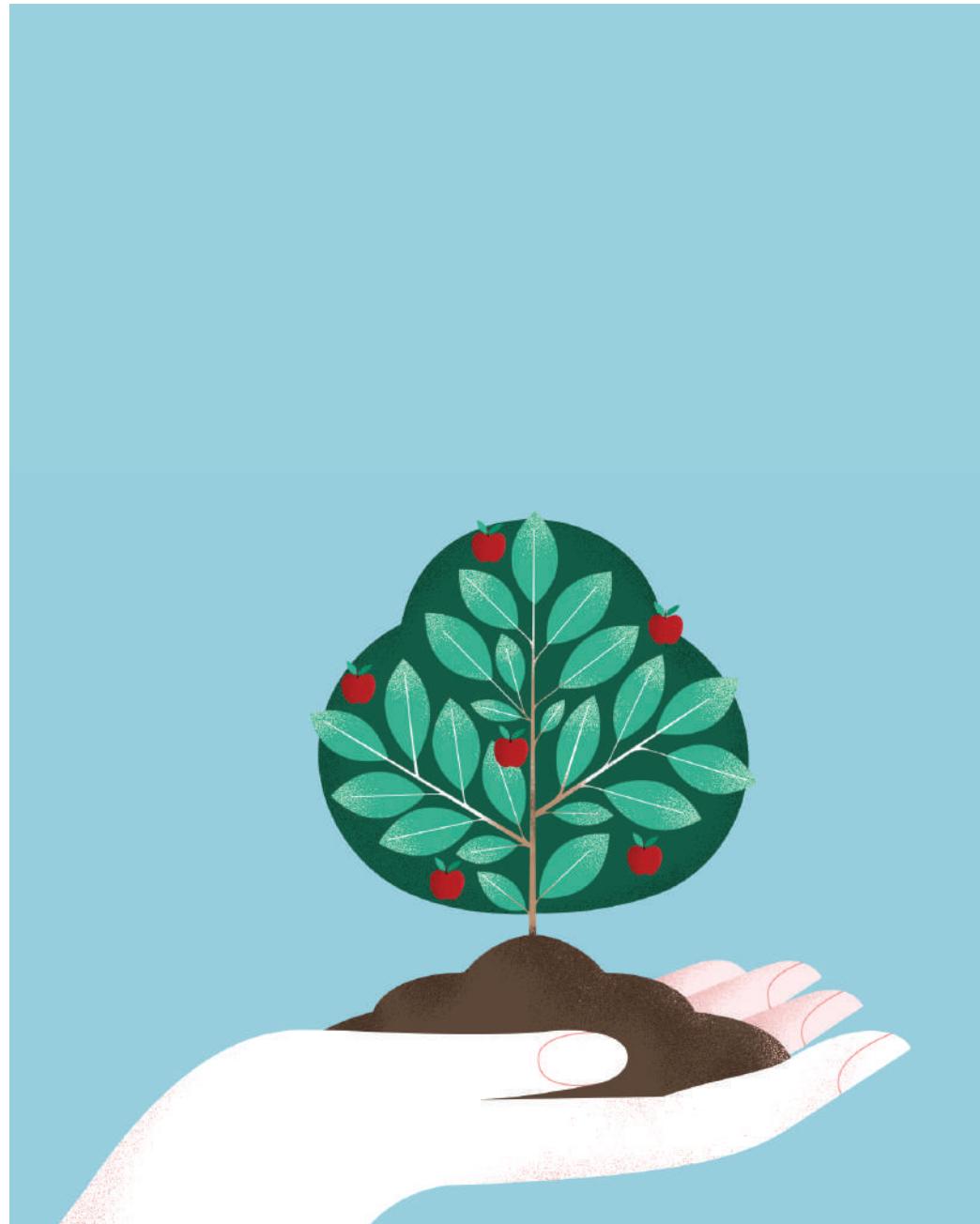
According to the United Nations' Food and Agricultural Organization (FAO), by 2050, the world will need to produce 70% more food than it does today to feed the global population.

This substantial increase presents a monumental challenge for food systems and supply chains globally, adding unprecedented strain on natural resources and impacting the livelihoods of impoverished communities everywhere. We must collectively strive to find and implement resource positive solutions, which simultaneously generate enduring value for all stakeholders along the value chain – for farmers, consumers, distributors and investors. With this goal in mind, Innoterra has set out to build resilient and sustainable food systems, which create equitable value distribution across the entire process, from farm-to-fork.





\* On an annual basis



## 2.3 WHO WE ARE AND WHAT WE DO

Innoterra is a Swiss-Indian food and agri-tech company with a strong commercial footprint in 14 countries.

Our purpose is to drive transformation in global food systems through incubation and investment in regenerative, resilient, value creating initiatives for farmers, consumers, investors and the planet. Our ambition is to create sustainable solutions which provide people with safe, high-quality and healthy products, while empowering our entire value chain with knowledge, technology and capital. As we transition away from linear and wasteful economic models, we aim to promote circular alternatives that build economic, natural and social capital by removing waste, maintaining resources and developing regenerative solutions for the natural world. We believe our business model is innovating towards a more cohesive and sustainable world, in which we are creating more equitable value for all of our stakeholders.

Our integrated food value chains deliver a diverse mix of high quality, healthy, branded food at scale - sustainably and ethically sourced from smallholder farmers. We currently produce more than 150,000 tons of high-quality, safe and healthy food, catering to India's domestic needs while also supplying products to the Middle East, Europe and Asia.



# Our Business Verticals

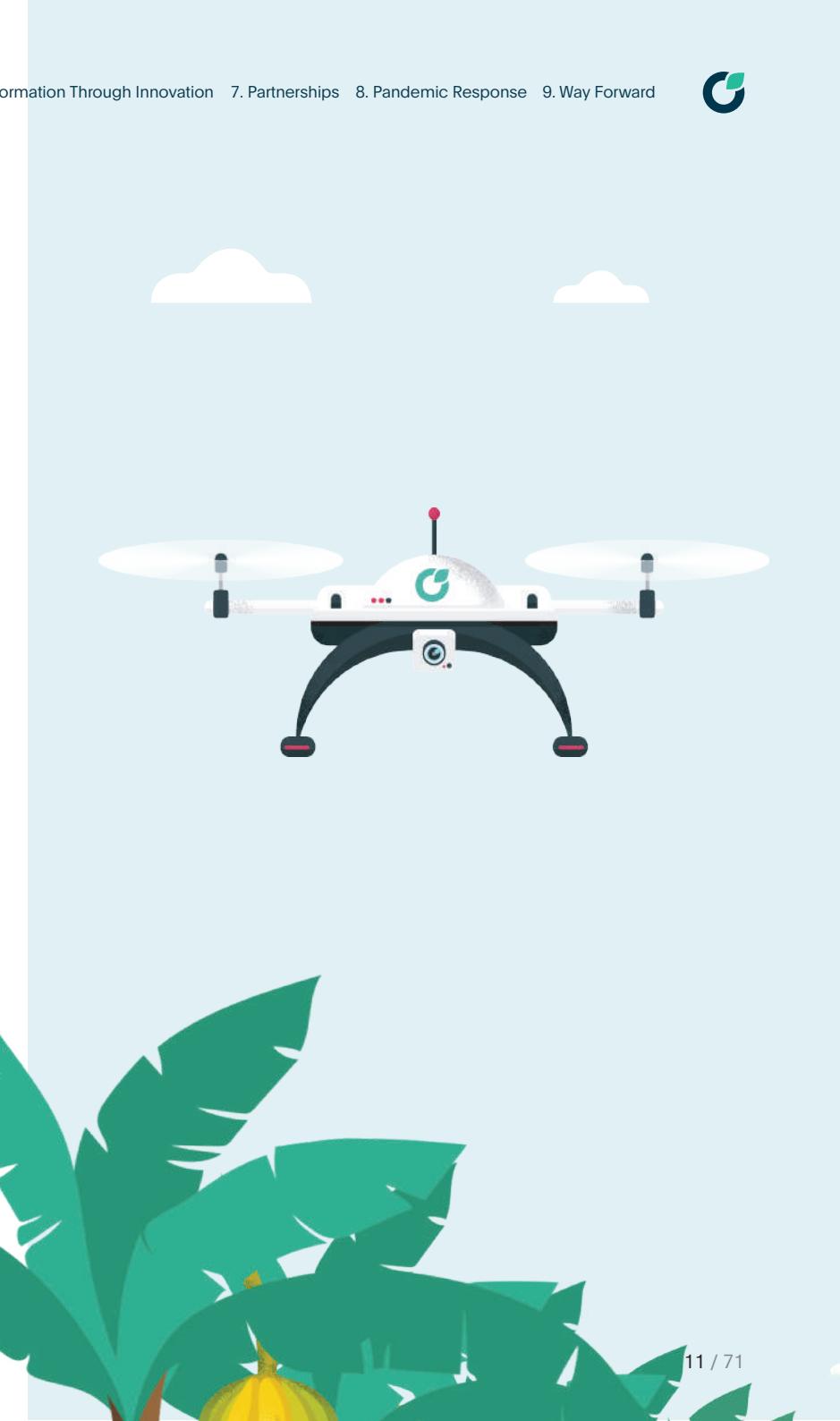
In order to sustainably transform the food ecosystem, our business is split into three verticals: nutrition, technology and platforms. These divisions are seamlessly integrated to ensure that stakeholders along the entire value chain receive the correct inputs, technology and services to generate the most efficient and equitable outcomes, while simultaneously gaining the data driven insights necessary for continual optimisation. It is through this synergistic approach that we can construct the necessary infrastructure to increase the capabilities and capacity of smallholder farmers in food value chains.

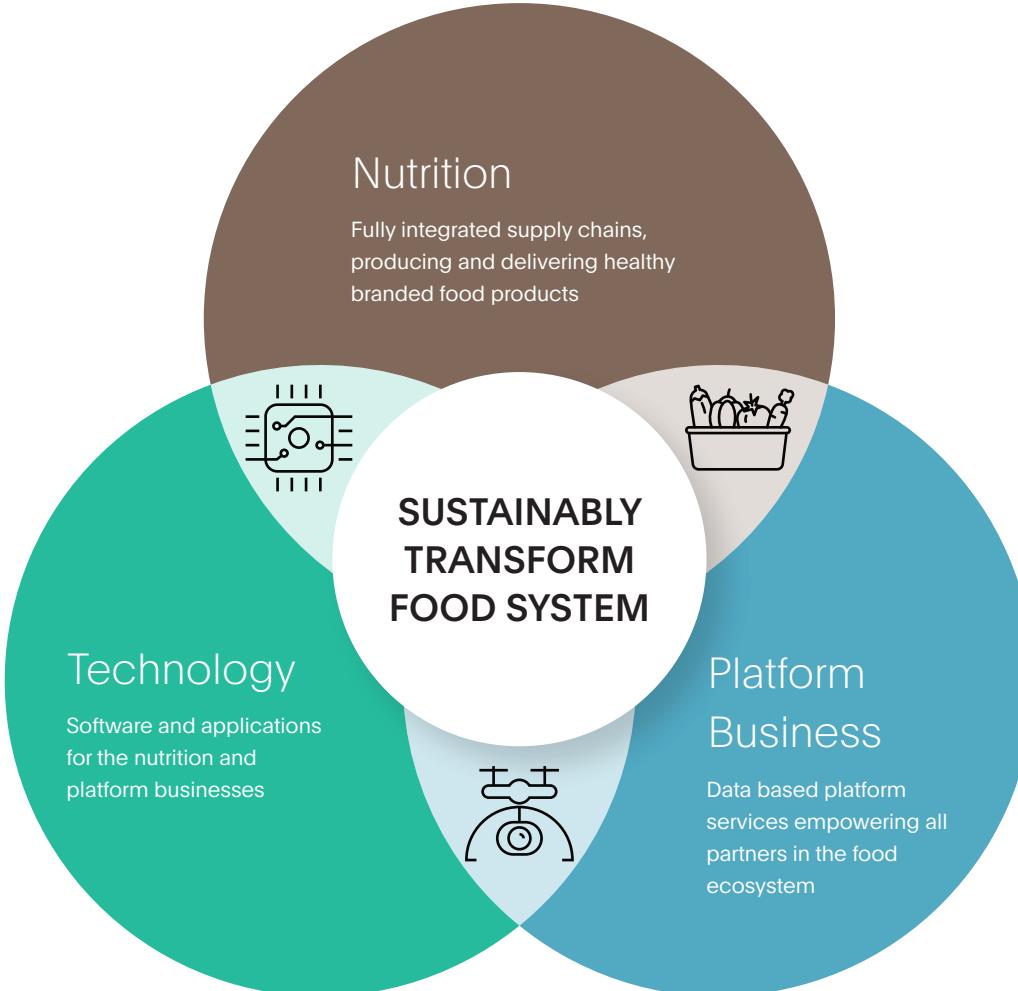
## Nutrition division

Our integrated food value chains deliver a diverse mix of high quality, healthy, branded food at scale, sustainably and ethically sourced from smallholder farmers

## Platform & Tech division

After 4 years of preparation, we kick off our Platform business this year with a strong incumbent user base, transacting \$130+ mn in farm inputs and produce; through our Tech division we already serve 80'000 users digitally





## Nutrition

- Fresh Products
- Non-Perishable Products
- Dairy Products
- Animal feed
- Services: Tech-Enabled Distribution Platforms

## Platform Business

- Farming Services
- Micro-Lending
- Land Development Services
- Post-Harvest Services
- Project Financing

## Technology

- Farm Digitalisation - Applications for Precision and Smart Farming
- Data and Supply Chain Analytics
- Traceability Solutions



## 2.4 OUR PLATFORM AS A TRANSFORMATION CATALYST

A platform which empowers farmers by providing open access to critical resources and markets

Through the power of platform-based inclusion and collaborative innovation, we are helping to facilitate the transformation necessary to sustainably feed the world by 2050. We are creating a highly-scalable platform that uses data to fundamentally change the way food is produced, stored, distributed and consumed, while empowering and connecting stakeholders across our ecosystem. Through our solution, we will be able to support key areas in our value chain while simultaneously maximising efficiency.

To achieve this transformation, we have launched a data-driven food and tech platform company in India – because we believe the country has the largest production and improvement potential in the world. The Innoterra system works by utilising data intelligence to forecast and implement improved farm management practices, efficient supply chain/logistics coordination and full traceability of our core products - from farm-to-fork.

Our business development team, together with our partners and leading experts around the world are driving innovation in the agri-food sector, systematically building solutions that tackle the most pressing challenges in the global food ecosystem while supporting our existing businesses to accelerate profitable growth.





## 03. OUR IMPACT PROGRAM

CREATING LASTING IMPACT  
FOR STAKEHOLDERS ACROSS  
OUR VALUE CHAIN

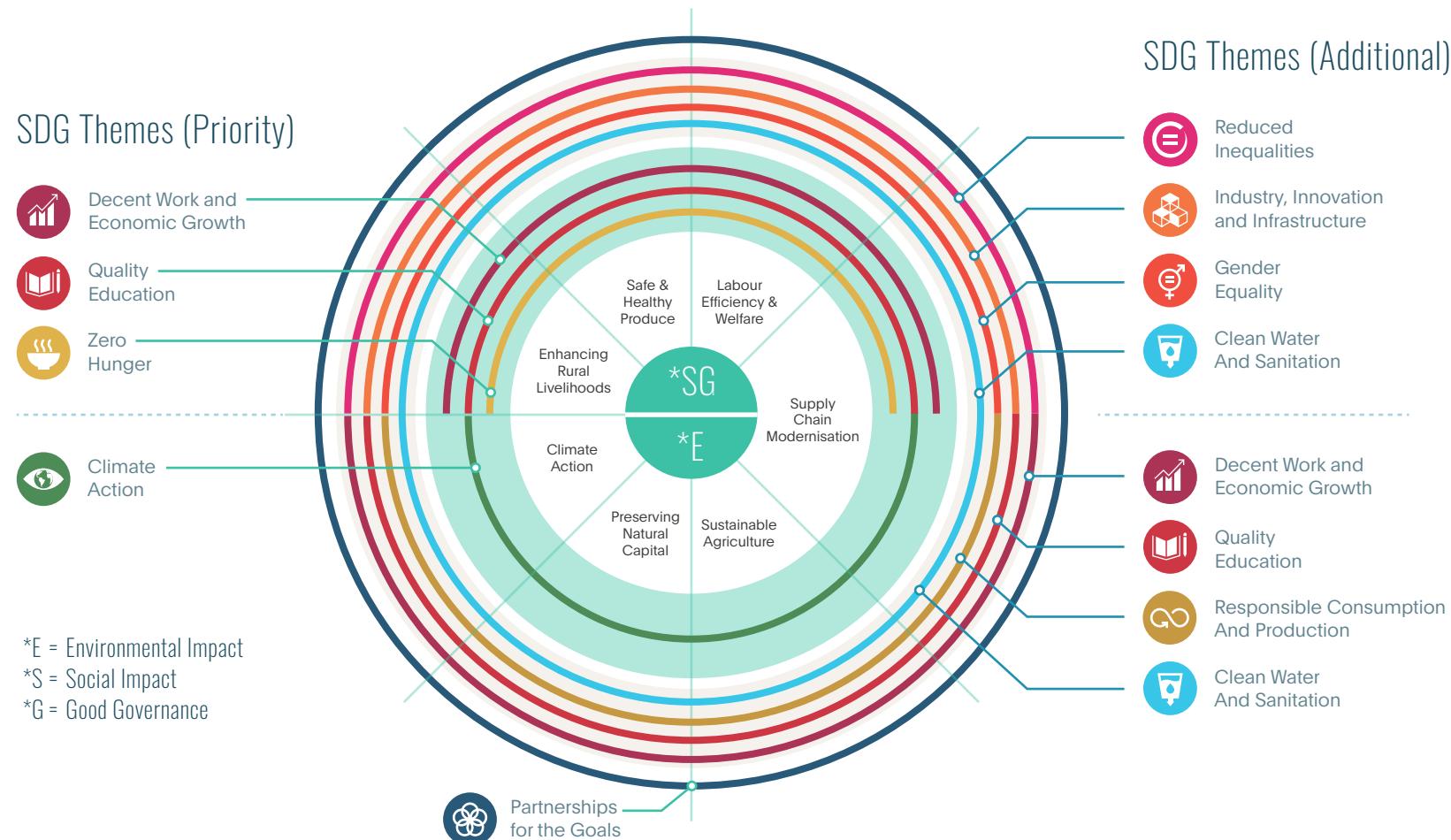




# 3.1 OUR IMPACT VISION & COMMITMENTS

At Innoterra, we want to ensure that our ambitions are aligned with our values.

With an eye towards the future, we pledge to begin by focusing on ourselves; our businesses, our operations and the people and communities we serve. Through rigorous transparency and accountability, we are committed to leading by example, creating lasting progress in being a people, planet and profit positive company. We are committed to achieving the UN Sustainable Development Goals and have chosen to align our impact activities with the UN Global Compact in mind. In our operations, we are working towards lasting progress in the following areas:

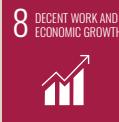


**VISION :** Transform Innoterra into a stakeholder value leader, positively impacting 5 mn+ farmer families and reducing environmental footprints in emerging markets



# SDG Aligned Goals and Ambitions

In alignment with the UN Sustainable Development Goals, we have outlined a series of core impact themes as we work towards our 2030 ambitions. We have adopted the LEAN data methodology\* approach for collecting impact metrics and our progress will be assessed through the B-Impact (BIA) framework developed by B-Lab. As a company, we will continually strive for full transparency when reporting back to our stakeholders.

Priority SDG's	Core Themes	Stakeholders	Core Initiatives	Metrics Collected	
Planet	 13 CLIMATE ACTION	Climate Action Preserving Natural Capital Sustainable Agriculture Supply-Chain Modernisation	Environment	<ul style="list-style-type: none"> <li>○ Providing personal, digitally enabled farm advisory to promote resource positive agricultural practices</li> <li>○ Encouraging farmers to implement best practice methods for maintaining healthy soil</li> <li>○ Working to optimise renewable energy usage throughout our organisation</li> <li>○ Educating farmers to avoid harmful plastics &amp; chemicals in their activities</li> <li>○ Improving yield quantity and quality</li> <li>○ Improve the carbon efficiency of our supply chains</li> </ul>	<ul style="list-style-type: none"> <li>○ Carbon footprint</li> <li>○ Water savings</li> <li>○ % of energy generated through renewables</li> <li>○ Number of acres being sustainably farmed</li> <li>○ Production per acre and farmer</li> <li>○ Turnaround times and distribution efficiency</li> </ul>
People & Communities	 4 QUALITY EDUCATION   8 DECENT WORK AND ECONOMIC GROWTH   2 ZERO HUNGER	Enhancing Rural Livelihoods Labour Efficiency & Welfare Safe & Healthy Produce Supply-Chain Modernisation	Community Workers Customers	<ul style="list-style-type: none"> <li>○ Fostering innovation which helps drive prosperity through technology</li> <li>○ Promoting investment in rural infrastructure development</li> <li>○ Cultivating rural entrepreneurship &amp; women's empowerment by providing access to new and relevant skills</li> <li>○ Providing rural communities with access to secure employment and sustainable income</li> <li>○ Enhancing gender diversity and inclusion across our entire value chain</li> <li>○ Providing quality produce that is ethically sourced and fully-traceable</li> </ul>	<ul style="list-style-type: none"> <li>○ Number of farmers trained</li> <li>○ Farmer incomes</li> <li>○ Amount of produce sourced from farmers</li> <li>○ Number of jobs created (direct/indirect)</li> <li>○ Number of entrepreneurs created</li> <li>○ Number of digital transactions</li> <li>○ Farm-to-fork traceability of produce</li> <li>○ Diversity across our value chain</li> <li>○ % of produce covered under quality and safety</li> <li>○ Farmer loans and micro-services facilitated</li> </ul>

\*Developed by 60 Decibels



Based on our core impact themes, we have outlined a detailed breakdown of the initiatives we are integrating into our business models as we work towards our goals - The following are the commitments we are making to the planet, people and communities we serve.

## Our Commitments To:

The Planet			
Climate Action	Phase	Preserving Natural Capital	Phase
Conduct a comprehensive baseline impact assessment across all of our operations		Provide personal, digitally enabled farm advisory to promote resource positive agricultural practices	
A commitment to net zero by 2040		Encourage farmers to implement best practice methods for maintaining healthy soil	
Improve water efficiency & sustainability in our activities		Implement solutions for the more efficient use of water	
Work to optimise renewable energy usage throughout our organisation		Educate farmers to avoid harmful plastics & chemicals in their activities	
Drive best-in-class partnerships for knowledge, action and results		Actively promote afforestation by working to increase biodiversity in targeted areas	
Promote waste reduction initiatives across our supply chains		Promote animal welfare by training farmers to provide balanced nutrition & disease prevention	
Use our internal stories of action to inspire others in the agri-food sector		Strive to Increase the number of acres being sustainably farmed	

### Progress Key

- Phase 1: Innovation/Prototypes
- Phase 2: Pilots/In Progress
- Phase 3: Adoption



# Our Commitments To:

The People and Communities We Serve			
Enhancing Rural Livelihoods	Phase	Labour Efficiency and Welfare	Phase
Foster innovation which helps to drive prosperity through technology		Promote fair and equitable pay across all of our operations	
Promote investment in rural infrastructure development, helping communities thrive		Enhance gender diversity and inclusion, empowering women across our entire value chain	
Cultivate rural entrepreneurship & women's empowerment by providing access to new and relevant skills		Advocate for safe and healthy work practices across the organisation	
Provide capacity and capability building opportunities to farmers, enabling higher productivity and earning potential		Provide capacity and capability building opportunities to employees who wish to advance their skillset	
Provide rural communities with access to secure employment and sustainable income			
Engage rural youth in training and employment programs			
Drive best-in-class partnerships for knowledge, action and results			

## Progress Key

	<b>Phase 1:</b> Innovation/Prototypes
	<b>Phase 2:</b> Pilots/In Progress
	<b>Phase 3:</b> Adoption



## 3.2 OUR IMPACT TEAM AND ORGANISATION

In our mission towards creating optimum value for our stakeholders, we have decided to place our impact team at the root of our business development initiatives, allowing us architect meaningful solutions from the ground up. From the beginning, we have sought to build a team of entrepreneurial thinkers with a track record of generating tangible results, able to locate key synergies across our organisation - aiding us on our journey towards becoming a people, planet and profit positive business.

### Our Impact Team

**Meagan Fallone**

is the Chief Impact Officer at Innoterra. In addition to stewarding our internal/external impact and ESG initiatives, she will be overseeing the creation of capacity building and education modules for our Farmer App Suite.



**Naoko Felder-Kuzu**

An advisor and author in micro-finance, social entrepreneurship and impact investing. Her passion lies in promoting innovative social/business models that provide sustainable solutions to challenging problems and in advocating for a more effective use of resources, especially capital.



**Gautam Karajgi**

has over 18 years of experience in consulting, entrepreneurial management, rural development, operations transformation, and management in the corporate and social sector. He presently serves as an advisor on impact and sustainability.



**Ramesh Maturi**

has 15 years of experience in the implementation of rural development, social security and CSR projects. He has a master's in public policy from IIM Bangalore and rural management from Tata Dhan Academy, he pursued all his higher education with merit-based fellowships from Tata Trusts.



**Aakash Piplani**

is a start-up enthusiast and a firm believer that a technological revolution can transform our world and bring about social change. He is focused on empowering first generation internet users through a digital first approach and creating easy-to-use scalable technologies.





## 3.3 METHODOLOGY & DATA COLLECTION



### Impact Methodology - Creating Stakeholder Value

We are aiming to become a stakeholder value leader backed by B-Corp Certification

Innoterra uses the B-Impact Assessment (BIA) framework developed by B-Lab. This assessment covers the impact we have on our employees, supply chains, customers and the environment. It is based on a stakeholder centric model and covers a comprehensive set impact standards, covering the full range of our activities. It is conducted internally on an annual basis in order to review progress and identify key areas for improvement. The BIA together with the SDG action program serve as the foundation for our impact goals and initiatives.



### Data Collection, Impact Indicators & Metrics

The collection and analysis of data is conducted in the following ways: In order to gain insight into the livelihood improvements of farmers and village level aggregators, we have adopted the LEAN data methodology (developed 60 Decibels). In addition, we are currently developing a suite of apps which we plan to use for the more efficient collection of data going forward. We will begin using the Joint Impact Indicators (JII), which include gender, jobs, and climate – along with the Harmonised Indicators for Private Sector Operations (HIPSO) and the IRIS Catalogue of Metrics; the indicator sets used most frequently by impact investors.



## 3.4 PROGRESS REPORT

April 20 - March 21

### Our Impact:

| 10000+  
Farmers Supplying Us

| 3000+  
Farmers Trained Annually

| 80000+  
Farmers Using Digital Services

| 400+  
Farmer Loans Facilitated

| 200+  
Village Level Aggregators

| 1000+  
Acres Being Sustainably Farmed



## 04. THE PEOPLE AND COMMUNITIES WE SERVE

ENGINEERING BETTER  
FINANCIAL, SOCIAL AND  
ENVIRONMENTAL OUTCOMES





## 4.1 INTRODUCTION

Cultivating lasting change begins with being people positive, investing in humanity and the well-being of all stakeholders across our entire value chain.

Starting with farmers and their communities and extending to our employees, customers, partners and beyond. Driving prosperity and resiliency for those connected with our activities is at the core of our model and in order to maximise our impact we have chosen to focus on the following areas:





## 4.2 ENHANCING RURAL LIVELIHOODS

As an agribusiness, success begins and ends with our farmers, which is why we make it our first priority to promote investment in rural infrastructure that helps communities thrive.

We aim to build confidence, competence and agency in our farmer community by providing access to education, technology and skill-building. We strive to empower women by giving them the tools to become entrepreneurs and drive economic prosperity through access to secure employment and sustainable income.

### **Commitments:**

In our mission to enhance rural livelihoods, we have identified several target areas including:

- Fostering innovation which helps drive prosperity through technology
- Promoting investment in rural infrastructure development
- Cultivating rural entrepreneurship & women's empowerment by providing access to new and relevant skills
- Providing capacity and capability building opportunities to farmers, enabling higher productivity and earning potential
- Providing rural communities with access to secure employment and sustainable income
- Engaging rural youth in training and employment programs

### **Key Initiatives:**

- We are training farmers in best practice methods, enabling them to increase their productivity and earning potential
- We are providing farmers with a digital farm advisory program focused on dairying, animal health and COVID-19 safety methods
- We are working to increase access to micro-services and welfare programs in rural communities
- We are training rural women in harvesting and packing operations, helping them acquire new skills and boosting their confidence
- We are ensuring fair and timely payments to producers through digital solutions
- We are providing robust hand-holding initiatives and guidance to help farmers scale their operations
- We are driving best-in-class partnerships for knowledge, action and results on the ground





**Chandana Priya**  
Chittoor District - Andra Pradesh

#### Case Study 1

## Up-Skilling

### Journey from a Farmer to a Bulk Cooler Operator



Farming journey  
with only two cows



Joined our education  
and hand-holding  
initiatives



Significant improvement  
in the quality and quantity  
of milk production



Significant improvement  
in the quality and quantity  
of milk production by  
doubling his yield from  
10 to 20 litres/day

Chandana began his dairy farming journey with only two cows. Lacking any formal training in advanced dairying methods, he was forced to rely on traditional knowledge and rapidly experienced a decline in the quality and quantity of his milk. Eager to advance his practical knowledge, he began searching for ways to improve his operation. It was at this time that a fellow farmer alerted his attention to our education and hand-holding initiatives.

Through our training programs, he was able to vastly improve his knowledge of modern dairying techniques and best practice methods - leading to significant improvement in the quality and quantity of his milk production.

In addition, we were able to provide him with balanced, nutrient rich cattle feed, greatly improving the health of his cattle and doubling his yield from 10 to 20 litres/day.

With the aid of subsidies, he was able to insure his cattle, purchase additional land and acquire the necessary tools to expand his production capabilities. He has now established himself as Bulk Chiller Operator, currently aggregating over 500 litres of milk/day from 65 famers to supply our dairy division; where he is assured fair prices. Through our ongoing support he hopes to increase his knowledge, improve the quality of his milk and support more farmers in his community.

Case Studies



## A WORD FROM DR. ASHOK MODGIL

Head of Milk Operations



"Our dairy training and support programs continue to improve based on the needs of farmers and the desire to serve mutual interests by creating sustainable shared value. We feel strongly that our humble contribution to the farmer fraternity can be replicated on a much larger scale."





Case Studies



Mrs. Selvi - SIPU Farmer  
Dharmapuri District - Tamil Nadu

Case Study 2

## Higher Productivity & Earning Potential

Farming is Not Just a Job, It's a Way of Life



Early on was earning a sum of Rs.60,000/annum due to low fat percentage milk production



Joined our education and hand-holding initiatives



Significant improvement in the quality and quantity of milk production



Currently supplying us with an average of 20-25 Litres of milk/day

Mrs. Selvi lives with her husband and four children in Asthagiriyur Village. Initially, she was cultivating vegetables and rice on a small one acre plot, earning a modest sum of Rs.60,000/annum, barely enough to feed her family. In order to supplement the family income, she decided to rear a dairy cow, with the intention of producing milk. Unfortunately, due to lack of training, her first efforts resulted in a low yield and disappointing Fat/SNF percentages meant a low price from milk buyers.

Through her community, Mrs. Selvi learnt about our training programs, which provide farmers with best practice insights in nutrition, disease control, breeding cycles and production enhancement techniques.

Through the implementation of her newly acquired skills, Mrs. Selvi was able to drastically increase the quality and quantity of the milk she was producing, while also gaining access to a fair and reliable buyer.

Our support has allowed Mrs. Selvi to realise the extent of her capabilities while simultaneously providing the education necessary to increase her capacity. Her herd has expanded to include 3 adult cows and she is currently supplying us with an average of 20-25 Litres of milk/day. The family income has increased threefold and she continues to work with our trainers to keep her knowledge current. With the aid of subsidies, she hopes to expand her dairying operation to 15 productive animals.



## 4.3 LABOUR EFFICIENCY & WELFARE

Our impact is only as effective as the people who help us realise it, which is why we are committed to fostering a healthy, diverse and proactive workforce who are aligned with our purpose and values.

At Innoterra, we believe that diversity helps drive innovation and equips us with the tools to think differently. With that in mind, we will continue to advocate for fair and equitable pay across our organisation, to enhance the gender balance in our workforce and provide opportunities for our employees to continually advance their skillset.

### **Commitments:**

In our mission to promote labour efficiency and welfare, we have identified several target areas including:

- Promoting fair and equitable pay across all of our operations
- Enhancing gender diversity and inclusion, empowering women across our entire value chain
- Advocating for safe and healthy work practices across the organisation
- Providing capacity and capability building opportunities to employees who wish to advance their skillset

### **Key Initiatives:**

- We are providing up-skilling opportunities to employees who wish to advance their skillset
- We have implemented recognition programs to build loyalty and reward exceptional performance
- We have deployed training models on safe and healthy work practices across the organisation
- We are providing comprehensive insurance benefits to safeguard our employees
- Monitoring and auditing wage payments to farmers to ensure they meet local norms





#### Case Study 3

## Employee Benefit Programs & Initiatives

### Farming is Not Just a Job, It's a Way of Life

Whenever we bring new produce to market, we offer our sales and operational teams the opportunity to participate in training sessions aimed at increasing their product knowledge. These trainings provide detailed knowledge of the new produce being added to our distribution channels, including seasonality, grow cycles and robust quality assurance practices. In turn, this allows our teams to be more effective at optimising seasonal supply, identifying gaps in the market and selling to retailers - simultaneously equipping them with skills they can carry with them throughout their careers. We make a point to record all of our training modules with the purpose of them being shared with new members of our team.

### Recognition Programs - Sales & Operations - Distribution Division

During monthly town hall meetings, our sales and operations teams celebrate those who have gone above and beyond in achieving their sales targets. Teams and individuals are recognised for their performance, at both a national and regional level, receiving prizes and an opportunity to have their exceptional work acknowledged by their peers. During such a challenging year, we feel it is more important than ever to recognise those who go the extra mile in exemplifying Innoterra's values.

### Employee Insurance Benefits - Distribution Division

In our commitment to prioritise the health and well-being of our employees we ensure that all of our employees are covered under medical, accident and term life insurance programs.

Case Studies



## 4.4 — SAFE & HEALTHY PRODUCE

We aim to provide our customers with high quality, ethically sourced produce, traceable all the way back to the farmer and a promise to be rigorously transparent in this endeavour.

Furthermore, we understand that authenticity and source of origin are crucial to ensuring fair value for producers. We will work to increasingly ensure that our supply chains meet global and local standards for food safety, while promoting sustainable manufacturing and packaging practices.

### **Commitments:**

In our mission to provide safe and healthy produce, we have identified several target areas including:

- Providing quality produce that is ethically sourced and fully-traceable
- Cultivating consumer awareness on healthy and sustainable produce
- Increasingly ensure that our supply chains meet local and global standards for food safety
- Promoting clean, efficient manufacturing and packing practices while minimising environmental impact
- Encouraging rigorous and transparent quality assurance practices

### **Key Initiatives:**

- FarmTrace: We have Implemented an innovative food traceability system which uses GI code to digitally track produce from farm to consumer
- We generate consumer awareness through our communication channels
- Our dairy division continues to support school nutrition programs
- We deploy rigorous testing practices to ensure the milk we source is 100% antibiotic/aflatoxin free
- In our pack houses we substitute the use of chemical fungicides with organic alternatives





#### Case Study 4

## FarmTrace™ Alphonso Mango

In collaboration with the Geographical Indication (GI) Authority in India, the Government of Maharashtra and the Indian Mango Farmers Collective, we are tagging each Alphonso mango with FarmTrace™

Picking the first fragrant batch of ripe Alphonso to celebrate the beginning of summer is a tradition in many Indian families. Thanks to FarmTrace™, they can now rest assured that they have picked the original king of mangoes. The innovative traceability solution from Innoterra works by scanning a QR code that provides consumers with key traceability information, including: point of origin, farm location and the product timeline - all displayed directly on their mobile phones. The technology not only helps consumers but also farmers in the Konkan region; by tagging their Alphonso fruit, they are assured the right premium for their produce.

Case Studies



## DR. VIVEK BHIDE

Chairperson, Mango Producers and Sellers Cooperative Association

"Recently, many national and international variants of mangoes, such as ones from Malawi in Africa, are being sold in the market as 'Alphonso' mangoes. As Alphonso mangoes are GI-tagged, this is incorrect practice. Establishing traceability for original Alphonso mangoes will not only help consumers to get value for their money, but also curb product falsification and mislabelling. The true beneficiaries will be the farmers, who will immediately see over 10 percent improvement in their income."

## SUNITI GUPTA

MD and CEO, Innoterra Tech

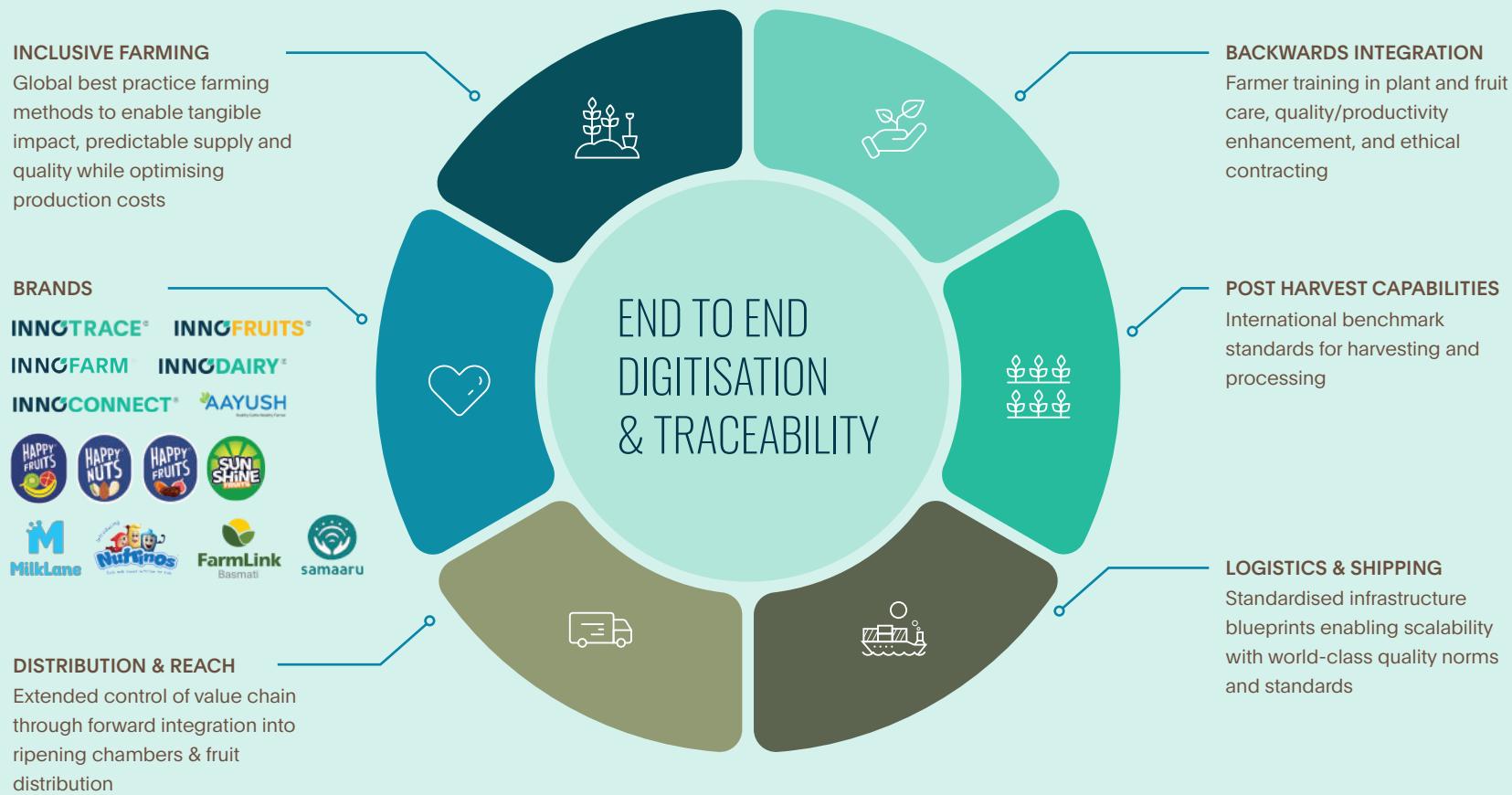
"Our solution is based on technology architecture that links data already logged by food producers and suppliers, tracks each piece of fruit based on a unique sticker. Scanning the sticker QR code will let the consumers know the location of the farm, the batch number, processing unit, packaging unit, shipping information as well as complete timeline of these steps. Thus, the complete journey of a fruit from the farm to the retail shelf is made available to the consumers. This is especially relevant for all GI-tagged products, as authenticity and source of origin are very important in ensuring the right value for producers."





Our end goal is to deliver sustainable and ethically sourced produce from smallholder farmers - creating food value chains that deliver high quality, safe and healthy products at scale, through end-to-end digitisation and traceability.

Studies  
Cases





## 4.5 OUR STAKEHOLDERS USE THEIR VOICE

We understand the transformative power of capturing our internal stories of change, helping us create narratives and build a movement within the agri-food sector.

### Labourer Profile 1

Banana Farm, Akluj



**Mrs. Reshma Gorakh Sathe**

Age 29 - Solapur, Maharashtra.

Mrs. Sathe belongs to the Mahalung village and is currently employed as a labourer at our banana farm in Akluj. Over the last two years, through regular interactions with our master trainers she has become an expert in fruit care and best practice harvesting methods. Prior to the foundation of the banana farm, employment opportunities in her village were limited and it was challenging to maintain a steady income.

"Since I joined Innoterra I have been able to work full-time and receive timely payment, even through the lockdown periods of the COVID-19 pandemic. This has allowed me to pay for my children's education. I am thankful to Innoterra for providing me with an employment opportunity that is close to my home and I feel that it is a safe place for women to work. I am now able to save money for the future needs of my family and I am excited to continue working with Innoterra for many years to come."

### Labourer Profile 2



**Mrs. Surajben Gomanbhai Rathod**

Age 45 - Taluka-Kamrej, Surat

Mrs. Rathod has been working for Innoterra for over 10 years. Before joining us, she found it hard to find consistent farm work and often had issues receiving fair and timely compensation, as well as being forced to work long hours. Through Innoterra, she has been able to find consistent work and access to skill enhancement opportunities. Every 2-3 months, Innoterra master trainers provide seminars to ensure that her skills are consistently updated to current, best practice standards.

"I am very thankful to Innoterra for providing work opportunities close to my home and family. They provide me with transport to work and my family is assured that I am working under safe conditions, with the support I require. Innoterra has provided me with a bank account for my salary and vital insurance incase of accidents. I am very proud to be associated with them."





# She Speaks

At the current rate of progress globally it will take 99.5 years to reach gender equality. At Innoterra, we are not prepared to wait that long. The data speaks for itself. Making sure we create opportunities and inclusive practices for women is just good business. From our executive team to our women farmers, we are determined to nurture diversity, harvesting the talent and ideas which lead to genuinely inclusive growth.

## FASTER INNOVATION

75%

Companies with diversity are 75% more likely to bring innovative ideas to market

## STRONGER LEADERSHIP

1.7X

Organizations with more women in leadership deliver 1.7x stronger leadership.

## GREATER MARKET SHARE

70%

Companies with diversity are 70% more likely to capture new markets.

## PROFITABLE GROWTH

1.4X

Organizations with more women in leadership deliver 1.4x sustained profitable growth\*

"I am so proud to be part of such an amazing group of women, collectively innovating new business models at Innoterra, that will allow for better economic, social and environmental outcomes by our women farmers." – Meagan Fallone

\*Data Source: [www.thefemalequotient.com](http://www.thefemalequotient.com)



## 05. THE PLANET WE PROTECT

WE ARE INNOVATING  
TOWARDS A MORE COHESIVE AND  
REGENERATIVE VALUE CHAIN





## 5.1 INTRODUCTION

We are committed to preserving natural capital and becoming resource positive

As the impacts of climate change become more apparent, it has become vital to collectively strive towards lasting solutions. No group experiences the immediacy of a shifting climate more acutely than farmers and rural communities, which is why as an agribusiness, we feel that it is our duty to work towards becoming a best-in-class leader in climate action. By promoting transparent and bold long-term initiatives, we hope to generate measurable results well into the future. In this mission, we have chosen to focus on the following areas:





## 5.2 CLIMATE ACTION

In order to tackle the complex problems of a changing climate, we must identify and implement transformative solutions that allow us to operate safely within planetary boundaries.

This year, we have pledged to embark on a comprehensive baseline assessment of our operations as the first step towards our goal of achieving net zero greenhouse gas (GHG) emissions by 2040. Alongside promoting renewable energies, we are committed to targeting critical areas of our operations, working to actively promote water conservation, waste reduction and responsible agricultural practices. We will continually seek the advice of leading sustainability experts and organisations to ensure that our ambitions are always aligned with the planet.

### **Commitments:**

To implement climate action into our activities, we have identified several target areas including:

- A commitment to net zero 2040
- Optimising renewable energy usage throughout our organisation
- Promoting waste reduction initiatives across our supply chains
- Working to improve water efficiency & sustainability in our activities
- Using our internal stories of action to inspire others in the agri-food sector

### **Key Initiatives:**

- We have committed to conduct a comprehensive baseline impact assessment across all of our operations in order to set transparent reduction targets
- We have implemented recognition programs to build loyalty and reward exceptional performance
- We have implemented solutions to conserve water and steam, as well as increasing energy efficiency in our manufacturing processes.
- Bio-Gas: We are helping implement and support renewable energy solutions at farm level
- Through technology, we are monitoring and optimising our distribution fleets reduce emissions and increase efficiency
- We are working to lower our carbon transport costs by using rail lines and more efficient methods of packaging.
- Packaging waste reduction: We are training employees to implement sustainable practices in pack houses
- We are experimenting with alternative methods of transporting produce, reducing the amount of waste returned from markets. (Collapsible Crates)





### Case Study 1

## Partnership with Diversey India

**Problem:** In our commitment to implement solutions for the more efficient use of water, we decided to look for ways to improve the production line systems at our Nutrinos manufacturing facility (Dairy). In order to solve this problem, we knew we needed a partner with a proven track record of improving cleaning efficiency and identifying opportunities to minimise waste.

### Solution:

#### Water Conservation & Efficiency at the Nutrinos Manufacturing Facility

For decades, Diversey India has been offering fully integrated and sustainable cleaning systems to the global food industry. Over 85,000 customers in more than 80 countries have benefitted from using Diversey products, tailor made to their specific needs. In July of 2020, we decided to partner with Diversey to implement a sustainable and efficient cleaning solution at the Nutrinos manufacturing facility. The goal was to achieve a significant reduction in the amount of steam, water and cleaning chemicals used on the processing lines. Through the partnership, we were able to revamp the entire production line to achieve the following benefits:



A reduction of cleaning time by an average of 20%



A 28% reduction in steam usage and a 23% reduction in water usage\* (\*Kg/100KG Product)



An improvement of cleaning efficiency: A zero count for hygiene indicator microorganisms



The elimination of a final rinse process while maintaining hygiene standards

Case Studies



## Case Study 2

# SistemaBio Collaboration - Bio-Gas

## Promoting Clean & Safe Energy Solutions in Rural Communities

**Problem:** While conducting village level outreach, we realised that a majority of rural households were using traditional 'Choola' stoves for cooking. These stoves are fuelled by a combination of wood and dry manure, generating large quantities of toxic fumes, capable of causing serious respiratory illness after long periods of exposure. To make matters worse, households often leave them burning day and night, without adequate ventilation. To tackle this problem, we began searching for best-in-class renewable energy solutions capable of being deployed in rural communities.

**Solution:** We zeroed-in on the SistemaBio Bio-Gas solution, which takes organic waste and transforms it into renewable Bio-Gas and a powerful organic fertiliser. The farmers we approached were initially hesitant when we suggested the solution, as they had experienced negative outcomes with government schemes and were concerned about the difficulty of installation and maintenance. Through our collaboration with SistemaBio, we were able to provide the necessary training and support to alleviate some of their most pressing concerns.

Cost-benefit analysis of the Bio-Gas units show that they return their full value within a year, in addition to being a smoke free, environmentally conscious option. Furthermore, we offered subsidies to farmers who wished to install the units by way of a 50% cost reduction. To date, five farmers have active units installed in their operations, a number we hope to increase significantly over the coming year.

## Bio Gas Story - Wealth from Waste



Mrs. Subbamma

MilkLane Farmer - Gudupalli Mandal  
Andhra Pradesh

Mrs. Subbamma lives with her mother and family in Gudupalli Village. She was one of the first farmers to take part in our Bio-Gas pilot initiative. One year on, she is extremely satisfied with the unit, it has solved many of the problems inherent in the previous models she experimented with, such as a stale smell and inconsistent burn times. The SistemaBio unit allows for longer gas flow times of around 3 hours/day and allows her to save Rs.750/month on the cost of LPG (liquefied petroleum) cylinders.

Case Studies



## 5.3 PRESERVING NATURAL CAPITAL

Our business is dependent on healthy and thriving natural capital across our supply chain, which is why we are committed to safeguarding the integrity of those resources and minimising our environmental impact.

We are working side-by-side with farmers, creating lasting change at the beginning of the value chain and building digital solutions that will help them implement resource positive agricultural practices at scale.

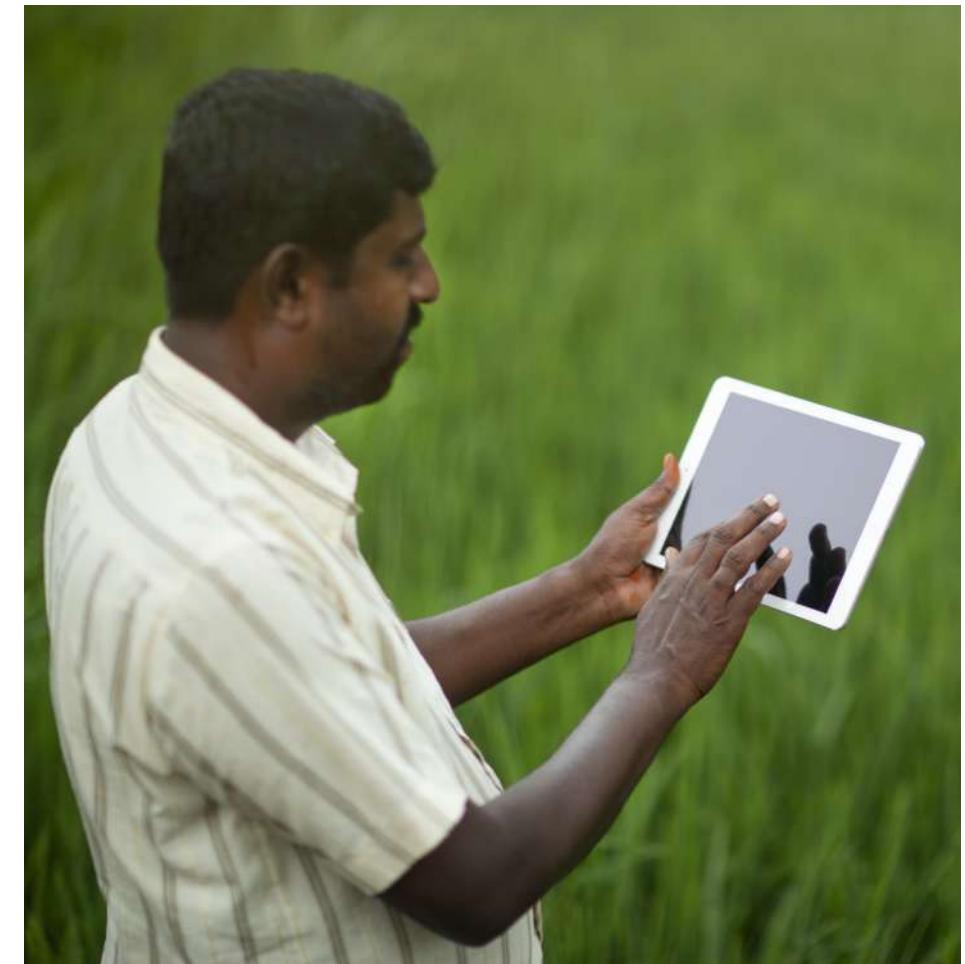
### **Commitments:**

In our mission to preserve natural capital, we have identified several target areas including:

- Encouraging best practice methods for maintaining healthy soil
- Implementing solutions for the more efficient use of water
- Promoting afforestation by increasing biodiversity in target areas
- Reducing the use of harmful chemicals and plastics in agriculture
- Promoting animal welfare by training farmers in balanced nutrition and disease prevention
- Increasing the number of acres being sustainably farmed

### **Key Initiatives:**

- We are providing personal, digitally enabled farm advisory to promote resource positive agricultural practices
- We are helping farmers implement drip irrigation systems to conserve water
- We are training farmers to use organic fertilisers and pesticides
- We are providing farmers with high quality, nutrient rich cattle feed, allowing for better nutrition, faster growth cycles & disease prevention
- We are expanding our sustainable farming models/supply chains to new regions in India
- We are working with farmers to increase bio-diversity in targeted areas
- We are conducting farmer awareness campaigns for the responsible use, disposal and reduction of harmful plastic
- We have implemented a breed improvement program, helping farmers produce over 3000 high pedigree calves to date





### Case Study 3

## Drip Irrigation - Water Conservation

**Problem:** When using traditional flood irrigation systems in agriculture, the absolute water/plant required is 100 litres/day. However, when switching to drip irrigation systems the absolute water requirement falls to only 30 litres/day. Assuming an approximate figure of 1000 plants/acre, the total number of plants under our consideration is 4 million. The total water required/year to satisfy this need through flood irrigation is 120 billion litres vs 36 billion litres when using drip irrigation (a saving of 70%). Working towards the implementation of drip irrigation systems across our areas under cultivation could result in a net water saving of 84 billion litres – enough to meet the annual water requirements of 150 million people in Mumbai

**Solution:** Some of our farmers have already begun to implement drip irrigation systems with the help of our supervisors. The switch from flood irrigation has brought numerous benefits for both the farmers and the environment, including:



Reduced water consumption



Reduced costs for farmers, in terms of water usage and labour



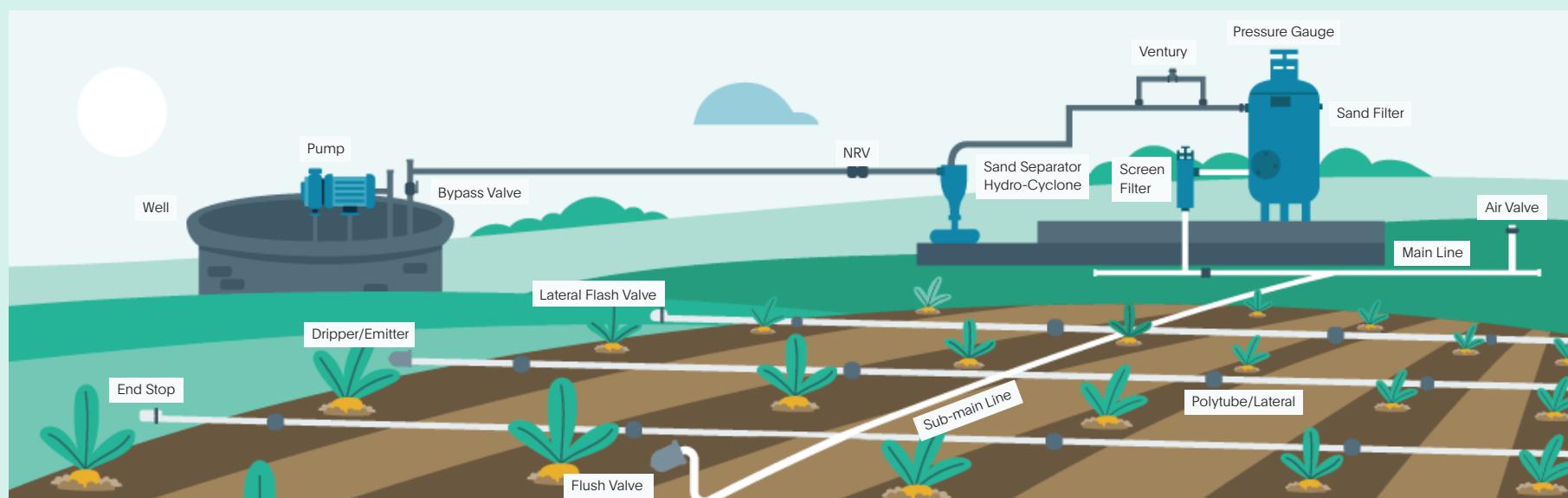
Significant time savings



Liquid fertilisers are more easily and efficiently administered to crops



No soil erosion, a common occurrence when using flood irrigation



Case Studies



#### Case Study 4

## Minimising Carbon Footprint During Transport

An integral aspect of being a resource positive agri-business is ensuring that our distribution channels are as efficient as possible. In order to minimise the carbon emissions involved in our transport and distribution channels we have begun to explore increasingly sustainable solutions including:



Creating efficient distribution channels through route optimisation for drivers (Locus Software)



Utilising rail lines instead of road ways for long distance transport



Switching to collapsible crates when transporting produce, allowing for fewer round-trip journeys

Case Studies





### Case Study 5

## Resource Positive Yield Boosting

**Problem:** We found that a majority of banana farmers lacked the necessary knowledge to increase their yields, often completing only one grow-cycle and harvest each calendar year.

**Solution:** Determined to help farmers increase their output in a resource positive way, we decided to conduct a series of training seminars aimed at teaching farmers best-practice methods in fruit care and growth management. Through our training and support, select farmers were able to increase their yields up to three harvests over a five year period, considerably increasing their income. Most importantly, they were encouraged to use regenerative solutions, ensuring that their farms would continue to see high yields into the future.

Case Studies



## 06. TRANSFORMATION THROUGH INNOVATION

BUILDING  
INNOVATIVE PRODUCTS THAT  
EMPOWER PRODUCERS



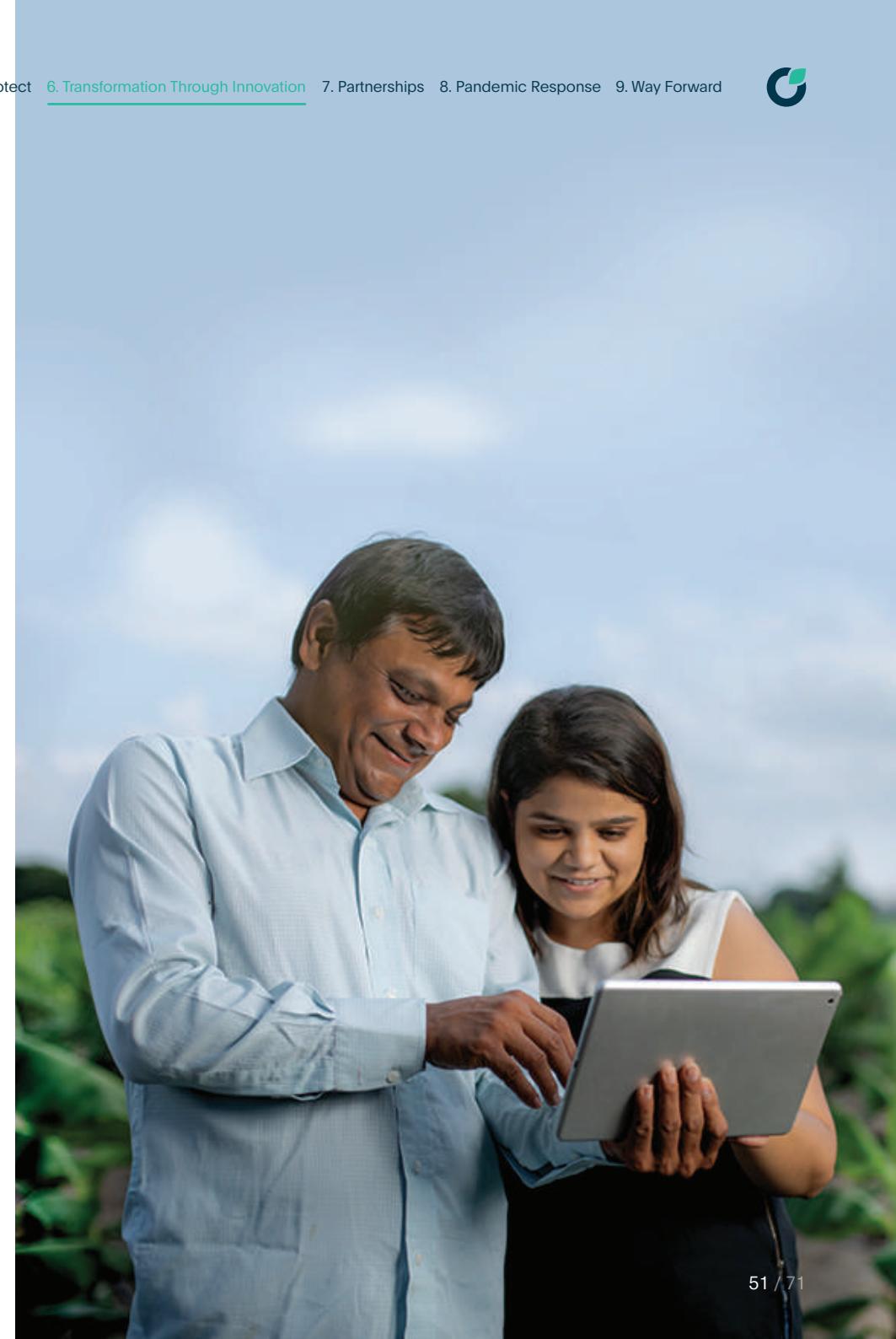


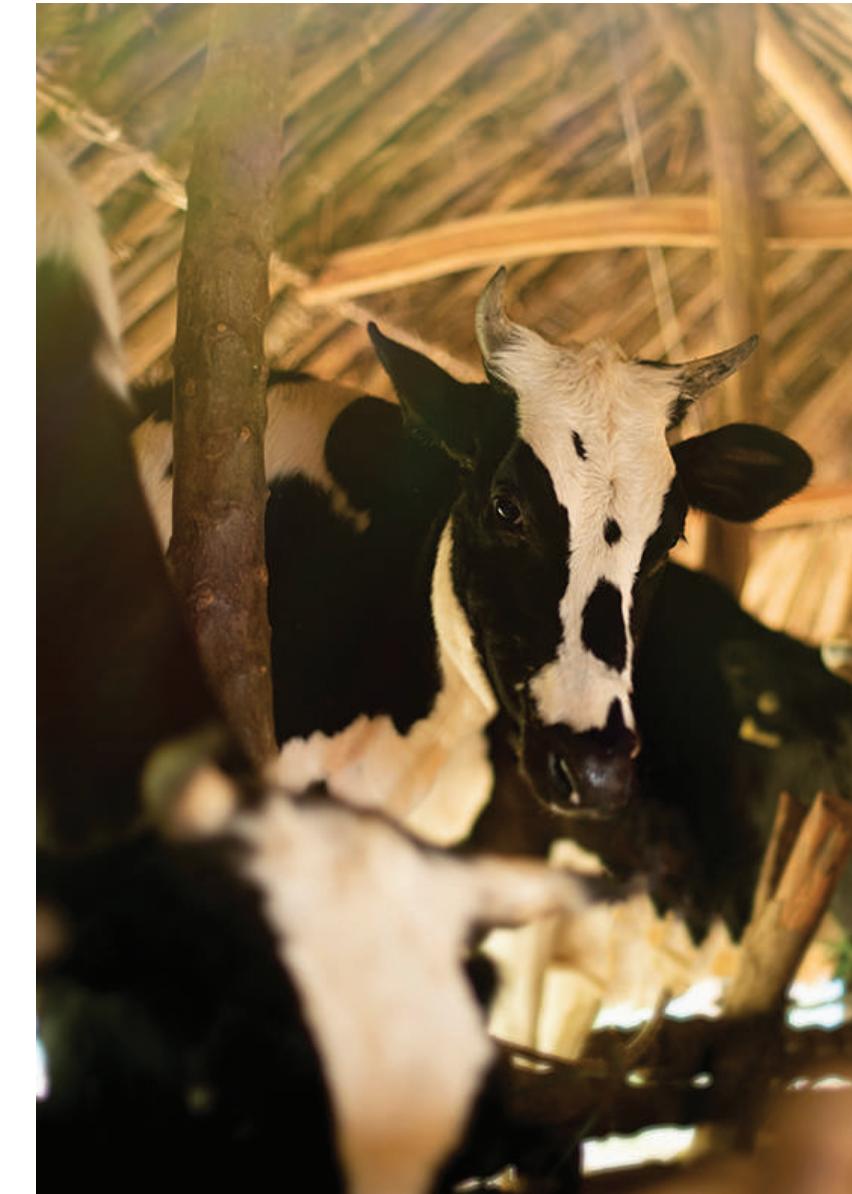
6.1

# BUSINESS MODEL INNOVATION

Innovation is at the heart of radical systems change

At Innoterra, we believe strongly in the tenets of the fifth industrial revolution and aim to infuse purpose and inclusion into our business models. We are working towards this goal by building a high-tech/high-touch platform for rural communities across India, creating a digital-first, transparent and gender neutral ecosystem for our farmers. We are not solely concerned with building the best tech solutions; we understand that they must be developed with an integrated approach, keeping farmers at the center of the production process - providing them an opportunity to interact with advanced technologies that cultivate higher productivity and earning potential.





## Project Gau-La - Cattle-on-Demand

Empowering women dairy farmers through a combination of human and tech interventions

**Opportunity:** 75 Million women in India are dairy farmers but less than 5% own their cows and less than 10% have access to internet. We aim to enable an ecosystem of success for these women by providing them with the necessary resources, training and technology to thrive. This includes access to quality inputs, livestock and animal care as well as education in financial, entrepreneurial and digital skills. In order to achieve this, we are driving partnerships with companies who share our ambition to find solutions that yield high quality produce while improving livelihoods.

**Our Pilot:** This program will target 50 women dairy farmers across three states. The model will provide two dairy cows to each woman with a 10% down payment. They will receive assistance from trained personnel on the ground and given access to an advisory program through our Village Level Networks. Furthermore, they will receive quality animal feed and supplements, access to a qualified vet and AI-powered support - Our dairy division will also guarantee the purchase of a portion of their milk through an off take agreement. At the end of 3 years and repayment of her capital cost, she is the proud owner of the two cows and their calves - giving her income security through movable assets in her own name.





## 6.2 PROJECT EXAMPLES

We feel that all of our projects and pilots currently in development have the potential to create profound socio-economic progress while safeguarding our planet and driving our businesses to better quality profitability



**LEAP Platform:** Through a human centric design process we are building a Learn-to-Earn platform that allows farmers to develop competence, confidence connection through technology - helping them realise the full extent of their capabilities and capacity. Deep analytics will enable us to contextualise every interaction based on a farmer's location, type, gender, and skill level. Our objective is to facilitate greater stability for small and mid-size farmers by exploiting network effects.



**Precision Farming:** Our innovation hub is consistently driving research into new and more efficient methods of agriculture, using technology to maximise resource efficiency while improving the livelihoods of farmers. We are currently conducting pilot programs in drone technologies, product traceability and IOT/sensor utilisation. We are working to educate farmers of low to zero literacy levels in technologies that can transform their earning potential and offer consumers quality produce while utilising natural resources in the most sustainable and regenerative way.



**Decentralisation:** We are looking at ways to increase the resiliency of our supply chains through decentralised functionality and decision making. By investing in a Village Level Entrepreneur (VLE) network, we are able to support our farmers in a 360° capacity; with training, micro-service and product offerings.



## 07. PARTNERSHIPS

FOSTERING PARTNERSHIPS  
THAT CATALYSE POSITIVE  
SYSTEMS CHANGE





## 7.1 PARTNERSHIPS

At Innoterra, we understand that achieving meaningful impact requires collaboration.

We continue to partner with radical thinkers, innovators and industry leaders to create forward thinking solutions with the greatest possible framework for success. We seek the advice of leading sustainability experts and organisations to ensure that our ambitions are always aligned with the planet and the well-being of the communities we serve.



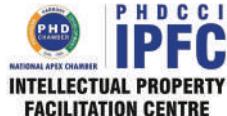


# Knowledge Collaborations



## Swiss Triple Impact

In 2020, we joined the Swiss Triple Impact Program to define targets and contributions to the UN Sustainable Development Goals (SDG's).



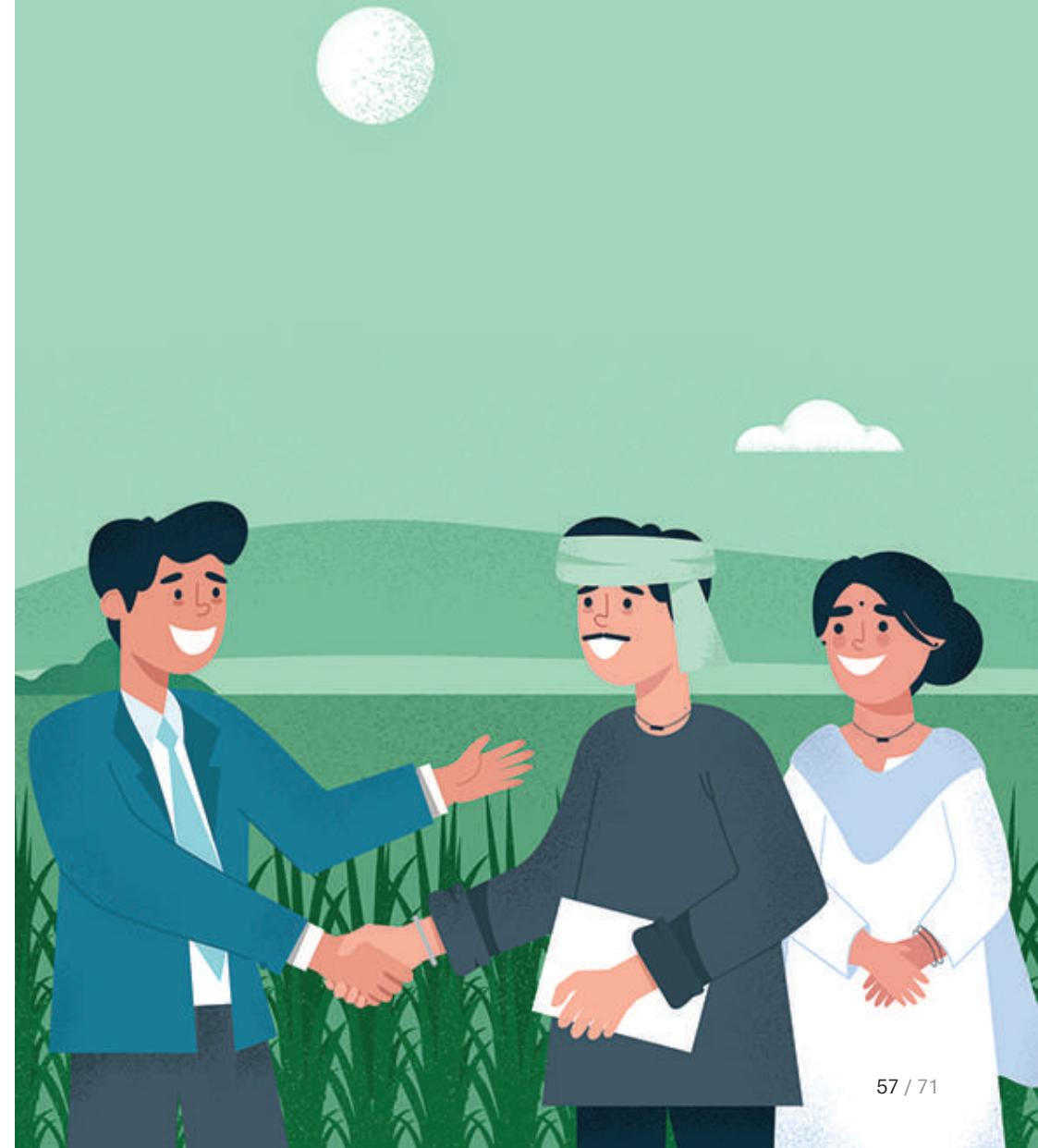
## PHDCCI

In 2021, joins hand with PHDCCI in helping Farmer Producer Organizations (FPOs) access and secure right assistance under all Govt. of India schemes implemented through various departments.



## Barefoot College International

In 2020, we partnered with BCI to help us implement education programs on the ground.





# Implementation Collaborations



## TRIF

In 2021, joins forces with TRIF and Barefoot College International, aims to develop integrated rural value chains with smallholder farmers through an innovative "systems change" approach.



## NAB Foundation

In 2021, partners NABARD arm to develop farmer clusters with an aim to engage and serve about one lakh smallholder farmers in select clusters over the next two years through a range of services that will increase farm incomes over 3-5 years.



## AEGF

In 2021, partners AEGF to enable work hand in hand with them in transforming a targeted 500,000 farmers with Innoterra's hi-tech and high-touch Farmer-360 services platform. Our joint target is to enable 60 to 100% increase in farmer incomes over 3-5 years.



## Govt. of Haryana

In 2021, joins Hands with Haryana Government to connect over 100,000 farmers in the state to its full-stack platform services including product grading, processing, branding and providing access to markets.



## Diversey India

In 2020, we partnered with Diversey India sustainable hygiene and cleaning solutions to optimise energy and water consumption in the Nutrino manufacturing facility.



## Ratnagiri Alphonso FPO

In 2022, partners farmer collectives in a first of its kind initiative to deliver authentic and 100% traceable Alphonso mangoes to consumers worldwide



## FDRVC

In 2021, partners with FDRVC to enable FDRVC-promoted FPOs with verifiable traceability, food safety, packaging and branding capabilities, along with marketing linkages as part of Innoterra's platform offering.



## 08. PANDEMIC RESPONSE

SAFEGUARDING  
THE INNOTERRA FAMILY  
DURING A GLOBAL PANDEMIC



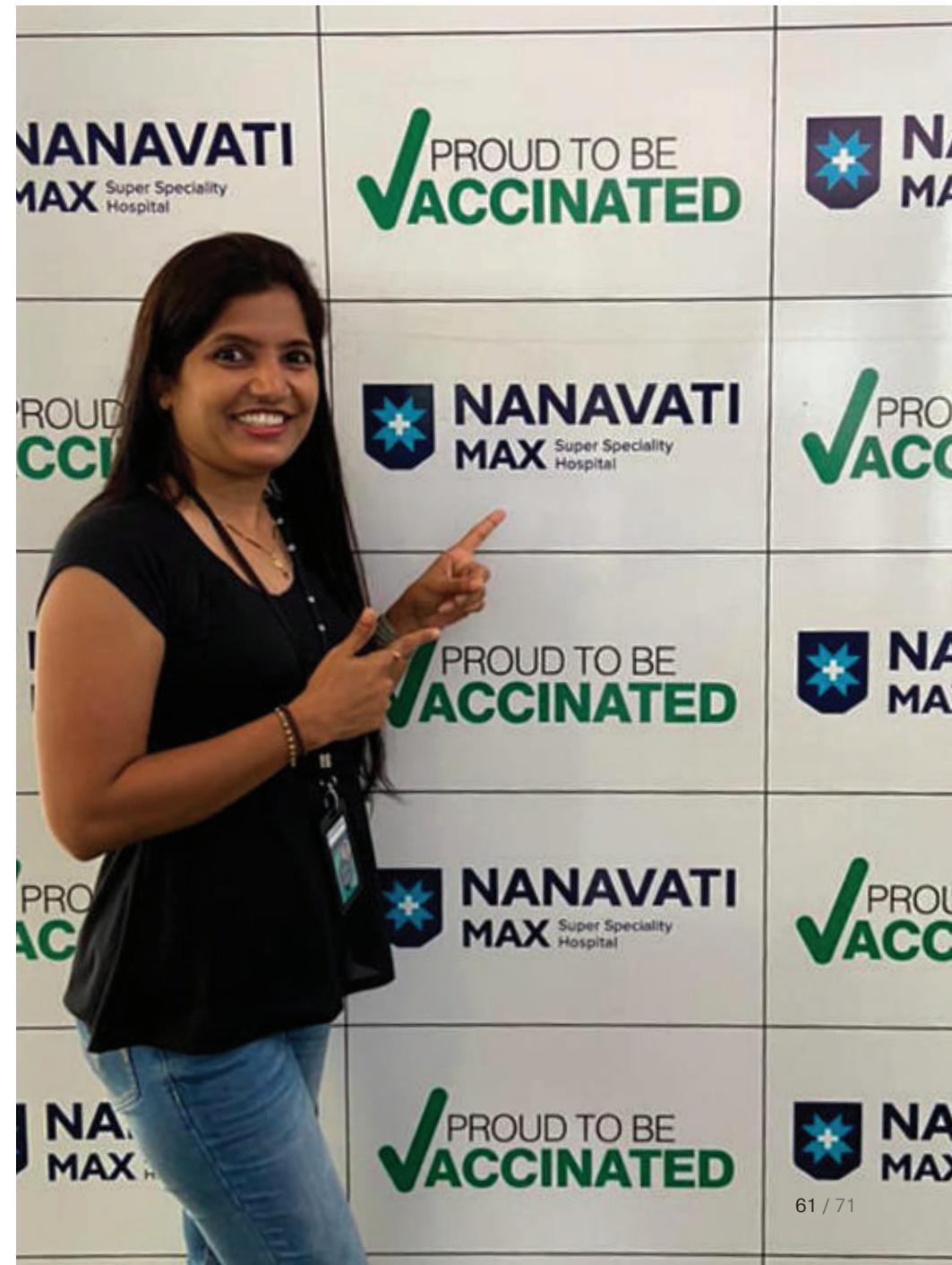


## 8.1 INTRODUCTION & INITIATIVES

Safeguarding our People and our Supply Chain in a Global Pandemic

### Introduction

As the pandemic began, we moved quickly to secure the safety and well-being of our employees and stakeholders. The situation demanded that we work diligently to address the hardships faced by our farmers, village level agents, employees and customers; to innovate and drive practical solutions towards overcoming those obstacles. Throughout the year, we have seen extraordinary leadership exemplified by individuals across the entire organisation. Our focus going forward is to manage the challenges brought by the continual spread of COVID-19 in India, providing support, equipment and critical services to the communities most affected by the health crisis.





## COVID AWARENESS PROGRAM

## COVID Awareness & Precautions Seminar - Cloudnine Hospitals India

Our employees health and safety will forever be our most important priority. During the first wave of the pandemic we organised a COVID-19 awareness and precaution seminar in collaboration with Cloudnine hospitals to ensure that our teams were equipped with the latest and most relevant information pertaining to the prevention and treatment of the virus. Dr. Manish Ramteke conducted an informative session with our team in India where they were invited to participate and ask questions in order to provide them with the tools to navigate the pandemic both physically and mentally.

## COVID Appropriate Behaviour Session

With the help of Jagruth - an online platform to train, empower and promote positive mental well-being; our HR department organised a session with a counselling psychologist, who conducted a session on 'COVID Appropriate Behaviour.' The entire organisation was invited to join and discuss the challenges of navigating through the pandemic from a mental health perspective. In order to provide the greatest possible benefit, employees were also offered a one-on-one therapy session free of charge.

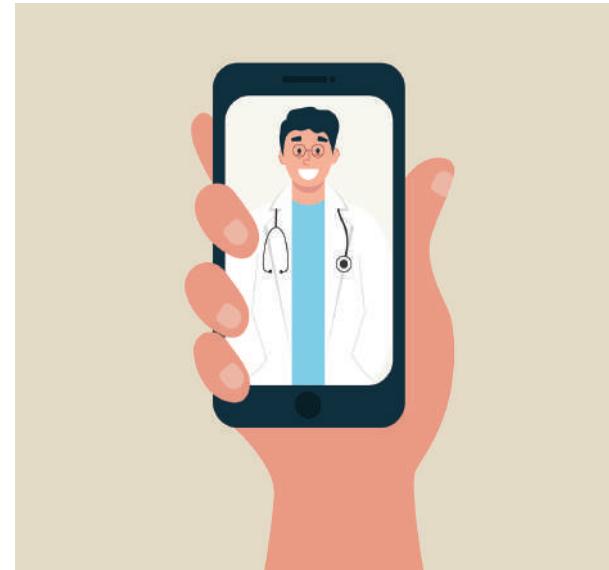


# Initiatives



## Vaccination Drives

We have hosted vaccination drives for team members in both Mumbai and Delhi, working to encourage as many employees as possible to protect themselves against COVID-19. It is our goal to facilitate this process in order to make it easy and stress free.



## DocOnline

We are collaborating with DocOnline to provide our employees with remote medical consultations via video chat.



## Last Mile Deliveries

The pandemic has caused major disruptions for supply chains across India and those most affected are small retailers who rely on the timely and consistent delivery of produce. The government has imposed strict lockdowns, curfews and closed wholesale markets which has only further compounded the challenges they face. Our distribution teams have been working throughout the pandemic to ensure that produce is being delivered to the doorstep of last mile retailers, keeping their livelihoods intact. Often, this means beginning supply runs in the middle of the night to ensure timely delivery.



## 8.2 COVID STORY

### Dairy Division



Anjaneyulu - SIPU Dairy Farmer  
Chittoor District - Andhra Pradesh

Anjaneyulu owns three acres of land near Pacharumakulapalli Village where he grows rice, maize, sweet corn and fodder crops. He has eight cows and produces 80 litres of milk/day, which is procured by us at an average price of Rs.30/litre.

"During the first lockdown, many of the local farmers lost hope in their dairying operations as distributors failed to procure enough milk. However, MilkLane managed to seamlessly accept my entire supply of milk, while also delivering much needed cattle feed directly to my doorstep. During these challenging times, they also arranged for the installation of a Bio-Gas energy unit, which allowed me to save RS.700-800/month in LPG (liquified petroleum) costs. These savings could then be spent on my children's education.

In addition to providing us with digital and in-person advisory services, MilkLane also helped to educate us on COVID-19 prevention measures. This allowed us to help raise awareness in our communities about proper hygiene and social distancing. I feel proud to be a MilkLane farmer and I am grateful to them for being so supportive of our community in these difficult times."



Krishnamoorthy - MilkLane Bulk  
Cooler Operator  
Dharmapuri District - Tamil Nadu

"Soon after we began our journey with MilkLane the first wave of COVID-19 gripped the region. We were all very worried, but regular contact and advisory from them helped to renew our faith that we would be able to maintain our livelihoods through the pandemic. During the first wave, we saw the number of farmers and milk supply drop significantly, while also seeing our sales of cattle feed cut in half. When other buyers stopped purchasing milk, MilkLane continued to buy our milk regularly. The main driver behind our success this year has been the guidance from the supportive staff at MilkLane."

COVID STORY



## 8.2 COVID STORY Distribution Division

Adesh - Sr. Executive Finance  
Distribution Division - New Delhi

"In April of 2021 I tested positive for COVID-19. Immediately after I found out I made sure to have my family tested - they turned out negative which was a huge relief for me. I had to quarantine in my own home and it was especially difficult not being able to interact with my family and young daughter, but the positive energy and support I received from them enabled me to recover quickly. Since my recovery, I have become extra vigilant in maintaining high standards of hygiene and I make sure to give regular briefings to staff on COVID-19 precautions. I was impatient to get back to work because we are an essential supplier that is needed now more than ever. We are on the frontline, serving people. Stay home, stay safe - we will continue working hard to deliver to your doorstep."

Covid Story



## 09. WAY FORWARD

WORKING TOWARDS A MORE  
SUSTAINABLE WORLD, WITH GREATER EQUITY  
FOR ALL OF OUR STAKEHOLDERS





## 9.1 WAY FORWARD

With an eye towards the future, we will continue to work towards building resilient and sustainable food systems - keeping the following areas at the core of our focus in the coming year and beyond:



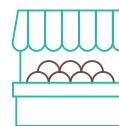
### Regenerative Farming

Agriculture is one of the most resource intensive practices on the planet. Demand on farmland is increasing globally and we are beginning to see the effects of deteriorating soil and water health. It is imperative that we build regenerative practices and techniques into our food systems, protecting our produce and the livelihoods of those who make it possible.



### Resilient Farming

In the wake of harsher climates around the world and their affect on crop yields, we must ensure that our systems are resilient and capable of adapting to rapid change.



### Access to Market

Farmers are continually being disconnected from those who consume their produce, often falling victim to unfair price pressure from large sellers. We must work to rebuild a seamless link between producers and consumers, through transparency and traceability - generating fair and ethical prices for producers and quality assurance for consumers.



### Access to Financial Capital

For years agricultural activities have been facing a severe margin squeeze, with farmers increasingly having to rely on financial debt and subsidies. Access to capital has become a major pain point for many farmers and we must work to provide them with equitable solutions that suit their needs.





In 2021, we look forward to sharing the progress we have made in our commitments, as well as the insights we have gained as we continue to innovate towards a more cohesive and sustainable world, in which we are creating greater equity for all of our stakeholders.

Some key milestones we hope to reach in the coming year:

1.

Complete our baseline environmental assessment

2.

Launch our farmer education management platform



3.

Unveil our new inclusive farming model

4.

Appoint 50 internal sustainability ambassadors



# A BIG THANK YOU

We want to shout out loud a big thank you as our ode of acknowledgement for Joydeep Sanyal and Ian Carnahan for the production/creation of this report.



JOYDEEP SANYAL

Innoterra



IAN CARNAHAN

Innoterra

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For you and the planet



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