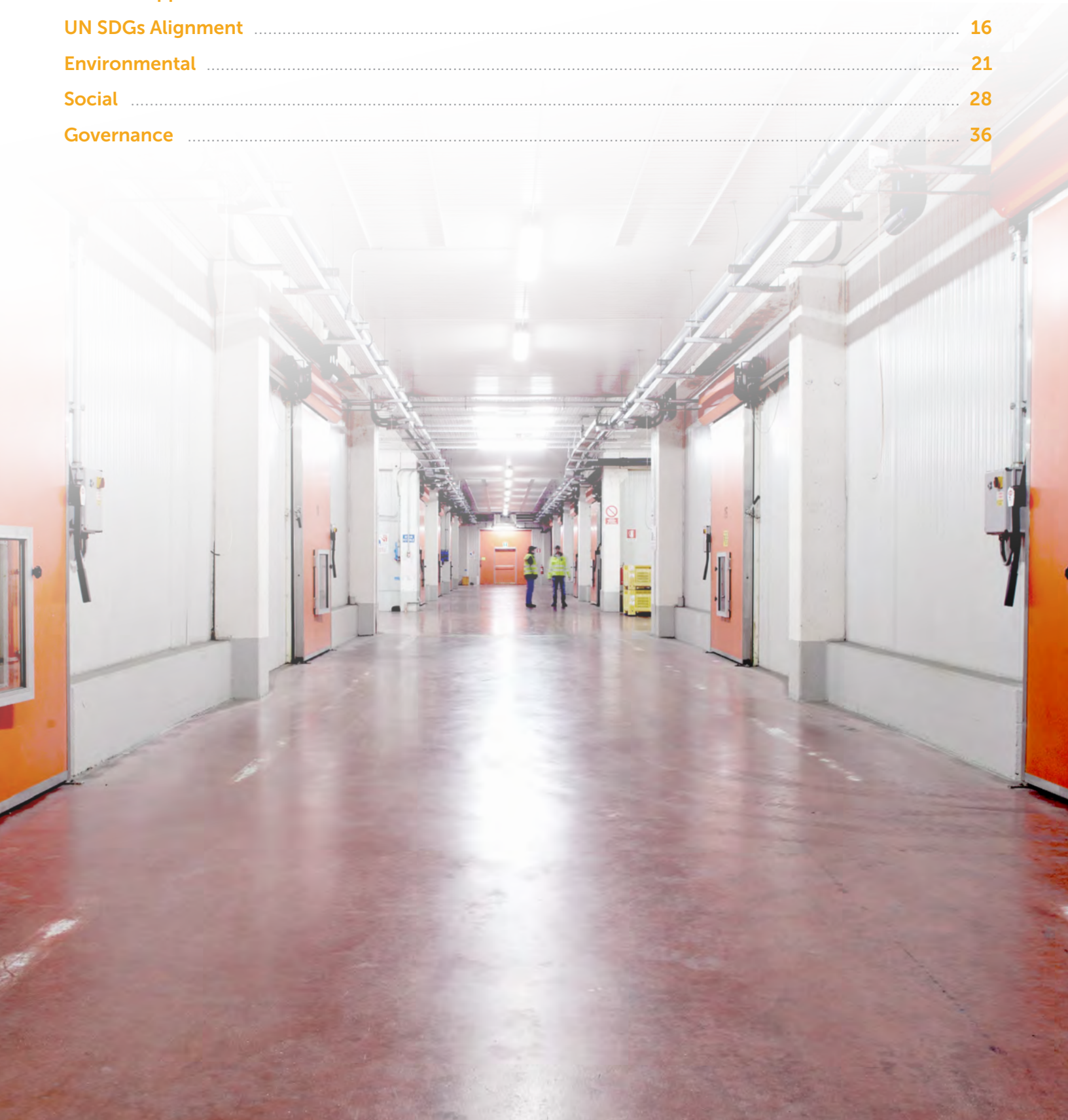




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LETTER FROM THE CEO

It's an honor to serve at the helm of a company that, for more than twenty years, has been a leader in the post-harvest industry. Our products and solutions are designed to help keep the world's produce fresh and plentiful, and we are driven by a commitment to help reduce food loss and waste. These efforts are essential, now more than ever. The United Nations Food and Agriculture Organization reports that of the food produced for human consumption nearly 33 percent of it lost or wasted, and upwards of 50 percent of fruits and vegetables perish before being consumed.¹ Our singular focus is to help growers, packers, and retailers maximize the quality of their product, reduce waste, increase sustainability efforts and help customers around the world enjoy fresh and healthy produce. As we invest in new technologies and diversify to an even broader assortment of crops and markets, AgroFresh is poised to make even greater contributions to the world's food supply.

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At AgroFresh, *how* we operate as a responsible corporate citizen is equally as important as *what* we deliver in solutions to our customers.

We hold ourselves accountable to our vision to be the guardian of the world's fresh produce. Every part of our process is designed to meet the world's needs for fresh, safe, and abundant produce while reducing our impact on the environment and protecting against food waste and loss. Exceptional people join us from around the world because of our unwavering vision and commitment to sustainability, and AgroFresh seeks to continually enhance diversity and promote inclusion in our workforce because we believe that our inclusive culture is fundamental to drive better performance for all our stakeholders.

In our inaugural Environment, Social and Governance (ESG) report, we highlight some of AgroFresh's programs, policies, and solutions that are contributing to a more sustainable world. The United Nations Sustainable Development Goals (UN SDGs) serve as a key framework to showcase how our activities support this mission, while also translating our corporate priorities into relevant ESG programs. Additionally, we evaluated aspects of the Sustainability Accounting Standards Board (SASB) framework as well as elements of the recommendations made by the Task Force on Climate-related Financial Disclosures (TCFD) to assess the risks and opportunities related to AgroFresh's ESG performance.

Companies across all industries are being challenged to innovate and create more value while strengthening their environmental and social performance. I personally accept this challenge and commit to accountability, transparency, and stakeholder engagement across the elements of our ESG strategy that is built on inclusivity, equality, and equity.

As we move forward with our ESG program, we will continue to improve and report those results to all of our stakeholders. Thank you for your support, and I am proud to have the opportunity to serve you.

Sincerely,



Clinton A. Lewis, Jr.
Chief Executive Officer



WE GROW CONFIDENCE


FreshCloud
an Agribank solution

Every day, businesses and consumers are challenged by the direct effects their actions have on our earth and the sustainability of their practices. On the frontline of these challenges is the global food supply chain, serviced by our produce growers and packers. These workers are impacted by the environmental factors that influence their harvests. Without innovative solutions, they have little control over their crops' yields and waste.

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Here's where AgroFresh shines.

We are an AgTech innovator and global leader with a mission to prevent food loss and waste and to conserve the planet's resources by providing a range of science-based solutions, data-driven digital technologies, and high-touch customer services. AgroFresh supports growers, packers, and retailers with solutions across the food supply chain to enhance the quality and extend the shelf life of fresh produce.



OUR VISION

To be the guardian of the world's fresh produce.



OUR MISSION

To combine deep scientific knowledge with applied industry know-how.

To extend the shelf life of the best-tasting produce

To prevent food loss and waste

To conserve our planet's resources

Our focus on food preservation, food loss, and waste reduction solutions is designed to answer big questions around sustainability:

- 1 What if every fruit could fulfill its most delicious potential?
- 2 What if every grower, packer, and retailer had more efficient ways to protect freshness?
- 3 What if we could better predict and prevent produce spoilage, improve food safety, save billions of pounds of fresh produce, and feed the world with fewer resources?
- 4 What if we could meet the world's expanding needs for fresh, safe, and abundant produce supplies while reducing our impact on the environment?

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Solutions across the supply chain.

From the fields and orchards all the way to the consumer, AgroFresh leverages its expertise and technology to help produce stay fresher every step of the way.

FreshCloud, AgroFresh's digital AgTech services platform, optimizes our customers' quality decision-making and profit potential.



PRE-TRANSPLANT

- Protect seedlings before transit
- Improve disease tolerance
- Increase yield



NEAR-HARVEST

- Increase size and improve color
- Extend harvest window
- Reduce pre-harvest losses
- Allow better control of labor costs



STORAGE

- Maintain firmness and monitor quality
- Add marketing flexibility
- Improve appearance



PACKING

- Improve pack-out
- Optimize use of packaging material



DISTRIBUTION

- Open longer-distance markets
- Increase consumer appeal
- Reduce shrinkage/food loss
- Extend shelf life



CONSUMER

- Improve satisfaction and experience
- Increase fruit buying
- Build loyalty
- Food safety



OUR VALUES

Customer Intimacy

Knowing and living the challenges to create deeper and more fruitful relationships

Seeing Potential

We believe there is always a better way to help produce achieve its best potential and create a world with less food waste

Creating Value

For our shareholders, as well as employees, customers, and society

Sustainability

Protecting our food supply ecosystem and preserving the Earth's resources

Partnership

Moving together in a true spirit of collaboration between our teams, customers, and partners

Applied Know-How

Continually extending, building on freshness science and deep experience to advance the industry and our customers

Health and Safety

Our top priority in everything we do and make

Responsibility

Upholding the highest ethical standards as we serve customers, partners, consumers, and society

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AT A GLANCE



Taking freshness further.

We are taking food freshness to a new level while decreasing food waste and shrinkage.

AgroFresh got its start in January 1996. With the acquisition of **1-MCP (1-Methlycyclopropene)**, the Company pioneered the development and commercialization of **SmartFresh™**. This groundbreaking ethylene management solution is a naturally derived plant-growth regulator that revolutionized the apple industry and allowed for long-term storage. By 2002, SmartFresh™ received its first registration for commercial use in Chile, with the U.S. following shortly thereafter. The benefits of this technology now span the globe serving multiple crops and regions, and have helped reduce apple waste by nearly 260,000 metric tons from 2002 to 2018 in the U.S., France, and Italy.²

Over the next several years, AgroFresh expanded beyond SmartFresh™ to offer additional post-harvest solutions. In 2017, AgroFresh acquired Tecnidex, a leader in the citrus industry, which kick-started its suite of fungicides, coatings, and disinfectants. From there, the Company went digital in 2018 with the release of FreshCloud™, its insights and analytics platform.

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50⁺

COUNTRIES WITH
KEY PRODUCTS
REGISTERED

375⁺

PATENTS AND PATENT
APPLICATIONS
GLOBALLY

3.5k⁺

DIRECT
AGROFRESH
CUSTOMERS

25k⁺

FRUIT STORAGE
ROOMS PROTECTED
WORLDWIDE

2m

PIECES OF FRUIT
ANALYZED PER YEAR IN
OUR R&D CENTERS

~300

AGROFRESH
EMPLOYEES

Global centers of innovation.

Experts at our R&D and Technical Service & Innovation Centers share know-how and data across regions to solve customer challenges and break new ground in new markets, new crops, and new applications.

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A Place to Call Home

AgroFresh has a presence on four continents, where keys learnings are shared across regions. Within our global centers of innovation, we have the most comprehensive database of technical information with more than 2 million pieces of fruit analyzed annually, and our customers can interact directly with our R&D team.



OUR ESG APPROACH

Our place in the global food chain.

For our inaugural ESG report, we started from the position of understanding how our operations contribute to the sustainability of the global food supply chain. From there, we explored the approaches of leading ESG frameworks and rating agencies as well as the perspectives of our shareholders to further identify the ESG topics most relevant to our business. An ESG assessment was carried out that consisted of the following:

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Shareholder Analysis

Review of AgroFresh's current shareholder base and the key ESG issues they prioritize within their ESG integration strategies.

ESG Framework Analysis

Identification of key factors within ESG frameworks most widely utilized by our stakeholders, including the SASB standards, TCFD Disclosures, and the UN SDGs.

Best Disclosure Practices

Research of best practices employed by other US-based public companies to determine how AgroFresh may report its ESG policies, principles, and practices.

Based on these reviews, we identified the following ESG topics as integral to our operations:

ENVIRONMENTAL

- Sustainable Solutions
- Product Quality & Safety
- Environmental Management
- Supply Chain Management

SOCIAL

- Human Capital Management
- Employee Health & Safety

GOVERNANCE

- Regulatory Compliance
- Information Security

Sustainability is a proactive approach ingrained in our every action, every day. Compelled by the desire to address the challenges of our global food supply chain, we provide the expertise, solutions, and services that help our customers preserve the earth's resources.

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AgroFresh's vision will be achieved only if we focus on sustainability – making every decision with the future in mind. To successfully innovate what is essential to human progress, we need to do it in a way that is good for the world today and for the long-term future.



Extending our science to serve more markets and more crops

By working with the natural ripening processes, our pioneering ethylene management solutions proved to be a game-changer for the apple industry. Today, we continually push the potential of our post-harvest solutions to benefit a continually expanding range of crops and markets.



Creating integrated solutions across the entire value chain

At AgroFresh, we are innovating around a comprehensive portfolio of integrated post-harvest solutions, including ethylene management applications, fungicides, plant-based coatings, and data-driven insights and analytics platforms. This work promotes improved freshness and quality at each step of the value chain for growers, packers, retailers, and consumers – extending shelf-life and reducing waste.



Addressing Big Issues of Food Waste and Safety

We know that serving our customers serves the world we share. We are driven to improve produce safety and advance sustainability for customers, end-users, and the planet.

Our solutions help address the food waste problem estimated by the United Nations Food and Agriculture Organization (FAO) to cost the world's consumers and businesses at least \$1 trillion each year.³

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Diverse Talents, All Joining Together

Plant physiologists, service professionals, and technical experts: by working together as one, we combine our deep expertise in post-harvest solutions with our diverse talents to support our customers across the food chain. In doing this, we prevent food loss and waste while ensuring freshness and quality.





UN SDG ALIGNMENT

Delivering solutions that help nourish humanity.

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At AgroFresh, we believe in the potential of science to change the face of humanity for the better. The great promise of our business is to deliver solutions that will nourish humanity and make the world a better place—directly through our products and services, and indirectly through our conduct by providing jobs, fueling the economy, and improving standards of living. Our focus on sustainable solutions combined with our values of integrity and respect for people are evident in our corporate culture and connect each of us around the world.

To demonstrate this commitment and illustrate how our ESG efforts impact our stakeholders, we have chosen to align our actions with the UN SDGs. The 17 UN SDGs, adopted in 2015, address economic, social, and environmental issues, such as diversity and inequality, innovation, and climate change, that, when prioritized, support sustainable development. While we embrace each of the 17 goals, we have specifically addressed five of them in the context of our sustainability assessment.



GOAL 2

End hunger, achieve food security and improved nutrition, and promote sustainable agriculture

AgroFresh's solutions are designed to extend the shelf life of fruits and vegetables for year-round enjoyment of fresh, nutritious foods, while reducing the amount of food lost or wasted from spoilage and increasing the availability of produce in our markets.

- SmartFresh, our flagship solution, extends the freshness window for a wide range of crops, including pome fruit, avocados, broccoli, melons, tomatoes, mangoes and stone fruit, using 1-MCP to regulate the softening and ripening process and maintain produce quality in the process.⁴
- Harvista™ near-harvest technology provides the control over when and how fruit ripens by expanding harvest windows for up to 21 days for apples, allowing growers to enhance fruit quality, optimize labor resources, and factor in changing weather conditions.⁵
- VitaFresh™ Botanicals protects crops from citrus to avocados to mangoes with plant-based edible coatings to preserve inner freshness from the orchard to the store shelf, delivering superior eating experiences for consumers.⁶



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



GOAL 9

Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation

Our team of more than forty scientists work at the forefront of produce-preservation solutions. Since our founding, our products have evolved from application-based technologies to include cloud-based digital software platforms that monitor and assess produce in real-time to optimize harvesting practices, manage quality control, and deliver freshness.

- Our intellectual property portfolio includes **375+** patents and patent applications delivering our customers relevant, convenient, and effective solutions for their growing, harvesting, and packaging needs.
- We protect more than 25,000 fruit storage rooms around the world with innovative technologies from applications to cloud-based monitoring to enhance our global food supply chain.

10 REDUCED INEQUALITIES



GOAL 10

Reduce inequality within and among countries

Respect for people, human rights, and dignity is a cornerstone of our business. Our ability to create an inclusive environment allows all of us to perform at our highest potential. It is through our policies and practices that we uphold these values.

- AgroFresh's **Respect & Responsibility and Labor policies** promote mutual respect and an environment free from harassment and unprofessional behavior.
- We approach all hiring, promotion, and compensation practices based on job-related considerations, and provide equal employment opportunities to all of our current and prospective team members. This starts at the top of our leadership, including through the composition of our Board of Directors (Board).

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



GOAL 12

Ensure sustainable consumption and production patterns

The fight against food waste and the conservation of our natural resources drives what we do at AgroFresh. For more than forty years, we have been delivering innovative solutions that enhance the fresh produce supply chain process of growers, packers, and retailers.

- AgroFresh commissioned a third-party study in 2019⁷ to quantify the impact of our SmartFresh solution on the apple industry within France, Italy, and the U.S. from 2002-2018. Findings included:

↓23%

REDUCTION IN APPLE WASTE FOR ITALIAN & FRENCH PACKERS

↓35%

AVERAGE⁸ WASTE REDUCTION FOR U.S. PACKERS

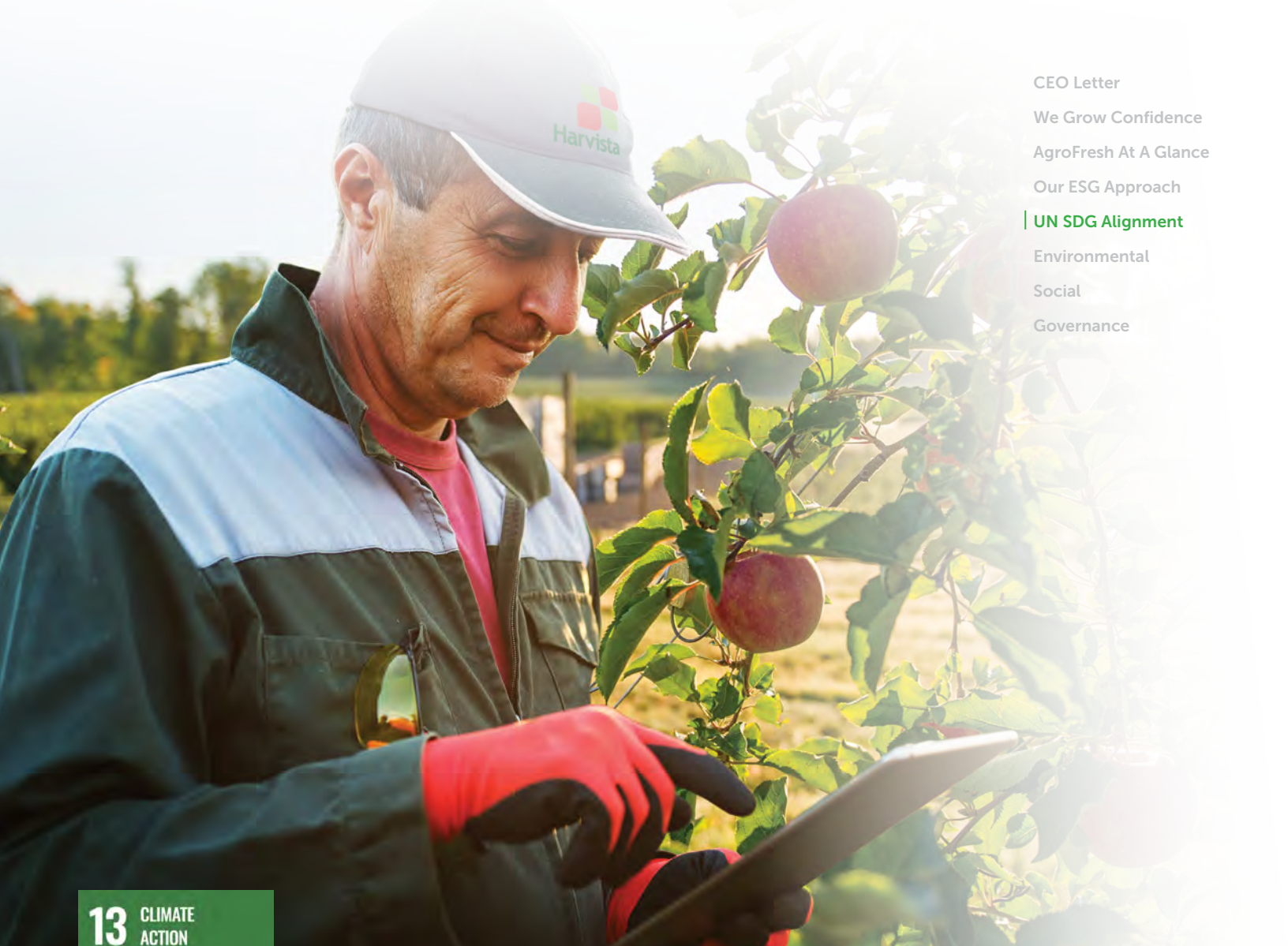
>259K

DIVERTED METRIC TONS OF APPLE WASTE

2.5M

METRIC TONS OF WATER SAVED AS A RESULT OF APPLE SPOILAGE REDUCTION

- Control-Tec™ Eco equipment lowers water usage and costs in the agriculture production through advanced wastewater management, which has shown to achieve upwards of 60% reductions in water usage for cherry packers in Chile.⁹
- AgroFresh's European operations offer a takeback program for our 200 kg and 1,000 kg containers, resulting in a container return rate of 82.5% and 73.5% respectively, of containers sold.
- AgroFresh's product suite includes biodegradable detergents that are compatible with European Union (EU) organic production standards.
- AgroFresh is a participant of the World Resources Institute's Champions 12.3 initiative focused on accelerating progress of Target 12.3, which calls for cutting in half per capita global food waste at the retail and consumer level and reducing food losses along the production and supply chains, including post-harvest losses, by 2030.¹⁰



13 CLIMATE ACTION



GOAL 13

Take urgent action to combat climate change and its impacts

Our technology solutions help our customers operate more sustainably by minimizing their environmental footprint and preserving the earth's resources.

- Our SmartFresh technology has shown to yield an annual reduction of 800 thousand tonnes of CO₂, which is equivalent to emissions from ~170,000 cars, by reducing CO₂ respiration in apples and reducing energy consumption of storage rooms by up to 35%.¹¹
- Our customers are experiencing transport-based energy savings, as produce treated with SmartFresh can be shipped without the need for lower temperature-controlled atmosphere conditions.¹²
- AgroFresh's Spanish operations have reduced CO₂ emission by 35.3 metric tonnes (or 35,300 kg) from 2015 to 2020 as a result of our product packaging recycling program.¹³



ENVIRONMENTAL

At AgroFresh, we conduct our business with the recognition that we all live together on a planet with limited resources.

Making the most of the resources we have and accelerating progress on efficient and renewable solutions are not only a strategic imperative, but a guide for all that we do and how we do it.

Sustainable solutions.

According to the UN FAO, roughly one third of the food produced for human consumption, approximately 1.3 billion metric tons per year, is lost to spoilage or waste.¹⁴ For fruits and vegetables, the wastage rates are much higher than other food products at 45%.¹⁵ This loss and spoilage within the food supply chain occurs for a variety of reasons from degradation of fresh produce during storage and transportation to issues of retail aesthetics and the consumers' perception of freshness.

We have taken on the challenges of this complex system by balancing innovation and an uncompromising focus on protecting our planet. Through our lineup of solutions, we are working to extend freshness science across a wide range of produce applications from the near-harvest stage to the kitchen table.¹⁶

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SmartFresh™

Reduction of Energy

SmartFresh™ technology not only protects produce, but also helps reduce energy. Due to the lower metabolism and respiration rate of fruit treated with SmartFresh, fewer hours are needed for refrigeration, defrosting, ventilation, O₂ addition, and CO₂ scrubbing. When SmartFresh is combined with changes in the storage regimes (for example, night cooling or increase of storage temperature), there are noticeable energy efficiency gains, resulting in carbon footprint reductions and cost savings.²⁰

**VitaFresh™
Botanicals**
Plant-based solutions by AgroFresh

Reduction of Food Loss and Waste

VitaFresh™ Botanicals is a range of plant-based, edible coatings¹⁷ that keeps produce fresh and helps reduce food loss and waste by limiting fruit dehydration and extending freshness preservation.¹⁸

FreshCloud™
an AgroFresh solution

Our FreshCloud™ digital technology platforms provide breakthrough quality management systems that help growers, packers, and retailers optimize the near- and post-harvest produce inspection processes to extend freshness and thereby reduce food waste.¹⁹

Reduction of Water Consumption

Control-Tec Eco equipment technology allows a greater percentage of water used in the cleaning and processing of produce to be safely reused or returned to the environment by: reducing the need for and frequency of water exchanges from prepared solution mixes; clarifying solution mixtures to allow reuse; minimizing spills; improving phytosanitary output by reducing solution exchanges over longer periods; and filtering solution mixtures to reduce organic matter.²¹

Optimizing Use of Fungicides

Control-Tec Dosifier automatically optimizes the use of fungicides based on the amount of fruit being processed. The Control-Tec Dosifier features a programmable touchscreen, allowing workers to easily and safely manage packing line operations and fungicide applications in drenchers or tanks.²²

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Product quality and safety.

At AgroFresh, we take pride in developing products and services that meet the highest standard of environmental quality and safety. We apply a “cradle to grave” philosophy to the handling of our innovative solutions from the raw materials through the safe disposal of the waste stream. This commitment to one another and to environmental stewardship requires us to:

- 1 Comply at all times with environmental laws and internal policies applicable to our business; and
- 2 Ensure that our products, operations, and behaviors adhere at all times to applicable governmental standards, internal environmental standards, and approved compliance plans.

AgroFresh is subject to extensive national, state, and local government regulations around the world. Over 50 authorities, including the U.S. Environmental Protection Agency (EPA) and the European Commission, have approved the AgroFresh suite of products. We have also completed more than 400 comprehensive international health and environmental tests, demonstrating that the AgroFresh family of products, including SmartFresh and Harvista, are safe for consumers, workers, and the environment.

We maintain one manufacturing facility in Valencia, Spain and service centers and state-of-the-art post-harvest labs in Yakima, Washington, USA, Rancagua, Chile, and Bologna, Italy. Our Valencia site is a food-grade facility certified according to the International Organization for Standardization (ISO) 9001 and 14001 quality and environmental management systems. All of our facilities operate with the necessary permits, are in compliance with local laws and regulations, and are subject to random inspections by the USA EPA, or the local equivalent, under the Federal Insecticide, Fungicide, and Rodenticide Act (FIFRA). In 2020, we did not have any environmental, health, or safety compliance incidents.

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Employee safety training.

AgroFresh employees receive ~8.26 hours of environment, health and safety (EHS) training per year covering a range of topics including, but not limited to:



SAFETY DATA SHEETS



CHEMICAL STORAGE



WAREHOUSE RISKS



SPILLS & DISCHARGE PREVENTION



FOOD SAFETY



WASTE MINIMIZATION



INCIDENT COMMUNICATION



ERGONOMICS

At all of our facilities and laboratories, we have EHS site policies and integrate best practices throughout our regular workflows. Both annually and on an on-going basis, we conduct EHS training across our sites to reinforce our commitment to safe working conditions, and ensure all our employees are aware of the necessary precautions and procedures.

EHS training is especially important for our Valencia, Spain and Yakima, Washington facilities as they tend to have higher occupational risks as compared to our other operations. Additionally, we ensure that our products have the proper handling and application labeling for appropriate use, application, first aid, storage, and disposal.

Not only do we focus on the best practices and behaviors at our sites with our products and through our employees, but we also expect a high standard of performance from our partners, and in particular, our suppliers. Our supplier relationships include:

- 1 A supplier selection process where we vet each of our potential partners;
- 2 A supplier code of conduct covering labor, health, safety, environment, and fair practices; and
- 3 Audits and/or screenings of key contract manufacturers using QuEHST.

SUPPLIERS, REPRESENTING
90%
OF OUR MANUFACTURING
ACTIVITIES, ARE SIGNATORIES OF
OUR SUPPLIER CODE OF CONDUCT.

QuEHST is our compliance program. This program requires that all of our quality, environmental, industrial hygiene, safety and technology policies, labor/human rights practices, and recommendations to contract manufacturers are followed in a consistent and responsible manner.

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Our environmental footprint.

We recognize that our environmental impacts extend from our products and supply chain to our own actions. We have begun collecting environmental data on our greenhouse gas emissions (GHGs), energy consumption, waste, and water consumption across most of our offices and facilities.

Our corporate headquarters is located in Philadelphia, Pennsylvania, while our operations are global in reach with offices throughout Europe, Africa, the Middle East, North and South America, Australia, New Zealand and Asia. In 2020, we had:

3 laboratories where we conduct research and development and provide fruit analysis for our customers;

4 warehouses where we store our products to support our service centers;

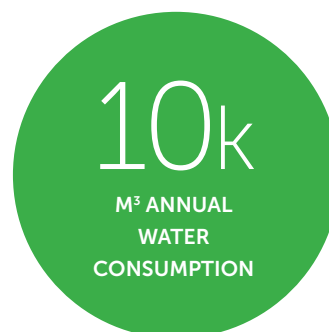
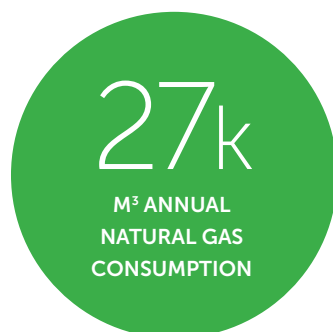
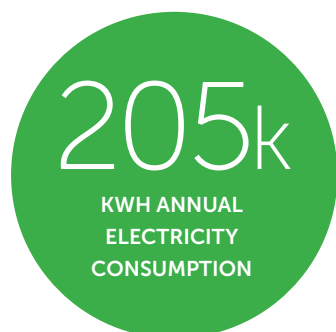
7 service centers that are regionally located for us to serve our growers;

9 offices where we oversee and coordinate our operations; and

1 manufacturing facility where we produce our fruit coatings and repackage our SmartFresh and Harvista products.

The primary source of our environmental footprint is driven by our Valencia, Spain operation center and manufacturing facility and our Yakima, Washington service center. At our Valencia facility, we have adopted a Quality and Environmental policy that reinforces our commitment to protecting the environment in all of our activities from our customer service to our research and development.

To date, we have collected a full suite of environmental information for our Valencia, Spain facility for the 2020 fiscal year:



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As part of our Valencia recycling efforts, we have partnered with SIGFITO, Spain's pesticide packaging recycling program. Through this program, we are able to recycle a variety of materials from foil and plastic bags to plastic bottles and jerry cans. These efforts have contributed to the reduction of 5.6 metric tonnes (5,658 Kg) of CO₂ emissions in fiscal year 2020, as certified by SIGFITO. Additionally, we have initiated a take-back program at our Valencia site for our intermediate bulk containers (IBCs) greater than 200 gallons and our drums greater than 55 gallons. This program provides us the opportunity to refill and reuse our IBCs and drums in our service capacity. For our containers sold in 2020, the initiative resulted in the reuse of 82.5% of the drums and 73.5% of the IBCs.

We will continue to collect and analyze our environmental data and incorporate insights into our strategic and operational decision-making processes to help us further conserve resources and reduce our impacts. While AgroFresh has not yet conducted a scenario-based climate impact analysis for this initial report, our Board and management will begin to integrate ESG risks and opportunities into its oversight responsibilities. We will also look to leverage the TCFD framework and its focus on Governance, Strategy, and Risk Management to guide our actions.

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SOCIAL



We believe in the inherent worth of all people and recognize that our employees are the engine of our value creation. With approximately 300 employees working across 21 countries, their imagination, determination, and dedication are essential to our growth.

We measure our success not only by the results we achieve, but by how we achieve them. Every decision we make and every action we take must be driven by the highest sense of business and professional integrity. The result is a safe and trusting work environment, a more unified team, and, ultimately, a company culture that offers each of us opportunities to succeed.

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Embracing diversity.

When we respect the diversity of our workplace, we create an inclusive environment where everyone can perform to their highest potential. We do this by promoting:

- 1 Equal employment opportunities for all employees and applicants regardless of age, race, color, national origin, sexual orientation, gender, gender identity, disability, religion, or any other factor protected by law;
- 2 Hiring, promotion, compensation, and other employment-related decisions based only on job-related factors; and
- 3 An environment of mutual respect and freedom from harassment and unprofessional behavior through our Respect and Responsibility Policy and our Code of Business Conduct.

FISCAL YEAR 2020 GENDER DIVERSITY²³

Global Workforce	Female	Male
Senior Leadership Team	33%	67%
Director/Global Leaders	23%	77%
All Other Employees	38%	62%

FISCAL YEAR 2020 RACIAL & ETHNIC DIVERSITY²⁴

Global Workforce	Asian	Black/ African American	Hispanic/ Latino	White
Senior Leadership Team	17%	0%	17%	66%
Director/Global Leaders	11%	0%	16%	73%
All Other Employees	10%	3%	15%	72%

Supporting our people.

AgroFresh employees are our greatest asset. Our research and development team consists of 40 scientists who are leaders in the fields of plant post-harvest physiology and material science. During our peak harvest season, our full- and part-time employees are supported with additional resources to help us achieve our production and customer service needs. We rely on the collaboration of our diverse, talented, and engaged global workforce to fulfill our mission and deliver on our business goals.

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93%

PARTICIPATION RATE IN
OUR GLOBAL EMPLOYEE
OPINION SURVEY

85%

FAVORABLE RESULTS OF OUR
2020 SURVEY, COMPARED TO
THE GLOBAL NORM OF 76%

A cornerstone of our business is respect for human rights and dignity.

- We recognize, respect, and comply with all labor and employment laws—including those respecting freedom of association, privacy, and equal employment opportunity—wherever we operate.
- We believe that working positively and directly with employees best serves their interests.
- We strive to work cooperatively with duly chosen employee representatives in the common pursuit of the interests of the employees and AgroFresh's mission.
- We do not use forced or involuntary labor.
- We comply with all applicable child labor laws.

We give our employees a voice and the opportunity to provide feedback on the ways we operate through our Global Employee Opinion surveys. The surveys are conducted every two years, with the most recent one completed in December 2020. It consisted of 33 questions across six dimensions covering quality of supervision, diversity and inclusion, engagement, quality of communication, growth and development, and a new section on COVID-19. The engagement survey sought employee sentiment about their jobs and the Company. Overall, employees expressed that they were very satisfied and well matched to their positions. Other areas provided opportunities for future improvement, such as enhanced clarity around career growth opportunities and assistance navigating our processes and procedures.

We further engage our employees by holding quarterly town hall meetings hosted by our CEO. During these gathering, we share our strategic initiatives and performance over the past quarter and year. It also provides our global employees the opportunity to ask questions about the operations of the Company.

AgroFresh



Celebrate great.

"Celebrate Great," AgroFresh's global recognition program, acknowledges the achievements, service, and commitment of our employees. Through e-cards, gifts, and other forms of appreciation, it is our way to say "Thank you" or "Congratulations" for work and/or life milestones. Employees nominate their colleagues in the following areas:



Collaboration

People or organizations working together in a particular way, in an intersection of common goals -by sharing knowledge, learning, and building consensus.



Leadership

People upholding the core direction of the organization, influencing others, communicating effectively, bringing people together, and encouraging behavioral changes.



Innovation

People successfully introducing a better idea, process or method, meeting the same needs in new ways through process improvements or cost reduction.

We also publicly recognize employees for their accomplishments through our quarterly newsletter. These include a section where employees give "kudos" to each other for their individual contributions.

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To foster talent development, AgroFresh has a full-cycle performance management process in place. Individual goals are established on an annual basis based on an employee's role and responsibilities and are aligned with corporate objectives. Employee development, including manager coaching, is also a priority.

EMPLOYEE RETENTION		
Global Employees	FY2019	FY2020
Retention Rate ²⁵	76.9%	88.1%
Involuntary Turnover ²⁶	11.9%	5.6%
Voluntary Turnover ²⁷	15.7%	7.4%

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On an annual basis, employees are assessed on their performance against goals and objectives. An analysis is conducted to ensure similar roles are assessed equally. We also ensure total compensation is benchmarked according to local markets and internal comparisons based on employees' roles and responsibilities.

In addition to providing fair and equitable compensation, AgroFresh offers comprehensive benefits designed to attract and retain employees. Benefits are offered to full-time and part-time employees who work at least 20 hours a week, of which all AgroFresh employees satisfied in fiscal year 2020. While our benefits vary by country, those highlighted here pertain to US employees, who make up about one-third of our workforce:

- Medical Insurance
- Dental Insurance
- Vision Insurance
- Flexible Spending Accounts
- Life Insurance
- Short-Term Disability
- Long-Term Disability
- 401(k) with 6% matching contributions and immediate vesting
- Bonus Plan
- Vacation/Paid Leave
- Education Assistance
- Employee Assistance Program



Awareness of health and safety.

Our number one priority is the maintenance of a safe and healthy work environment. We promote that through our commitment to eliminating work-related injuries and illnesses. To uphold this standard, we take an awareness and team-based approach that encourages:

- 1 AgroFresh and employees to share the responsibility to make safety and health a daily priority;
- 2 Everyone to support each other in actions to live safely and in good health by utilizing available resources and observing recommended practices; and
- 3 All of us to be accountable through our near-miss system and to take corrective action when an unsafe or hazardous situation is brought to our attention.

For many of our employees, the risks they face are not within the confines of our AgroFresh operations. The events occur while on the road traveling to customers’ locations or while providing services at third-party sites. That is why we emphasize situational awareness.

We implement our health and safety policies through annual training programs and management oversight. On an annual basis, we conduct training programs equipped with videos and examples to demonstrate when and where employees may be vulnerable. We also provide annual driver training in both hands-on and tutorial-based settings. These programs are in addition to other role-based training we offer at our laboratories and manufacturing sites.

At our Valencia facility, we have a dedicated safety manager who implements and documents our health and safety program. At certain other facilities, we have health and safety representatives. Our Vice President of Operations oversees our global health and safety initiatives.

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SAFETY RECORD

	Total Recordable Incident Rate ²⁸	Fatalities
FY2018	0.69	0
FY2019	1.38	0
FY2020	1.21	0

Our response to COVID-19.

For all of us, we have been challenged at our homes, in our local communities, and at work. Since March 2020, AgroFresh has implemented action steps to safeguard our workforce and to continue to serve our customers.



Our top priority has been, and continues to be, the safety of our employees and our stakeholders. We have followed recommended health organization best practices to minimize any potential viral spread. This has meant switching most of the AgroFresh employee base to a work-from-home mode, which remains ongoing, and adapting our operations for services that could not be remote. We implemented staggered shifts and expanded out to additional facilities to promote distancing. In our Washington facility, we also initiated a social distancing monitoring program to mitigate any potential outbreaks.

Direct communication has been a key element to our pandemic response. We have held quarterly updates and offered opportunities to further understand the needs and limitations our employees are experiencing. We expanded our Global Employee Opinion survey to include four COVID-19 questions to gauge the success of our response to the pandemic, our establishment of a safe work environment, and our support of one another. We were encouraged by the results, with more than 90% of respondents providing favorable responses to each of the questions. In addition, a private LinkedIn room was created to provide employees a place to share information, including tips on home office setups and how to stay active.

We also focused on direct customer communications to help them manage through this unprecedented time. This meant an emphasis on taking care of our produce supply chain customers so that they could continue to provide the freshest fruit that consumers all over the world desire, perhaps now more than ever.

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Throughout, we have remained committed to delivering the same level of support and specific technical guidance that our customers have come to expect and trust – just in a different way during these exceptional times. For instance:

- 1 Critical operations personnel continued to work from our service centers and manufacturing plant to ensure an uninterrupted supply of products and services to our customers; and
- 2 Our account managers remained on call and virtually available to assist with any inquiries.

We have given back to our local community through the loaning of ultra-cold freezers to a local health organization. Our Yakima, Washington facility loaned three specialized freezers to the Yakima Valley Farm Workers Clinic, which has been working with the agricultural community to perform mass COVID-19 testing. These freezers have helped to alleviate the burdens on our local hospitals by storing vaccines for community administration.

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GOVERNANCE



Integrity, respect, and sustainability.

To be a socially responsible company, we must build trust with our employees, customers, shareholders, and communities by upholding high ethical standards. We emphasize this through our values:

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Integrity

We believe our promise is our most vital product – our word is our bond. The maintenance of strong relationships is critical to our success around the world.



Respect for People

We believe in the inherent worth of all people. Our employees are the engine of value creation.



Offering Sustainable Solutions

We believe in protecting the world's resources. The decisions we make, the innovations we deliver, and the goals we achieve are all driven by our intent to "Set the Standard for Sustainability," making the world safer, cleaner, and greener for generations to come.

Our expectation is that everyone - our employees, directors, officers, suppliers, and business partners – have a responsibility to live our values, abide by all applicable laws, and seek counsel, when necessary. We promote these ethical business practices through our actions and leading by example, by ensuring appropriate resources are available, and by cultivating discussions and responsiveness.

Our **Code of Business Conduct** (Code) provides the framework for making good choices, which reinforces our collective commitment to financial integrity, strong governance, and ethical behavior. Each of our employees are required to read the Code and sign a Certificate of Compliance on an annual basis. The compliance and risk management policies and programs cover, among others:

- Conflicts of Interest
- Gifts and Entertainment
- Anti-Bribery and Corruption
- Insider Trading
- Anti-Trust, Anti-Competition and Fair Trade
- Social Media
- **Whistleblower Policy**

AgroFresh has adopted a whistleblower policy that encourages good faith reporting by employees of any allegations of impropriety or conduct that is inconsistent with our Code, values, or the law. The policy safeguards confidentiality and includes a strict no-retaliation policy. In addition to internal channels, the Company has set up a third-party hosted hotline where employees can anonymously provide ethics reports.

Events are investigated on an internal or external basis, depending on the nature of the complaint. They are further reviewed at the Board-level by either the Audit Committee or Compensation and Talent Committee, depending on the allegation.

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Protecting our information.

Consistent with our value of respect for people, we respect the privacy of individuals and the protection of their confidential data. All of us at AgroFresh are responsible for maintaining the integrity of our information and ensuring we are using it appropriately. Through our research and development, we have built an extensive and exclusive database of produce physiology and consumer preferences, which has enabled us to develop more than 375 patents. This innovation of products and solutions is what drives our continued success and future growth.

Critical to the protection of our intellectual property and client information is the robustness of our information security system and internal policies and procedures.

For our information technology, we rely on our computer systems and telecommunications networks, including third-party software services and IP technology, to safeguard our proprietary and confidential information. We use third parties for our cloud-based hosting and web-based collaborative platforms and for the execution of certain security measures, such as cyber fraud defenses and phishing threats.

Our Global Information Technology team maintains the development of an information security and risk management system that aligns with the ISO 27001:2013 and National Institute of Standards and Technology (NIST) cybersecurity frameworks. Initiatives include regular auditing, incident responses, and network penetration and vulnerability testing, in addition to the maintenance of disaster recovery and business continuity plans.

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Beyond the management systems, AgroFresh has implemented data protection and privacy measures to ensure the safeguarding of sensitive information and prevention of unauthorized disclosure or handling of confidential information that could harm the Company, give an unfair advantage to others, or be in breach of our contractual obligations and/or local laws. These include:

- 1 Use of passwords and/or two-factor authentication for cloud-based customer portals, computers, and network access;
- 2 Limited access to sensitive, proprietary, or highly confidential information to those who are trained in the proper handling of such information;
- 3 Storage of sensitive, proprietary, or highly confidential information in protected files on secure servers provided by the Company;
- 4 Classification of documents according to AgroFresh's Information Handling Policy;
- 5 Use of personal data only for legitimate business purposes and being open and transparent about the purposes for which the data is used; and
- 6 Systems that are compliant with the EU General Data Protection Regulation, which governs the privacy and protection of personal data, with management oversight.

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OUR COMMITMENT

At AgroFresh, we support the livelihoods of farmers and people in the agriculture industry. We do this by providing data-driven recommendations from our global fruit physiology experts on the best approaches for the harvest, storage, and shelf life of their crops.

Our future is the combination of AgroFresh's physical treatments with the digital world, resulting in a product portfolio that provides a holistic approach to quality management while protecting our partners' proprietary information.

That is why:

- 1 **We do not sell any information to third parties**
- 2 **We do not track client usage**
- 3 **We do not store any non-contractual data**

COLLECTED PROPRIETARY & PERSONAL INFORMATION

- Research and development (R&D) information
- Trade secrets
- Personnel records
- Business plans & proposals
- Capacity and production information
- Marketing or sales forecast strategies
- Customer lists
- Pricing lists or strategies
- Supplier data

Overseeing our risks.

Our Board is responsible for overseeing the management of our business and the consideration of our risks as it relates to our strategic plan, financial results, business development activities, legal, and regulatory matters. As we continue to expand our ESG oversight, we look to integrate the business relevant risks and opportunities analysis within our current risk profile procedures, and to formalize the ownership of our ESG activities. At present, our management team, led by our CEO, CFO, and Global Marketing Director, are the champions for our ESG efforts.

On a regular basis, the Board receives reports directly from our officers responsible for oversight of particular risks, and engages in full and open communication with management on the adequacy and functionality of our risk management processes. Our three standing Board committees, which are comprised of solely independent directors, further support these efforts through their responsibilities:



Audit Committee

Assists with the oversight of the integrity of the financial reporting, compliance with applicable legal and regulatory requirements, and internal controls and compliance activities.



Compensation & Talent Committee

Assists with the oversight of risks relating to compensation policies and practices, and annually reviews our compensation policies, programs, and procedures, including the incentives they create and mitigating factors that may reduce the likelihood of excessive risk taking.



Corporate Governance & Nominating Committee

Assists with Board structure and composition, including director nominations processes and procedures, creation and execution of director evaluations, and the development and maintenance of corporate governance policies.

We have also adopted corporate governance guidelines, which address, among other things, director qualifications, responsibilities and compensation, director access to officers, employees and advisors, and determinations regarding executive officer compensation. Copies of our Code, Corporate Governance Guidelines, Committee Charters, and other governance documents are available in the [Investor Relations](#) section of our website.

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Our Board.

As of the 2020 fiscal year end, our Board was comprised of nine members, with one director as designee of our Series A preferred shareholder and two designated pursuant to an investment agreement with our series B preferred shareholder. All of the directors were independent according to the NASDAQ Stock Market listing standards, except for our CEO. In fiscal year 2021, our Board composition changed somewhat. One director retired, and we appointed two additional Series B director designees as well as our new CEO, Clinton Lewis. Currently, our Board consists of 10 directors.

Each of the directors brings a diversity of management, business, financial, scientific, and industry expertise and acumen. Additionally, they represent a diversity of perspectives and backgrounds that support effective oversight and discussion on the management of the Company.

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CORPORATE GOVERNANCE HIGHLIGHTS



ELECTIONS

Annual director elections through a declassified Board.



VOTING STANDARDS

Majority voting standard for the election of directors, with a director resignation policy.



INDEPENDENCE

Independent chair, with the roles of Board Chair and CEO split.



EVALUATIONS

Annual director performance evaluations.



RIGHTS PLAN

No stockholder rights plan.



GUIDELINES

Director and executive stock ownership guidelines.



POLICY

Executive clawback policy.

BOARD COMPOSITION 2020 FISCAL YEAR END

9

BOARD DIRECTORS

8

INDEPENDENT DIRECTORS

2

FEMALE DIRECTORS

3

DIRECTOR DESIGNEES



Answering AgroFresh's commitment to food loss and waste reduction.

As a fast-moving, dynamic company, we are a dedicated team delivering science-based technologies and solutions that preserve the freshness of produce and fruit. We work hand-in-hand with our customers to continually research and develop unparalleled innovations that benefit the global food supply chain. Through these collaborations, our customers are better stewards of the land, and we are able to improve the quality of life for all by reducing food loss and waste and conserving our planet's resources. This inspires us to achieve more and motivates our efforts in advancing our environmental, social, and governance commitments.

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 24. AgroFresh's US full-time and part-time workforce was comprised of 85 employees as of the 2020 fiscal year end.
 25. Retention is calculated as the percentage of employees at start of time period who remained employed at end of time period, with the timer period set as the fiscal year end.
 26. Turnover is calculated as the involuntary terminations as a percentage of average headcount for a given time period set as of the fiscal year end.
 27. Turnover is calculated as the voluntary terminations as a percentage of average headcount for a given time period set as of the fiscal year end.
 28. Includes work-related incidents, as defined by U.S. Occupational Safety and Health Administration, and calculated as the number of Incidents x 200,000 / total number of hours worked in a year, as per the guidance of the U.S. Bureau of Labor Statistics.

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HEADQUARTERS

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