



ESG Report 2019-2020

CITRI & CO

CITRI&CO



Contents



Letter from the CEO

Dear readers,

I am writing to you to present Citri&Co's ESG (Environmental, Social, and Corporate Governance) report for the 2019/2020 campaign. This is the second consecutive year that we release our ESG report; we are committed with transparency and we are willing to demonstrate our progress in sustainability matters and our contribution to facing the global challenges of our era.

The global pandemic caused by Covid-19 has led to an unprecedented degree of uncertainty in the context of a worldwide healthcare, social and economic crisis. This challenge has forced us to bring out the best in ourselves. I will take advantage of this occasion to convey our support and affection to everyone that have been affected by the pandemic to a greater or lesser degree.

Additionally, I would like to thank the entire Citri&Co team for their efforts, dedication and commitment. Their behaviour has been exemplary since the beginning of the pandemic, demonstrating once again that people remain being our principal asset.

Regarding our business, in the 2019/2020 campaign Frutas Esther and Sunpack joined the Citri&Co group. This strategic milestone improves our competitiveness by entering the stone fruit market with the category leader, as well as expanding our citrus calendar with a sourcing origin outside the Iberian peninsula.

Citri&Co has taken enormous qualitative strides in terms of ESG management during the 2019/2020 campaign, approving the first ESG Framework (the Sustainability Master Plan for the Group) with a time frame covering up to the 2024/2025 campaign. We have used this to devise the strategic outline of our sustainable business model, that seeks to overcome the challenges of the 2030 Agenda. Citri&Co can and must contribute to tackling these challenges, such as climate emergency, sustainable agriculture and social wellbeing. Our aim is to remain being business leaders, while being sustainability leaders.

I urge you to continue reading this report, where you will find the most significant information and data of the campaign. It has undoubtedly been a year full of challenges that we have faced with the utmost diligence, demonstrating our commitment and contribution towards a fairer, more sustainable future.

Carlos Blanc

CEO of Citrico Global



About Citri&Co



OUR GROUP

We are a group specialised in the fresh fruit sector with a rich tradition in the agri-business. We integrate expertise, innovation and sustainability to guarantee quality fresh fruit from field to table.

CITRI&CO

martinavarro

Citrus fruit leader in the European market

Martinavarro, with more than 70 years of family heritage, offers the best varieties of citrus fruit all year round, with an integrated model that cares for fruit with passion, from the field to its delivery to the customer, ensuring its freshness and quality. Thanks to its fields and packing houses all over Spain, it is able to guarantee the service and meet the requirements of the most demanding customers.

RioTinto

Specialist in the production and commercialisation of organic citrus fruits

From the heart of Huelva, Rio Tinto enhances the value of a crop that respects the ecosystem and integrates the utmost care for the environment in its farms. Since its foundation in the nineties, Rio Tinto has consolidated its position as the largest producer of organic citrus fruits in Spain, becoming a pioneer in the innovation and R&D development of organic agriculture.

Perales & Ferrer

Innovation and technology in the cultivation of lemons and grapefruits

Using its own cultivation method, Perales & Ferrer offers the consumer lemons of the highest quality from its orchards in Bigastro, by the Mediterranean coast. The innovation in the processing and the implementation of technology have defined the path, the services and the excellence of the brand since its foundation in 1975.

frutas esther

Passion for growing the best varieties of stone fruit, grapes and strawberries

From Abarán, Frutas Esther grows with great passion the best varieties of stone fruit, grapes, strawberries and kakis in its fields. Since 1970, the company has been supplying high quality, fresh products to families all over Europe.

sunpack

Top quality citrus fruits for consumers all over the world

Since its foundation, Sunpack has been selecting the most delicious fruit from its fields in Morocco, guaranteeing the best quality and variety in its citrus fruits by monitoring the value chain from its production to ensure its customers the highest quality fruit.



OUR VALUES

MISSION

«To provide our customers with fresh, high quality, healthy produce throughout the year thanks to the sustainable performance of our activities and the promotion of environmental improvements.»

VISION

«Become a worldwide benchmark in the fresh fruit sector through long-term value creation for our customers, employees, suppliers, shareholders and the society as a whole.»

We grow healthy, tasty, quality fruit for our consumers, respecting the environment. Always remaining true to **our values**:

- > **Respect for the environment**, minimising the impact of our activity on our ecosystem.
- > **Excellence**, based on quality and continuous improvement, by adapting to the consumer.
- > **Innovation**, from the development of new varieties and agricultural practices in the field to the final consumer.
- > **Cooperation**, by encouraging teamwork among ourselves, and with our suppliers and customers.
- > **Integrity**, by promoting ethical, responsible and transparent behaviour.



200+
Years of combined
experience



2,707
Professionals



30+
Countries
Exports



12
Packhouses



195,495
sq m
Industrial floorspace



56+
Varieties



500,000
Tonnes
Fresh fruit sold



10,000+^{Ha}
productive



1,678+^{Ha}
Certified organic
production

VERTICAL INTEGRATION: FORM FIELD TO TABLE

One of the key assets of Citri&Co is the vertical integration of the value chain through our various businesses. From research into how to improve the quality of our fruit, up to delivery to the point of sale.



R&D

We implement research and development programmes to find the best fresh fruit varieties.



Production

We manage more than 10,000 hectares of fields with a wide variety of fruit: citrus fruits, stone fruit, berries and grapes, conventional and organic.



Supply

We hold a supply system that can be adapted ad-hoc to our customer needs, combining the production capabilities of our fields and those of our partners.



Packaging

Our production system in our packhouses enable us to manage thousands of references with a high degree of adaptability to the changing needs of our customers.



Service

We foster long-lasting relationships with our customers through partnerships and personalised service. We have more than 200 customers in 30 countries.

OUR PRODUCTS

The strength of Citri&Co lies in the commitment of the various founding families, joined for the same goal to be a benchmark for the agrifood sector in terms of quality and sustainability. We are producers and suppliers of the finest fresh fruit delivered to thousands of households throughout the year. To achieve this goal, we leverage on innovation, research and development. We apply innovative techniques in the fields, and bet for more than 50 fruit varieties.

 <p>MANDARINS</p> <ul style="list-style-type: none"> > Clemenvilla > Leanri > Tang Gold > Nadorcott > Orri > Murcott > Ortanique > Okitsu > Satsuma > Clemenrubi > Oronules > Arrufatins/ Clemenpons > Clemenules > Organic Mandarins > Organic Clementines 	 <p>ORANGES</p> <ul style="list-style-type: none"> > Navel M7 > Navelina > Navel > Navel-Late > Lane-Late > Navel Powell > Navel Barnfield > Navel Chislet > Salustiana > Barberina > Valencia Late > Valencia Delta > Midnight > Taroco Ippolito > Sanguinelli > Organic table orange > Organic juice orange 	 <p>LEMONS</p> <ul style="list-style-type: none"> > Primofiori > Eureka > Verna > Summerprim 	 <p>GRAPEFRUIT</p> <ul style="list-style-type: none"> > Star Ruby > Red Ruby 	 <p>STONE FRUIT</p> <ul style="list-style-type: none"> > Apricot > Platerina > Flat Peach > Red Plum > Black Plum > White Nectarine > Yellow Nectarine > Yellow Peach > White Peach > Clingstone Peach
		 <p>GRAPES</p> <ul style="list-style-type: none"> > Seedless green grapes > Seedless black grapes > Seedless red grapes 	 <p>BERRIES</p> <ul style="list-style-type: none"> > Strawberry > Raspberry > Blueberry 	
		 <p>KHAKI</p> <ul style="list-style-type: none"> > Shiny red 	 <p>ORGANIC FRUIT</p> <ul style="list-style-type: none"> > Oranges > Mandarins > Persimmon > Lemons > Grapefruit > Blueberries 	

Further information: <https://www.citricoglobal.com/fruta/>



FOOD QUALITY AND SAFETY

Food quality and safety at Citri&Co is one of our key differentiators. We apply highly strict quality controls across the whole value chain, with the goal of guaranteeing:

- > Total safety.
- > High nutritional value.
- > Traditional taste.
- > Freshness.

All of our brands are managed following the most strict and widely recognised international standards, such as BRC, IFS Foods and Global Gap, as well as on organic certifications for the production and acquisition of organic fruit.

In accordance with the food quality and safety policy of the Group, the businesses define and pursue a Total Quality System based on:

- > A comprehensive from field to table process (production, packaging and logistics).
- > Compliance with legal and client-specific requirements, adopted standards and internal regulations.
- > Training and awareness of the entire team.
- > Lean manufacturing practices, seeking processes optimization.
- > Resource availability for an efficient system management.
- > Protected, well-informed consumers.
- > Periodic appraisal and reporting on the system performance.

All of the packhouses have a Hazard Analysis Critical Control Point system that is audited annually by an independent third party within the scope of the established certifications.



GRI 103-1 103-2 103-3 GRI 416-1

All of the Group's brands are audited periodically by customers and/or independent bodies.

MAIN CONTROL POINTS OF THE MODEL

Procurement
Fruit
Raw materials
Supplies

Production
Pre-harvest
Harvest

Reception
Reception
Control

Handling
Sorting
Waxing
Packaging
Finished product

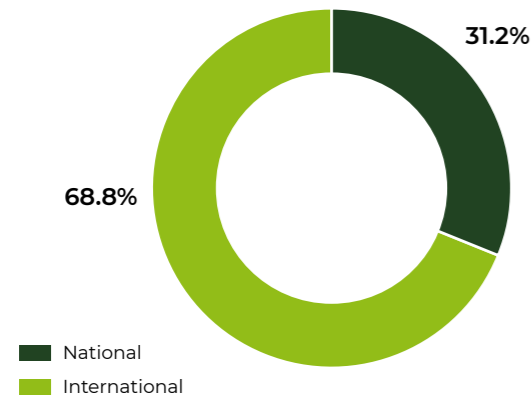
Storage
Packaged product
Stock Control

Distribution
Transportation
Pulp temperature

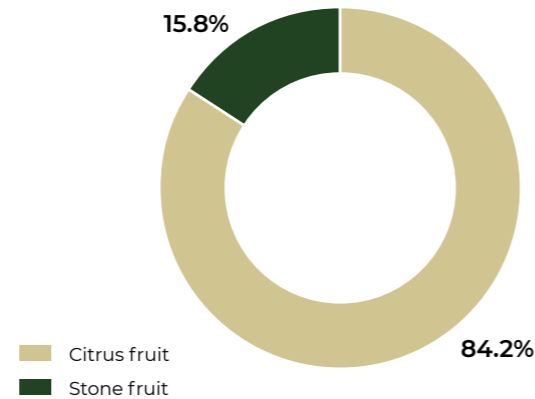
Returns
External defects
Freshness
Causal factor

VALUE CREATION

PERCENTAGE SHARE OF BUSINESS BY GEOGRAPHICAL AREA



PERCENTAGE SHARE OF BUSINESS BY TYPE OF FRUIT



RESULTS

Three key events marked Citri&Co's 2019/2020 campaign, influencing our financial performance:

- > The integration of Frutas Esther, stone fruit leader firm, in October 2019. This has enable Citri&Co to enter the stone fruit segment, diversifying our fruit and client portfolio while increasing our sales.
- > The entrance in the Moroccan citrus market with the acquisition of Sunpack, which has helped us achieve cross-selling opportunities off-season in European markets.
- > The World Health Organisation classified Covid-19 as a pandemic on March 11, 2020. Governments put unprecedented measures in place in order to contain and mitigate the healthcare and economic impact. Within the citrus fruit segment, the Covid-19 pandemic set in train a series of significant demand peaks, leading to a limited

fruit supply in the latest part of the campaign, leading to significant hikes in purchasing costs that were only partially offset by price increases for consumers.

Despite the Covid-19 pandemic, Citri&Co achieved positive results in financial terms, summarized as follows:

- > A significant increase in EBITDA for the citrus orchards division in comparison with the previous year.
- > Growth in all key citrus markets, fostered by increases in the commercial division.
- > Rio Tinto positioning as the pioneer and European benchmark in organic and Agroecologic citrus.
- > Extraordinary campaign in terms of volumes and margins for the lemon category.
- > A good season for mandarines, with growth in volume and record prices for some varieties.

MAIN FINANCIAL INDICATORS

	2019	2020	%
Gross turnover	355.5	521.6	46.7%
EBITDA	41.3	55.2	33.7%

* Financial years closing August 31.

* Figures expressed in million Euro, as per management information of the relevant Group perimeter.

* EBITDA = earnings before interest, tax, depreciation and amortisation, and excluding extraordinary items.



VALUE CREATION

SOCIAL CASH FLOW

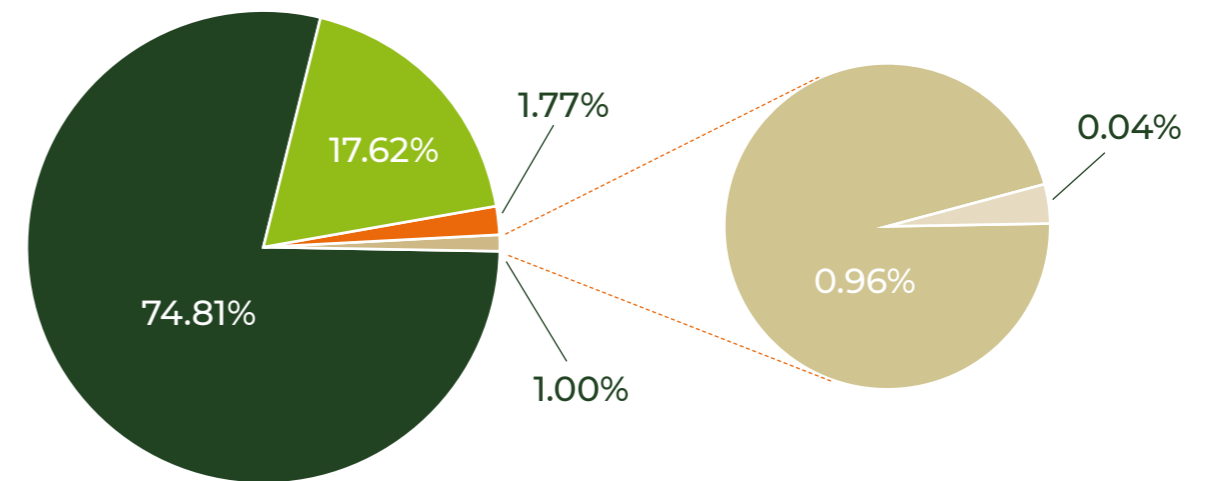
Developing a sustainable business model entails seeking value creation for the society. With a responsible and efficient financial management in line with strategic goals, the financial performance of Citri&Co influences its capacity for wealth creation and establishes the distribution of economic value generated by the stakeholders involved in the business activities of the group.

The primary mission of the financial division to establish a management and a strategy that ensures the solvency of the Group, enabling a stable and sustainable growth.

DIRECT ECONOMIC VALUE OF THE FINANCIAL YEAR	
Item	Million Euro
Direct economic value generated	531.9
Economic value distributed	506.3
Economic value retained	25.6



ECONOMIC VALUE DISTRIBUTED BY ITEM	
Item	%
Operating costs	74.81%
Salaries and social benefits	17.62%
Payments to external capital suppliers	1.77%
Payments to public authorities	0.96%
Investments in the community	0.04%









- Operating costs
- Salaries and social benefits
- Payments to providers of capital
- Payments to public authorities
- Community investments

The economic value distributed by Citri&Co amounts to EUR 506.3 million.



CITRI&CO'S 2019/2020 CAMPAIGN

KEY COMPANY ACTIONS	CITRI&CO GROUP COMMITMENTS	MAIN FINANCIAL KPIs	MAIN ENVIRONMENTAL KPIs	MAIN SOCIAL KPIs	MAIN GOVERNANCE KPIs
Incorporation of Frutas Esther and Sunpack into the Citri&Co Group	Foster neutral greenhouse gas emissions	€521.6m Gross turnover:	10,000 Productive hectares	2,707 Professionals	100% Top managers trained in compliance matters
	Promoting agroecology to encourage responsible cultivation and consumption	€55.2m EBITDA	2,987 Organic productive hectares		100% Top managers trained in human rights
Opening the third packhouse in Albaterra, Perales & Ferrer	Developing of a circular business model	500kt fruit sold	1.74 Ratio of nitrogen fertilisers per productive hectare	15 Human Rights Audits received	100% Brands with compliance models implemented
Approval of the first ESG Framework	Generating wellbeing and quality employment		0.051 Ratio CO ₂ eq/t fruit sold	41.34% Percentage of women	71 ESG goals set in ESG Framework
Launch of coldrooms switching plan, starting to use non-fluorinated gases	Applying an ethical and comprehensive management , committed beyond legal requirements	€506.3m Economic value distributed	560 Hectares of wooded areas	284 Workplace accidents (not including <i>in itinere</i>)	
Development of the Agroecology production certification	Interacting and communicating actively with stakeholders	€0 Debt with public authorities	13% Reduction in insecticides 25% Reduction in fungicides	12,117 Training hours	0 Fines or complaints received regarding fraud or corruption
Establishment of new models for regulatory compliance and protection of human rights	Generating a positive , sustained and long-lasting impact on society			0 Harassment complaints	6 SDGs contributed



Sustainability model

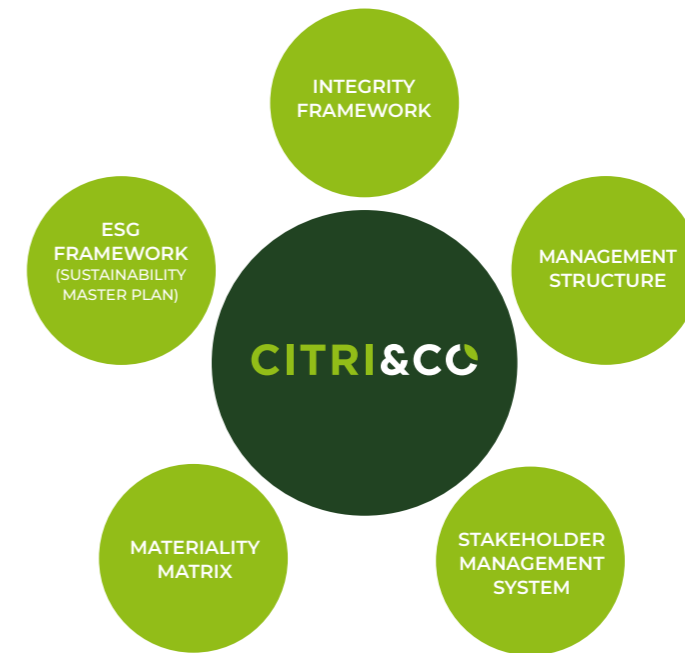
STRATEGIC MANAGEMENT

Sustainability is a strategic and differentiating factor in Citri&Co. Developing and evolving a sustainable, global business model enables us to confidently face current and future challenges, establishing policies and interventions that grows value shared.

With this vision, we decided to implement a strategic sustainability management model to facilitate the design, implementation and monitoring of the roadmap.

The corporate model is based on the most demanding, widely used and acknowledged international standard, namely the Global Reporting Initiative. This combines both management and reporting.

KEY ELEMENTS OF THE MODEL:



INTEGRITY FRAMEWORK

The top management of Citri&Co has portrayed its commitment with sustainability and a cross-functional, global and strategic management in two key documents: the code of ethics and corporate Social Responsibility Policy.



STRATEGIC MANAGEMENT

MANAGEMENT STRUCTURE

The Board of Directors of the Group is in charge of designing, approving and supervising our sustainability strategy.

In order to streamline the design and implementation of the sustainability strategy, these responsibilities have been delegated to the Social Responsibility and Ethics Committee and to the ESG Management. This gives rise to a functionally distributed model that enables an efficient management based on due diligence.



Chair

- Approves of the corporate Social Responsibility Policy.

Board of directors

- Leads the Group in terms of Sustainability.
- Supervises compliance with the corporate sustainability policies.
- Approves and tracks the ESG Framework (Sustainability Master Plan).
- Supervises the stakeholder relationship processes.
- Supervises and approves the sustainability reporting.

Social Responsibility and Ethics Committee.

- Advises and makes proposals to the Board of Directors regarding sustainability.
- Supervises the effectiveness of the sustainability management model.
- Defines guidelines and areas of ESG intervention for the Group.
- Analyses and evaluates the needs and requirements of stakeholders.

ESG Management

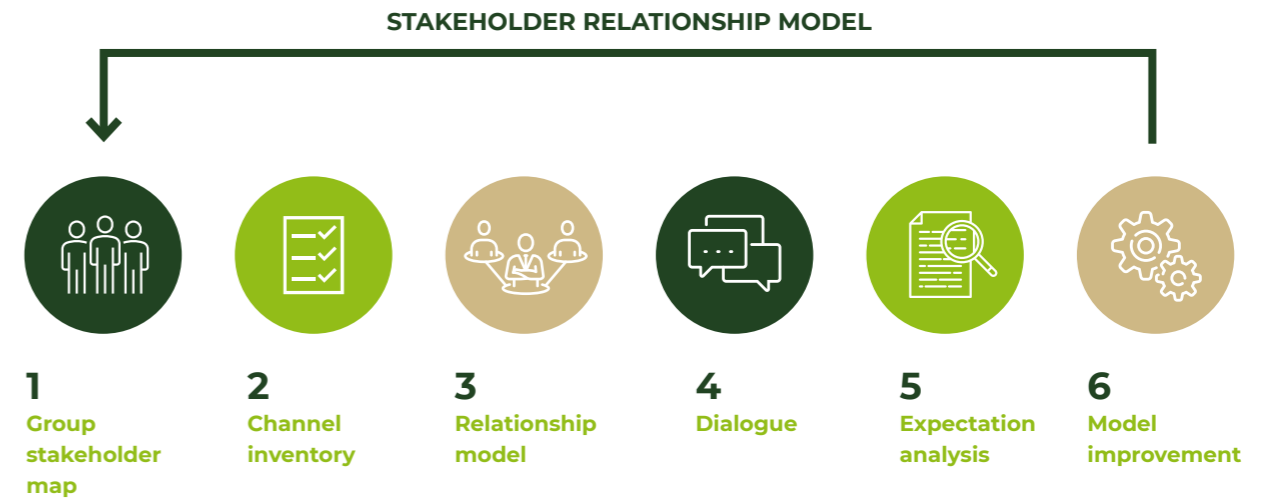
- Advises the Group in terms of Sustainability.
- Designs and coordinates ESG projects and action plans for brands.
- Implements and supervises the continual improvement of the sustainability management model.

Companies

- Implements and develops the established action and intervention plans.
- Reports on the effectiveness of interventions and improvements to these.

STAKEHOLDER MANAGEMENT SYSTEM

Citri&Co has designed a stakeholder management system based on the requirements set out by the GRI Standards. The aim is to ensure and effective, appropriate management enabling acknowledgement of the requirements, demands and expectations of stakeholders through a **methodology based on transparency, collaboration and mutual trust.**



The aim of the implemented dialogue model is to achieve systematic interactions with stakeholders, using to this effect tools and channels that ensure a high degree of participation and the quality of the information obtained.



STAKEHOLDER MANAGEMENT SYSTEM

MAIN STAKEHOLDER GROUPS	DEFINITION	GROUPS INCLUDED
Customers	Companies that acquire the products sold by businesses belonging to the Group.	<ul style="list-style-type: none"> · Domestic. · European. · International
End consumers	People that consume fruit produced by any of the businesses belonging to the Group.	<ul style="list-style-type: none"> · Traditional consumers. · Organic fruit consumers.
Businesses in the group	Businesses are part of Citri&Co.	<ul style="list-style-type: none"> · Producers. · Packaging firms. · Commercialization firms.
Workers	People that work in the Citri&Co businesses.	<ul style="list-style-type: none"> · Field labourers. · Industrial staff. · Office staff.
Social dialogue	People and bodies that represent the people who work in the Group's businesses.	<ul style="list-style-type: none"> · Works council. · Legal representation of workers.
Farmers	Farmers that sell their harvests to the Citri&Co businesses.	<ul style="list-style-type: none"> · Smallholdings. · Major agricultural holdings
Agricultural cooperatives	Agricultural cooperatives that sell their harvests to the Citri&Co businesses.	<ul style="list-style-type: none"> · First tier cooperatives. · Second tier cooperatives.
Influencers	Individuals or legal entities that recommend the Group's products.	<ul style="list-style-type: none"> · Domestic. · International.
Suppliers	Businesses and professionals that are part of the Group's supply chain.	<ul style="list-style-type: none"> · Business suppliers within the value chain. · Strategic business suppliers. · Other business suppliers.
Community	People and institutions that are part of the context in which Citri&Co operates.	<ul style="list-style-type: none"> · Citizenry. · Sector-based associations. · Third sector associations. · Opinion leaders.
Public authorities and institutions	Public and regulatory bodies involved with the activities performed by Citri&Co.	<ul style="list-style-type: none"> · Sector-based. · Local. · National. · International.
Shareholders and investors	Individuals and legal entities that are part of the Group's ownership structure.	<ul style="list-style-type: none"> · Shareholders. · Investors.

MATERIALITY ANALYSIS

In order to identify strategic financial, social, environmental and governance aspects, Citri&Co carried out a new materiality analysis for the 2019/2020 campaign, aimed at:

- > **Defining the 2030 Agenda of Citri&Co and its commitment to sustainability.**
- > Formulating the first sustainability Master Plan for the entire Group (**ESG Framework**).
- > Improving the design of its ESG reporting to all stakeholders.
- > Identifying the **ESG opportunities** for the Group and face **sustainability challenges** properly.
- > Designing a **cross-functional, global strategy** for all businesses.

The materiality study was performed in accordance with the GRI Standards, consulting different interest groups.

FORMULATION PROCESS

Identification of topics

We performed a sustainability context analysis of Citri&Co to pinpoint the various topics, identifying opportunities and risks that affect or may affect the Group and making an impact appraisal. This preliminary analysis was completed with the appraisal and study of the following information:

- > Analysis of trends in the sector.
- > Analysis of the European 2030 Agenda.
- > Sector-based benchmarking
- > List of topics relating to GRI Standards.
- > Analysis of the World Economic Forum global risks.
- > Megatrends regarding the sector from the Sustainability Accounting Standards Board.
- > Strategic internal analysis of the Group.

Appraisal and prioritisation of topics

The aim was to perform an internal and external appraisal of the identified topics, evaluating their relevance and impact based on the Group's goals and ESG policy. Although this process benefited from the participation of internal and external stakeholders, the Covid-19 pandemic did not allow us to perform all intended activities.

Validation of topics

The final validation of topics was performed based on the input of the Group's top management team, members of the Social Responsibility and Ethics Committee and external sustainability experts. Additionally, we considered the topics relationship to the Group's sustainability goals and the 2030 Agenda.



MATERIALITY ANALYSIS

SURVEY RESULTS

We have identified a total of 17 material topics, 10 of which have been integrated in the Group's strategy, and 7 are the conerstones of our ESG Framework.

TOPICS	SCOPE	*IMPACT	**IMPLICATION	SDG
Agroecology	To protect natural resources and spaces through responsible management.	Both	Both	
Contribution to the community	To generate a positive, sustained and lasting impact.	External	Both	
Circular economy	Responsible use of materials, evaluation of by-products and secondary products, appropriate waste management.	Both	Both	
Climate emergency	To promote neutrality in greenhouse gas emissions.	Both	Both	
Ethics and good governance	Ethical management beyond mere compliance.	Both	Both	
Talent	To generate wellbeing and quality employment	Internal	Direct	
Transparency	To actively interact and communicate with our stakeholders	Both	Both	
Customer focus	To define and establish high management standards focused on customer and consumer satisfaction.	Both	Both	
R&D&I	To create competitive advantages based on innovation and the adoption of cutting-edge technology.	Both	Both	
Digital transformation and cyber security	Development of safe information systems capable of performing advanced data analysis to increase efficiency and continued improvement.	Both	Both	

* Impact indicates where the impact of the topic is felt. This may be **internal** - within the organisation, **external** to the organisation, or both.

** Implication indicates the involvement of the organisation in the creation of the impact. This may be **direct** - where the Group generates this directly, or **indirect** - where the organisation is linked to the impact through business relationships, or **both**.



ESG FRAMEWORK 21/25

In line with the commitment of Citri&Co to sustainable development documented in its Social Responsibility Policy and having performed the materiality survey, the implementation of the ESG Framework was designed and launched with a time horizon of up to 2025 (hereinafter, the "ESG Framework 21/25").

The ESG Framework 21/25 has the endorsement of the Board of Directors and Group senior management.

The ESG Framework 21/25 is designed with the aim of implementing interventions that guide the Group towards:

- > Facing global challenges and contributing towards a fairer, more sustainable society.
- > Conserving our environmental heritage.
- > Undertaking business activities in an exemplary, ethical manner.
- > Growing the capacity to create both direct and indirect value for all stakeholders.
- > Being a sustainable agent of change throughout the value chain, Citri&Co's staff, suppliers and customers.
- > Growing the environmental and social footprint of the Group.
- > Contributing to the economic, social and environmental development of rural areas.



6

Action principles



6

SDG Contribution



71

Goals



3

Dimensions



21

Overlapping interventions



7

Pillars for intervention



43

Initiatives

ESG FRAMEWORK 21/25



2030 AGENDA

The sustainability strategy of Citri&Co and, in particular, the design of the ESG Framework 21/25, identify the Sustainable Development Goals (hereinafter, "SDG") and main goals for each of the phases and processes of Citri&Co's value chain.

PRIORITY SDGs

The SDGs with greater or lesser impact have been identified according to the nature of the activities performed by Citri&Co, its commitment to sustainable development set out in the Code of Ethics and Social Responsibility Policy, along with its mission, outlook and values.



Citri&Co's commitment to the 5 priority SDGs is:

- > Cross-functional integration in the Group strategy.
- > Transparency regarding the contribution to each of the SDGs.
- > Reporting to our stakeholders on the impact of Citri&Co in the most comprehensive and accurate manner.
- > Implementation of indicators that show the effectiveness of the contribution to each SDG.

All of the information relating to Citri&Co's contribution to the SDGs is highlighted in the various sections of this report, information being given on performance and contribution, as well as in the table of indicators regarding GRI Standards.

The commitment of Citri&Co to the United Nation's 2030 Agenda for Sustainable Development is based on the conviction that the prosperity of the Group is closely related to that of the communities and surroundings in which it operates.

SECONDARY SDGs

Goals derived from other SDGs have been incorporated in order to manage the group in line with the global challenges. The decision has been made considering Citri&Co's sustainability commitments and its vision of applying a differentiating ESG management.







OBJETIVOS DE DESARROLLO SOSTENIBLE

The businesses play a fundamental role in the achievement of the goals set out for the 17 SDGs, seeking to create a fairer, more sustainable society.






PRIORITY SDGs: INTEGRATED WITHIN CITRI&CO'S SUSTAINABILITY STRATEGY

SDG	DESCRIPTION	CONTRIBUTION	GOALS ADOPTED	ACTIONS
	Putting an end to hunger, achieving food security and improved nutrition, promoting sustainable agriculture.	Supporting rural areas, particularly small farms, and promoting sustainable agricultural practices among our portfolio of agricultural suppliers.	<ul style="list-style-type: none"> • 2.3 Small-scale agricultural production. • 2.4 Sustainable and resilient agricultural practices. • 2.5 Genetic diversity. 	<ul style="list-style-type: none"> • Food quality and safety. • Water efficiency. • Soil conservation. • Protection of biodiversity. • Efficiency of production processes. • Environmentally friendly materials. • Food waste reduction.
	Ensure the availability and sustainable management of water and drainage for everyone.	Efficiently manage the use of water, one of Citri&Co's most strategic resources. Sustainable management throughout the entire life cycle in the businesses is crucial in both agricultural and industrial terms.	<ul style="list-style-type: none"> • 6.3 Water quality. Wastewater and pollution. • 6.4 Efficient use of water resources. • 6.6 Water related ecosystems. 	<ul style="list-style-type: none"> • Water efficiency. • Soil conservation. • Protection of biodiversity. • Efficiency of production processes.
	Fostering sustained, inclusive and sustainable economic growth, as well as full, gainful and dignified work for all.	Contributing to economic growth in the communities where Citri&Co performs its activities, generating shared economic, social and environmental value as well as quality employment throughout the value chain.	<ul style="list-style-type: none"> • 8.1 Economic growth. • 8.2 Diversification, technology and innovation. • 8.3 Fostering of small and medium-sized enterprises. • 8.4 Efficient, environmentally friendly production and consumption. • 8.5 Full employment and dignified work. • 8.7 Slavery, child trafficking and child labour. • 8.8 Employment rights and job security. 	<ul style="list-style-type: none"> • Our products. • Food quality and safety. • Value creation. • Master plan 21-25. • Human Rights. • Agroecology. • Efficiency of production processes. • Environmentally friendly materials. • Food waste reduction. • Climate emergency. • Quality employment. • Training and development. • Well-being and health promotion. • Diversity and inclusion. • Economic development. • Well-being and quality of life in the community.
	Ensure sustainable forms of consumption and production.	Performing efficient operational and resource management, seeking to achieve 100% consumption of the food produced and managed, in addition to a commitment to the use of environmentally friendly materials and encouraging healthy consumption and dietary habits.	<ul style="list-style-type: none"> • 12.2 Efficient use of natural resources. • 12.3 Food waste. • 12.4 Waste management and handling of chemicals. • 12.5 Waste prevention, reduction, recycling and reuse. • 12.6 Businesses and sustainability reports. 	<ul style="list-style-type: none"> • Food quality and safety. • Water efficiency. • Soil conservation. • Protection of biodiversity. • Efficiency of production processes. • Environmentally friendly materials. • Food waste reduction. • Sustainable packaging. • Climate emergency.
	Adoption of urgent measures to fight climate change and its effects.	Developing a business model focused on decarbonisation and the use of clean energy, with the aim of achieving neutrality of emissions in terms of both businesses and products and thus including the entire value chain of the Group.	<ul style="list-style-type: none"> • 13.1 Resilience and adaptation. • 13.2 National policies, strategies and plans. • 13.3 Education and awareness. 	<ul style="list-style-type: none"> • Agroecology. • Environmentally friendly materials. • Food waste reduction. • Sustainable packaging. • Climate emergency.

SDG	DESCRIPTION	CONTRIBUTION	GOALS ADOPTED	ACTIONS
	Sustainably managing woodland, fighting against desertification, putting a stop to and reversing soil erosion and arresting biodiversity loss.	Sustainably managing our own crops and those that we control fighting desertification, soil erosion and the loss of biodiversity.	<ul style="list-style-type: none"> • 15.1 Sustainably conserve and make use of ecosystems. • 15.3 Fight against desertification. • 15.4 Conservation and mountain ecosystems. • 15.5 Biodiversity erosion and loss. 	<ul style="list-style-type: none"> • Agroecology. • Water efficiency. • Soil conservation. • Protection of biodiversity. • Efficiency of production processes. • Environmentally friendly materials. • Food waste reduction. • Sustainable packaging. • Climate emergency. • Fostering biodiversity. <p>Secondary SDGs: Integrated within Citri&Co's management</p>

SECONDARY SDGs: INTEGRATED WITHIN CITRI&CO'S MANAGEMENT

	Ensuring healthy living and fostering wellbeing at all ages.	Implementing policies and interventions that create wellbeing and foster healthy lifestyles within the group, creating safe, healthy workplaces both within the Group businesses and within our supply chain. Particular attention paid to the Covid-19 pandemic. Likewise caring for and improving the environmental health of agricultural holdings.	<ul style="list-style-type: none"> • 3.3 Transmissible diseases. • 3.4 Non-transmissible diseases and mental health. • 3.6 Traffic accidents. • 3.9 Environmental health (chemical products and pollution). 	<ul style="list-style-type: none"> • Food quality and safety. • Human Rights. • Water efficiency. • Soil conservation. • Protection of biodiversity. • Food waste reduction. • Well-being and health promotion. • Well-being and quality of life in the community. • Fostering biodiversity.
	Achieving gender equality and empowering women and girls.	Eliminating all forms of discrimination and pursuing responsible equalities management, endeavouring to empower women and more vulnerable groups within the Group, thus creating a diverse and inclusive team.	<ul style="list-style-type: none"> • 5.1 Put an end to discrimination. • 5.5 Full participation of women and equality of opportunity. • 5.a Right of equal access to economic resources. 	<ul style="list-style-type: none"> • Governance bodies • Human Rights. • Diversity and inclusion.
	Fostering non-violent, inclusive societies for a sustainable development, enabling access to justice for everyone and building effective, inclusive and accountable institutions at every level.	Developing a governance model based on transparency, compliance and ethical management that involves both the staff from Citri&Co's team and its stakeholders, in particular the supply chain and customer businesses, eliminating all forms of corruption, bribery and illegal activity	<ul style="list-style-type: none"> • 16.2 Child abuse, trafficking and labour. • 16.5 Corruption and bribery. • 16.6 Effective, transparent institutions. • 16.7 Citizen engagement. • 16.10 Access to information and fundamental freedoms. 	<ul style="list-style-type: none"> • Governance of sustainability. • Stakeholder management system. • Materiality analysis. • Master plan 21-25. • Governance bodies. • Ethics and compliance. • Anti-corruption. • Human Rights. • Quality employment. • Well-being and quality of life in the community.

Governance



CORPORATE GOVERNANCE

Citri&Co has designed a governance system based on the principles of transparency and good governance, applying due diligence and existing best management practice. This is aimed at:

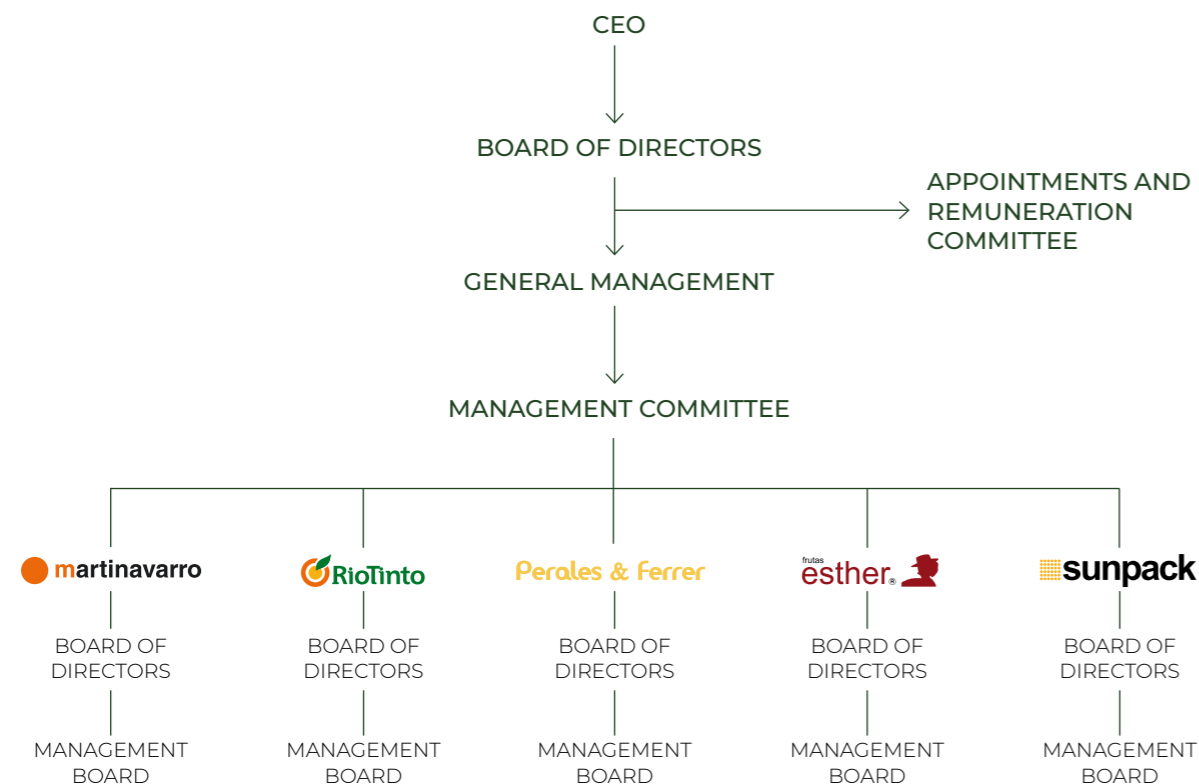
- Establishing the appropriate allocation of responsibilities.
- Carrying out effective management.
- Fostering value creation.
- Safeguarding the interests of stakeholders.

The corporate integrity framework represents the collection of Group policies that bring together the commitments to pursue ethical, responsible and sustainable management whilst responding to the needs of both the business model and the context.

The governance of the Group is vested in the Board of Directors, general management and the management committee. In turn, the group's brands possess their own governance bodies that report to the Group parent company and are represented on Citri&Co's Management Committee.



CORPORATE GOVERNANCE



With the aim of advising and supporting the management of Citri&Co, various committees have been established at corporate level:

APPOINTMENTS AND REMUNERATION COMMITTEE

Biannual meetings

Appointed by the Board of Directors, this body comprises a total of 4 persons, the main functions of whom are: The management of the composition and remuneration of Senior Management; Supervising the appointments and remuneration policy in each of the Companies and at Corporate level; Approving the amount of variable remuneration based on achievement of individual targets and the Company/Group results; Approving the annual budget and headcount; Evaluating and approving collective-bargaining conditions.

SOCIAL RESPONSIBILITY AND ETHICS COMMITTEE

Biannual meetings

This management body comprising a total of 8 persons has the powers of an independent regulatory compliance body in accordance with the compliance model for the Group. It also sets out strategic guidelines with respect to ESG and supervises compliance with the the objectives in this area established by the Board of Directors.

ETHICS & COMPLIANCE

In order to carry out comprehensive management and supervise compliance on the part of all Group businesses, Citri&Co has implemented a regulatory compliance and legal risk prevention system that has evolved over this campaign, adapting to existing best management practice and creating a compliance model at Group level.

AIMS

- > To go beyond mere compliance with legislation in force, pursuing comprehensive, ethical management.
- > To foster a preventative culture based on the principle of the "total rejection" of illegal activities and fraud.
- > Application of ethical principles and responsible behaviour on the part of all staff belonging to the Group.

- > To establish a system that provides the proper level of control in order to guarantee compliance.
- > To identify all applicable regulatory areas and define a compliance control map.
- > To systematically evaluate and organise the controls that mitigate compliance risks.
- > To report on the effectiveness and performance of the regulatory compliance and legal risk prevention model to Group governance and management bodies.
- > To improve the performance of the model by applying best practices in management and control.

KEY ELEMENTS OF THE MODEL



ETHICS & COMPLIANCE

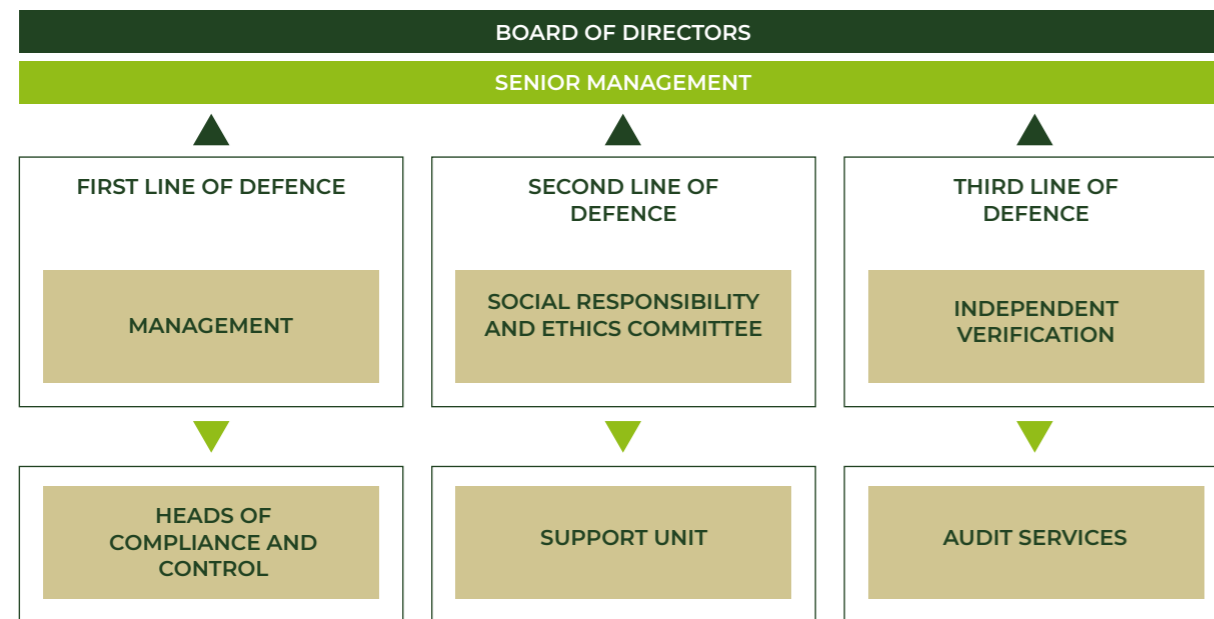
STRUCTURE

Citri&Co's compliance model is structured around integration and adaptation. As a result, the brands belonging to the Group have their own compliance model adapted to the specific risks of each business according to the geographical scope in which they operate and applicable legislation, as well as the corporate integrity framework and continuous improvement of this.

Citri&Co additionally has a corporate compliance officer to whom the compliance champions of the brands report regarding the effectiveness of their system, as well as on management incidents, improvements and similar matters.

In addition to managing the corporate complaints channel and controlling and supervising the models followed by the brands in accordance with corporate guidelines, this compliance officer is also charged with overseeing the effectiveness of the Group's compliance model.

The Compliance and Legal Risk Prevention Model is based on the **three lines of defence** that are actively involved in the effective management of legal risks at various levels and roles:



ANTI-CORRUPTION

In line with the commitment set out in the compliance model and the corporate code of ethics to totally reject the perpetration of illegal acts and fraud, the Group has established various policies and procedures aimed at preventing corruption.

Main anti-corruption tools:



With the aim of controlling and supervising the efficacy of the various anti-corruption measures, Citri&Co and its brands measure the effectiveness of the controls and the performance of the organisation. This information is reported by the Corporate Compliance Officer to Group General Management and to the Board of Directors.

Systematic controls are carried out on processes by means of internal and external audits in accordance with the regulatory compliance model.

ANTI-CORRUPTION GUIDE

In line with the desire for comprehensive, ethical management and the pursuit of best due diligence practices, during the 2020/2021 campaign Citri&Co set a goal of documenting, approving and publicising its anti-corruption guide. This document was approved by the Board of Directors and widely circulated among staff.

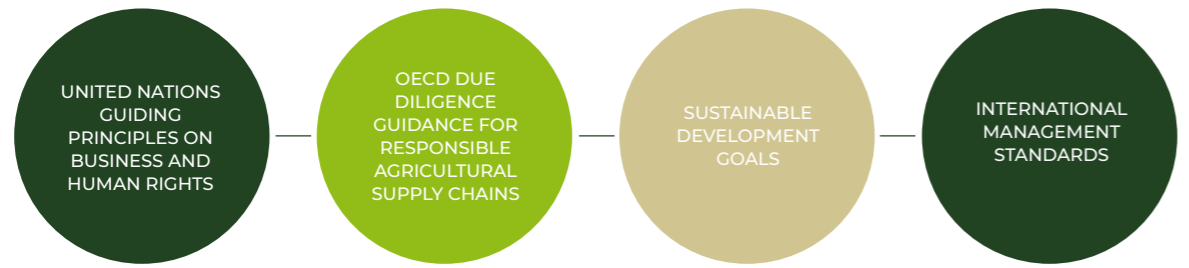


HUMAN RIGHTS

In keeping with its integrity framework, Citri&Co maintains a firm commitment to the nurturing and safeguarding of a respect for and protection of Human and Employment Rights.

During the 2019/2020 campaign we have evolved and improved our Human and Employment Rights model and protection strategy in line with the indications set out in the OECD due diligence guidance for responsible business conduct, the OECD-FAO guidance for responsible agricultural supply chains and the methodology defined by the United Nations guiding principles on business and human rights.

Alignment of the model:



SCOPE

The corporate model extends to the entire scope of the Group's control and influence, including:

- > Businesses belonging to the Group.
- > Suppliers and sub-suppliers.
- > Contractors and sub-contractors.
- > Private employment agencies.

ASPECTS

The model regulates and protects internationally acknowledged rights, such as those outlined in the United Nations Human Rights Charter, the agreements and declarations of the International Labour Organisation and pertinent sector-based laws and regulations, where applicable.



DUE DILIGENCE STRATEGY

COMMITMENT	DUE DILIGENCE	COMPLAINTS MECHANISMS	COMMUNICATIONS AND TRANSPARENCY
<ul style="list-style-type: none"> > Code of Ethics. > Policy on respect for and safeguarding of Human and Employment Rights. > Social Responsibility Policy. 	<ul style="list-style-type: none"> Risk appraisal. Risk prioritisation. Action plan. 	Complaints channels.	<ul style="list-style-type: none"> > Annual sustainability report. > Non-financial balance sheet. > Annual Human Rights protection report.

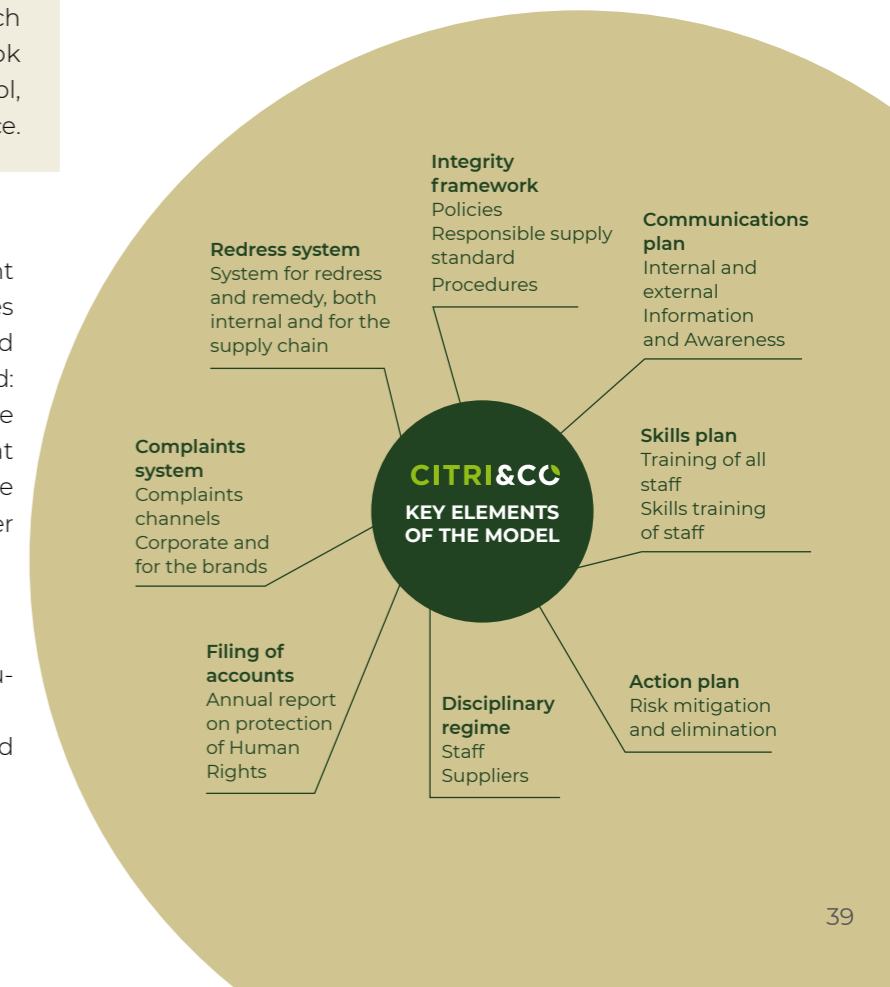
The creation of quality employment is a decisive factor in the economic and social development of the communities in which Citri&Co operates. We apply this outlook to our entire area of influence and control, developing a model based on best practice.

CONTROL AND VERIFICATION

The Group's brands additionally implement management systems verified by third parties based on standards such as **Sedex-SMETA** and **GRASP Global Gap**. The aim of this is three-fold: to fulfil customers' requirements, to enable review by an independent third party that assists in the continuous improvement of the system and to prove to third parties the proper running of the businesses.

2019/2020 CAMPAIGN

- > 100% of Senior Management trained in Human Rights.
- > 4 third-party audits of the Sedex-SMETA and GRASP Global Gap standards.
- > 5 customer audits.
- > 100% favourable audits.



Environment

ENVIRONMENTAL MANAGEMENT

Citr&Co carries out environmental management based on the regeneration and conservation of biodiversity and ecosystems, as well as mitigating the environmental impacts of its business activities. The vision of the Group's environmental strategy is based on three strategic pillars:



Agroecology



Circular economy



Climate emergency

Along with the conservation of our natural heritage, caring for and respecting the environment have formed part of the very DNA of Citri&Co and its brands since foundation.

In line with the environmental policy of the Group, the brands pursue their management system with the aim of eliminating or mitigating environmental effects derived from their activities, complying with applicable legislation and customer requirements whilst at all times respecting the operating principles set out at Group level.

10,000
hectares in agricultural production

8,709
hectares of own and high-value family-owned production

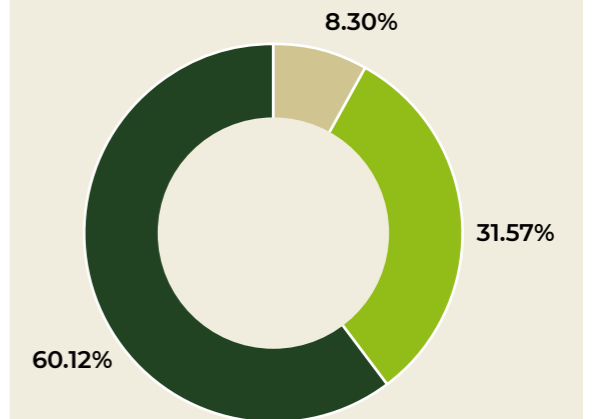
560+
hectares of wooded areas

1,300
hectares of certified organic production

1,678
hectares of agroecology production

100%
hectares free of hunting

DISTRIBUTION OF PRODUCTION AREA BY TYPE OF FRUIT



- Oranges and mandarins
- Stone fruit
- Lemons, limes and grapefruit

AGROECOLOGY

Citri&Co is firmly committed to the development and promotion of sustainable agriculture based on fruit production using ever more efficient methods that are mindful of natural resources.

Knowledge transfer

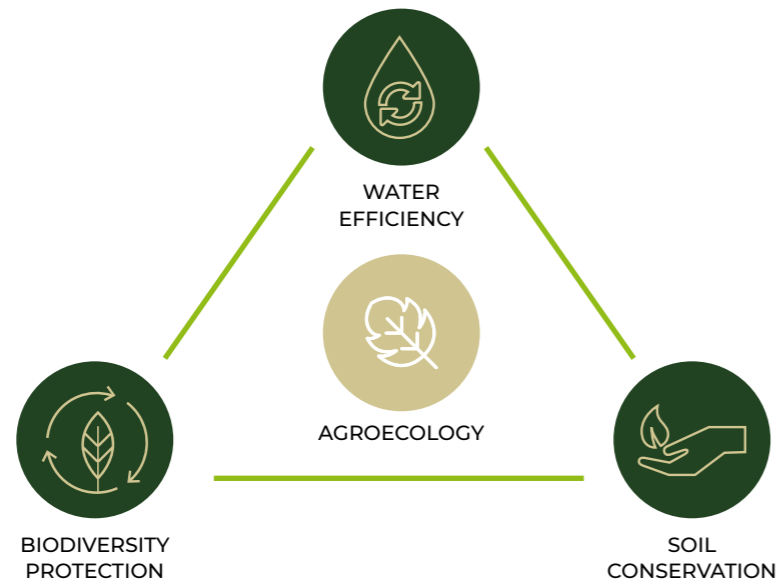
In line with the Group's outlook concerning the empowerment of its value chain, Citri&Co's fruit supply strategy involves working alongside associated suppliers, particularly with respect to small-holdings, in order to establish proven practices that increase production capacity and protect natural resources. Through this, Citri&Co is able to generate added value for all stakeholders:

- Associated suppliers, access to information and resources that grow the value of their crops.

- Customers, greater control of food quality and safety risks.
- Consumers, provision of healthier, more environmentally friendly fruit.
- Surroundings, improvement of environmental development and conservation of natural heritage.

Agroecology represents a key differentiator and success story based on the application of sustainable, regenerative and productive agricultural practices.

Its three cornerstones consist of **water efficiency, soil conservation and biodiversity.**



WATER EFFICIENCY

Water is a scarce, strategic and critical resource for both Citri&Co and society in general. Making responsible and efficient use of water is a duty in terms of business, the environment and society. Citri&Co has consequently implemented a water efficiency management model based on 4 action plans:



Sustainable water sources

- 100% of the water used originates from sources authorised by the river authorities, from boreholes under ownership or from irrigation communities.
- Boreholes have been sunk on the basis of hydrogeophysical surveys in order to achieve the greatest extraction efficiency.
- Use of irrigation ponds that distribute water by gravity through irrigation heads in order to ensure reduced energy consumption.
- Monitoring and improvement of water distribution networks, implementing novel systems that improve efficiency along with predictive, preventative and corrective maintenance plans.

Our water efficiency model enables irrigation in keeping with crop requirements, identifying necessary volumes and timing.

Calculation of theoretical requirements

- Citri&Co combines 4 techniques in calculating water needs, enabling it to optimise the volume of water and improve the efficiency of use.
 - Dendrometer to measure arboreal activity in the trunk and fruit.
 - Weather stations to measure rainfall and evapotranspiration (ET0).
 - Installation of boreholes at various depths within the soil.
 - Periodic checking of leaks in order to avoid water loss, inadequate irrigation, etc.
- The water requirements of crops are calculated in accordance with the FAO's Penman-Monteith method, based on the ET0.
- The calculation of the ET0 is made using data from our own and official installations.
- Daily evaluation using soil humidity sensors and measurement of daily trunk and fruit growth.



AGROECOLOGY

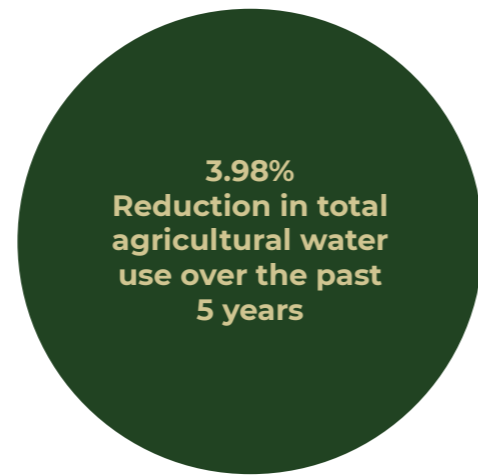
Citri&Co has implemented an online irrigation control system that automatically provides information on the water status of crops in real time.

Contrasting water and nutrient uptake

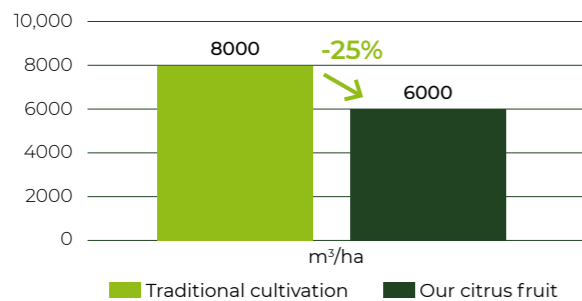
Various agricultural practices to increase crop fertilisation efficiency have been adopted with the aim of reducing water consumption and fertiliser use whilst maintaining established high quality standards.

- > Analysis of water in ponds prior to irrigation in order to identify the nutrient load. This enables adjustments to be made with respect to treatments.
- > Smart irrigation using self compensating and non-leakage drip systems that enable pressure adjustment and more efficient, uniform irrigation.
- > Use of humidity sensors to monitor changes in soil humidity.

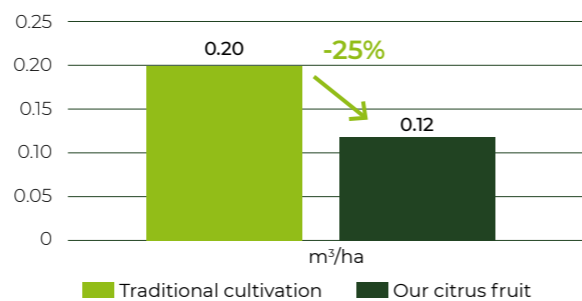
- > Implementation of agricultural practices that restrict the evaporation of water from the soil, reduce run-off, soil erosion and similar phenomena.
- > Collaboration with programmes such as the Fanta Guide to good sustainable practices in the cultivation of citrus fruit for the Coca-Cola Foundation, among others.



REDUCTION IN WATER CONSUMPTION PER HECTARE



WATER CONSUMPTION PER KILOGRAM OF FRUIT



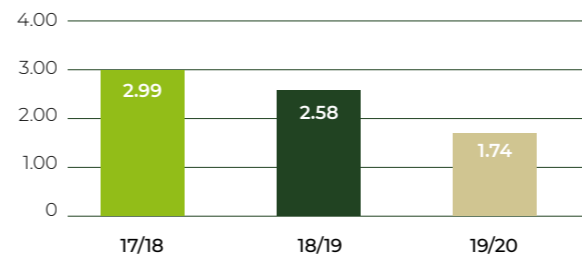
*Estimated calculations for production of 40 t/ha of citrus fruit. Reduction of water of approximately 25%, >2000 m³/ha vs. traditional crop and 0.12 m³/kg fruit. Goal - reduce by 10% in 5 years. Study undertaken in the Agrimarba 2 orchards

SOIL CONSERVATION

The protection and nurturing of fields and harvests through sustainable practices undoubtedly involves identifying the specific requirements of crops at all times and in all locations, followed by the application of necessary, appropriate treatments. Along with sustainable soil conservation practices, these customised treatments mean that Citri&Co has grown productivity from harvest to harvest and improved environmental performance.

Our customised conservation treatments and practices help to conserve the soil, increase productivity and improve our environmental performance.

TREND IN TONNES OF NITROGENOUS FERTILISERS / AGRICULTURAL HA



Fertiliser optimisation

An analysis of the required minerals is carried out in order to achieve appropriate fertilisation:

- > **Analysis of irrigation water conductivity**, aimed at measuring dissolved salts and minerals and adjusting fertigation.
- > **Analysis of minerals present in the soil** at different depths, aimed at avoiding excessive fertiliser use and subsoil contamination.
- > **Leaf analysis**, to measure the mineral uptake and requirements of trees.
- > **Analysis of tree crown diameter**, anticipated harvests and varieties.
- > **Fertilisation analysis from preceding campaigns** in order to identify fertilisation recommendations.
- > **Adjustment of inputs to the crop cycle.**
- > **Efficient irrigation** to ensure uniform distribution, using smart irrigation systems with an incorporated preventive and predictive maintenance plan.
- > **Nitrate reduction** through the provision of minimum required dosing, identifying the existing nitrate loading of the irrigation water and the soil.



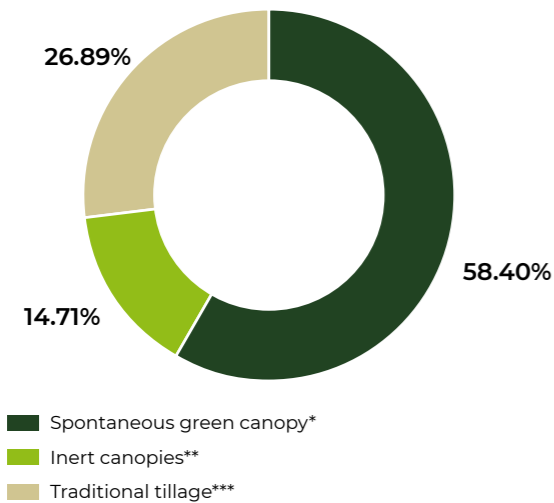
AGROECOLOGY

Green canopies

Given that they offer a wide range of advantages coherent with the practice of sustainable agriculture, one of the main practices pursued by the Group is the use of green canopies, both spontaneously growing and cultivated.

- > Increase the generation of trophic relationships within the agrosystem.
- > Ward off soil erosion processes.
- > Favour nitrogen fixation.
- > Favour reduced water evaporation from the soil.
- > Help to maintain the fauna in balance.
- > Help in the control of pests and diseases.
- > Increase the abundance of and dynamics between natural pest control species.

PERCENTAGE DISTRIBUTION OF CROPS BY CANOPY TYPE



*The soil is not subject to mechanical tillage and is protected by a green canopy
 **The soil is covered using prunings and other inert materials
 ***The the soil is tilled mechanically to a depth of less than 20 cm

Alongside the green canopies of the alleys between our crops, the soil surface is treated using a number of sustainable techniques:

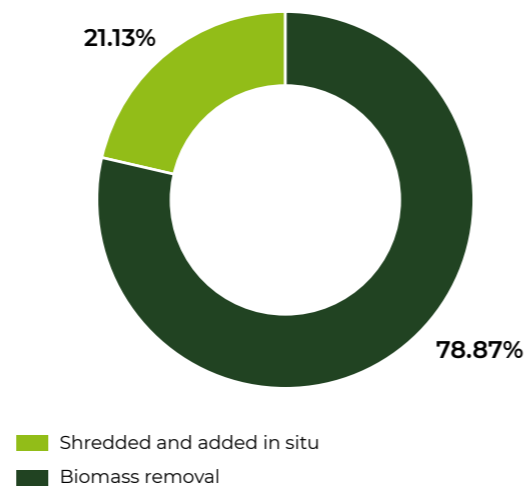
Biochar

Pruning of our crops is largely carried out manually, leaving sunny, well ventilated gaps within the trees to favour quality. **Following shredding, the prunings are directly reused as compost.** Biochar is charcoal produced by pyrolysis (slow, semi-anaerobic combustion) and used as a soil ameliorant.

Mulching

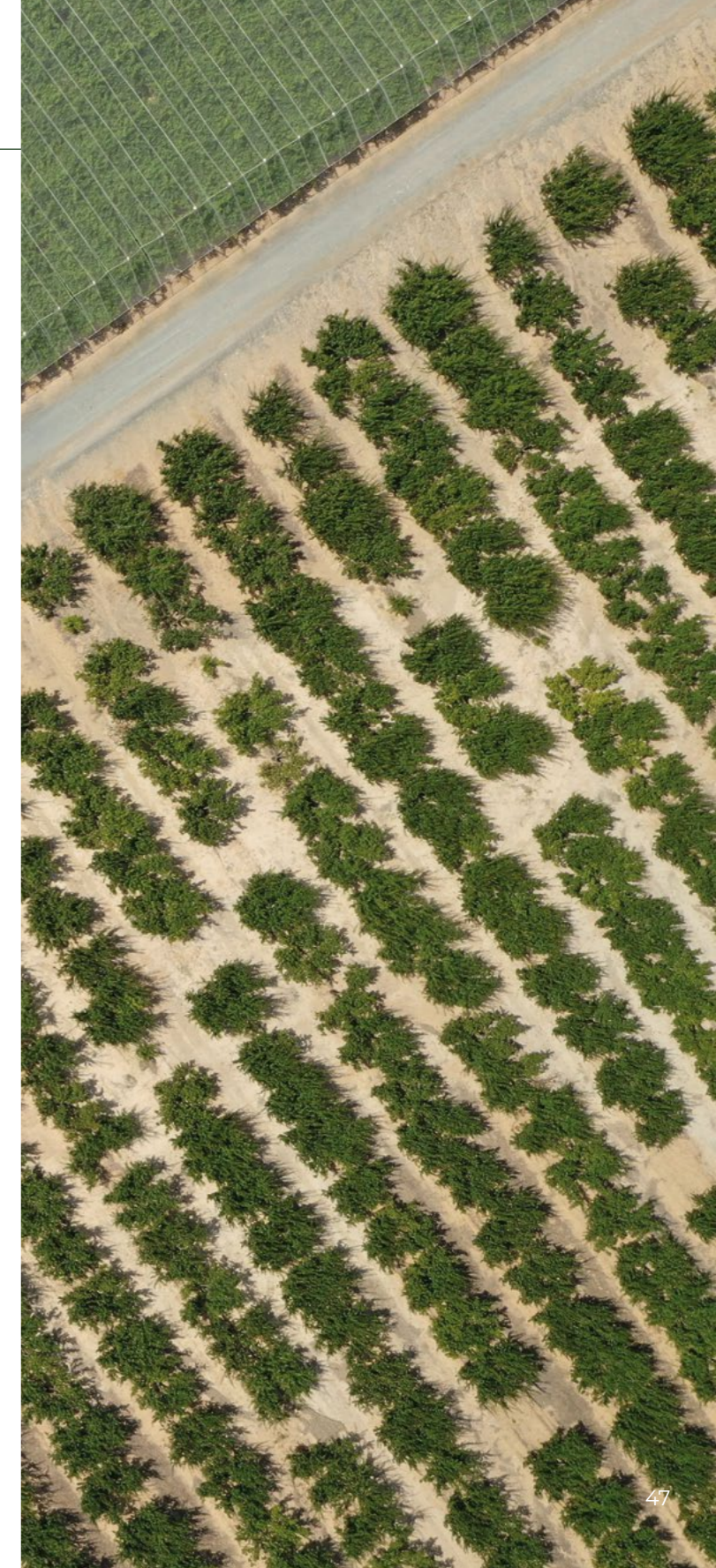
Covering the soil with organic material. The aim of this is to protect the soil and indirectly fertilise it in a more natural way, thus reducing the need for fertilisers.

PERCENTAGE DISTRIBUTION OF HECTARES BY USE OF PRUNINGS



Phytosanitary effluent management

The cleaning of tanks used in crop treatment may represent a source of soil contamination and water pollution. Consequently, Citri&Co has introduced a cleaning system consisting of breaking down phytosanitary effluents through microbiological decomposition in strong, impermeable tanks containing a biological layer (substrate and straw) onto which the tailings from the tank are deposited in a controlled manner. These will then decompose naturally through evaporation.



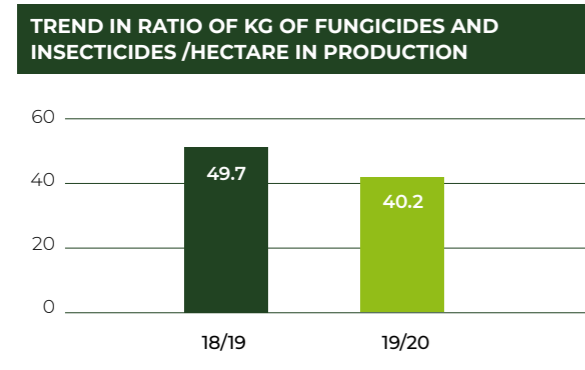
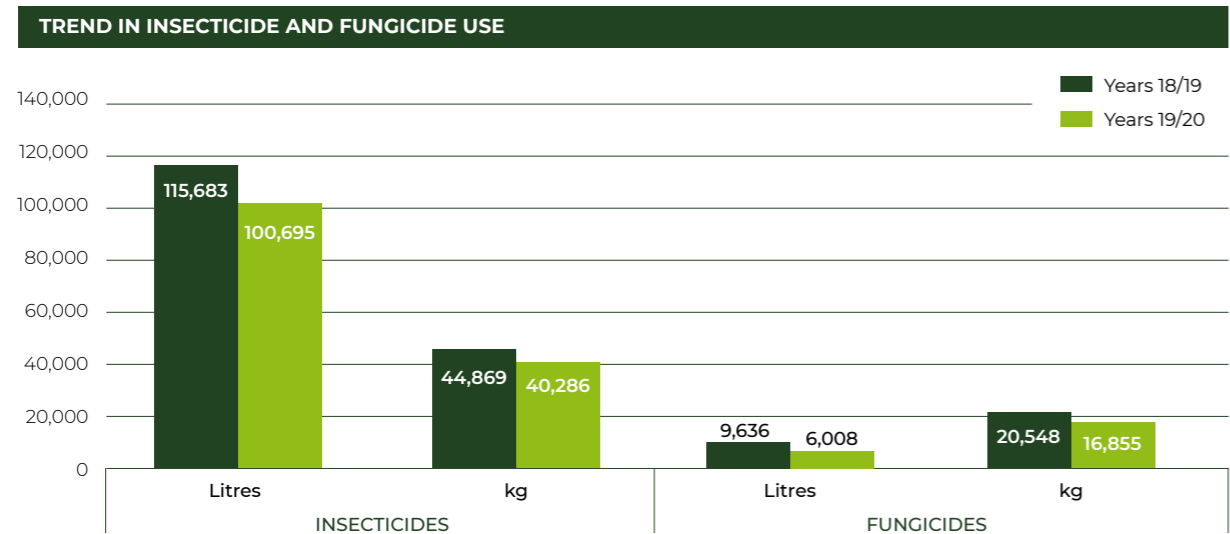
AGROECOLOGY

BIODIVERSITY CONSERVATION

In line with its outlook towards sustainable, environmentally friendly agriculture, Citri&Co is keenly aware of biodiversity conservation in terms of its crops and their surroundings. Through the use of natural techniques, the company has consequently developed a number of interventions relating to pest control and its impact.

Citri&Co pursues a combined strategy based on biological control:

- > Protecting and growing populations of the native enemies of pests
- > Making optimal, efficient use of phytosanitary products, employing these solely where strictly necessary.
- > Prioritising the use of products that do not harm useful native fauna.



13%
Reduction in the use of insecticides in comparison with the preceding campaign

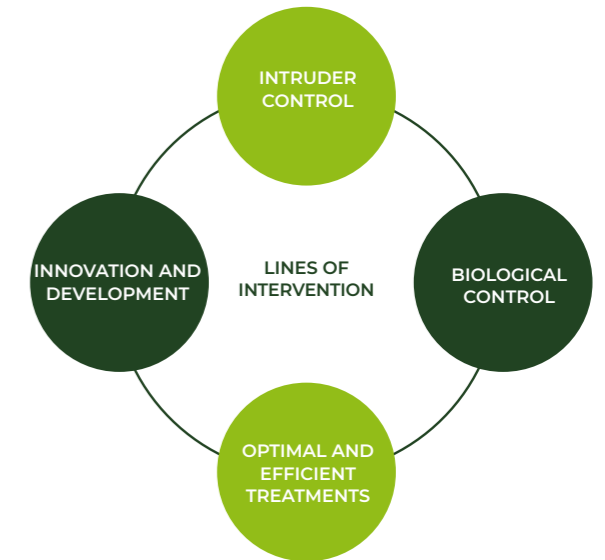
25%
Reduction in the use of fungicides in comparison with the preceding campaign

The main pest management techniques consist of:

- > **Study of the insect populations** in the cultivated areas, using field surveys of the pests and their natural enemies to understand the population dynamics.
- > **Digitalisation of sampling** to speed up response times, using our own application that enables data migration to the management system. The results can be evaluated in order to monitor the evolution and effectiveness of interventions.
- > **Green canopies in orchard alleys** to maintain balance in terms of the fauna. These canopies maintain a diverse population of natural pest enemies close to the trees, enabling them to rapidly and naturally respond to pests.
- > **Production and release of predator larvae and insects** to combat infestations. Use of our own insectories for the breeding of beneficial insects for point or periodic release to enable them to propagate and remain permanently around the crops.
- > **Use of combined strategies** including pheromones, mating disruption, release of sterile males and similar in order to reduce pest propagation.
- > **Use of mineral oils** and other natural products to combat pests.
- > **Treatment justified** according to sampling results following assignment of a treatment threshold for pests. This methodology avoids the use of unjustified treatments and ensures treatment at the optimum time, increasing its effectiveness.

The aim of the digitalisation of Citri&Co's treatment machinery is to ensure maximum efficiency, mapping treatment using GPS, controlling work parameters such as ground speed, vehicle revolutions, pressure and flow rate, in order to enable the application of the volumes that are strictly necessary and create a source of know-how that can be analysed so as to create treatment orders.

Following criteria based on effectiveness and environmental impact, Citri&Co combines the use of biological agents with selected treatments whilst prioritising the use of natural products.



AGROECOLOGY

INNOVATION AND DEVELOPMENT

Citri&Co has two goals in the constant improvement and evolution of its sustainable practices - increase the productivity and quality of its fruit and develop new, more sustainable techniques and practices both internally and in collaboration with third parties. Within this context it is important to highlight the participation of the Group's brands in three international projects.



PROJECT

The aim of this project is to develop sustainable control strategies for citrus fruit in the face of the threat of climate change and to prevent the appearance in the European Union of HLB, the most destructive citrus disease worldwide.



PROJECT

With partners in Asia and the Americas, the aim of this project is to implement global contingency plans to protect European citrus fruit cultivation from HLB and create solutions to combat the disease. Citri&Co has created a 700m2 glasshouse to test resistant genetic material.



CUATCITRIM PROJECT

The aim of this project is to expand Citri&Co's knowledge regarding the behaviour of M7, a new variety of orange, and use this to improve production techniques and the quality of the fruit. Gaining increased knowledge that enables better productivity for the M7 orange will represent progress in current production methods and also contribute to sustainable development in ecological, financial and social terms through the development of processes capable of maximising the quality of the final product with the optimum use of resources.

AGROECOLOGY CERTIFICATION PROJECT

Various brands belonging to Citri&Co have participated during this campaign with the leading Spanish certification company, AENOR, the aim being to develop regulations on agroecology.

The regulations are based on the following intervention principles:

- Efficient use of natural resources to reduce the pressure of agriculture on these, in particular with respect to water.
- Maintenance of flora and fauna biodiversity within the production ecosystem.
- Reduction in the use of hazardous materials in order to reduce their impact on the environment and biodiversity destruction.

The goal of this certification is:

- To guarantee that products meet the agroecology criteria defined by AENOR.
- To guarantee identification and traceability compliance during all phases covered by certification (cultivation, production, harvest, handling and packaging) and throughout the entire industrial production chain.



CIRCULAR ECONOMY

Citri&Co continues to make progress in the development of its business model based on circular economy. The Group's brands are implementing policies, procedures and good practice that promote a responsible production and consumption model based on circular economy criteria:

- > Making efficient use of natural resources.
- > Promoting a sustainable consumption model.
- > Encouraging the reutilization and saving of materials.
- > Minimising waste generation.
- > Sustainable waste management.

With the aim to continue progressing towards circular economy, the main lines of intervention of Citri&Co within its ESG Framework 21/25 consist of:



PRODUCTION EFFICIENCY

The Group's brands have always been characterised by innovation and continuous operational improvements. Main lines of intervention:

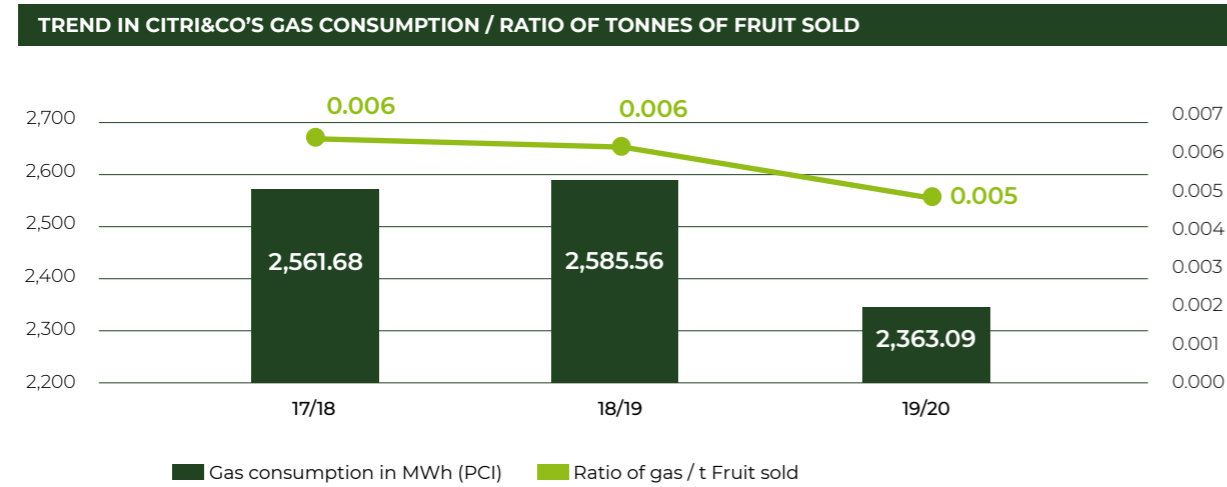
- > **Design and layout of packhouses**, following an efficiency criteria, seeking the freshness and safety of the fruit.
- > **Water efficiency.** Water is a strategic resource and, consequently, a number of measures concerning its use and responsible consumption have been implemented.
- > **Energy consumption.** Energy efficiency and optimisation criteria are followed with respect to the machinery inventory. With this we seek to through preventative and predictive maintenance, in addition to performance monitoring. A number of efficiency measures have been implemented with respect to lighting, such as the use of LED technology, motion detectors and similar technologies in warehouses, offices and areas with low footfall.
- > **Refrigeration optimisation** to maintain the fruit in adequate conditions following food quality and safety criteria. The infrastructure is designed around the maintenance of pre-set ambient temperature conditions to mitigate losses and any deterioration in freshness within the facilities, preventative maintenance being carried out on the cold stores.

- > **Internal materials management and organisation** is crucial to the efficient use of materials necessary for the handling, packaging and transportation of the fruit. With this in mind, Citri&Co has implemented a number of management and control systems seeking an optimal procurement and consumption of materials.

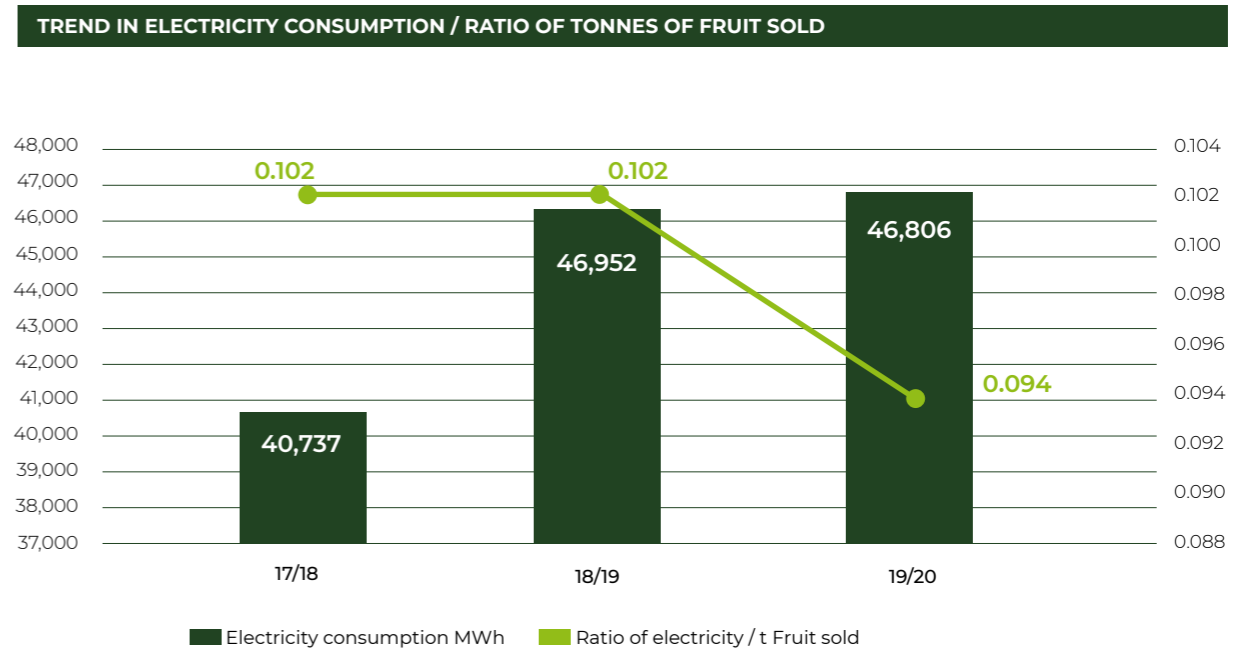
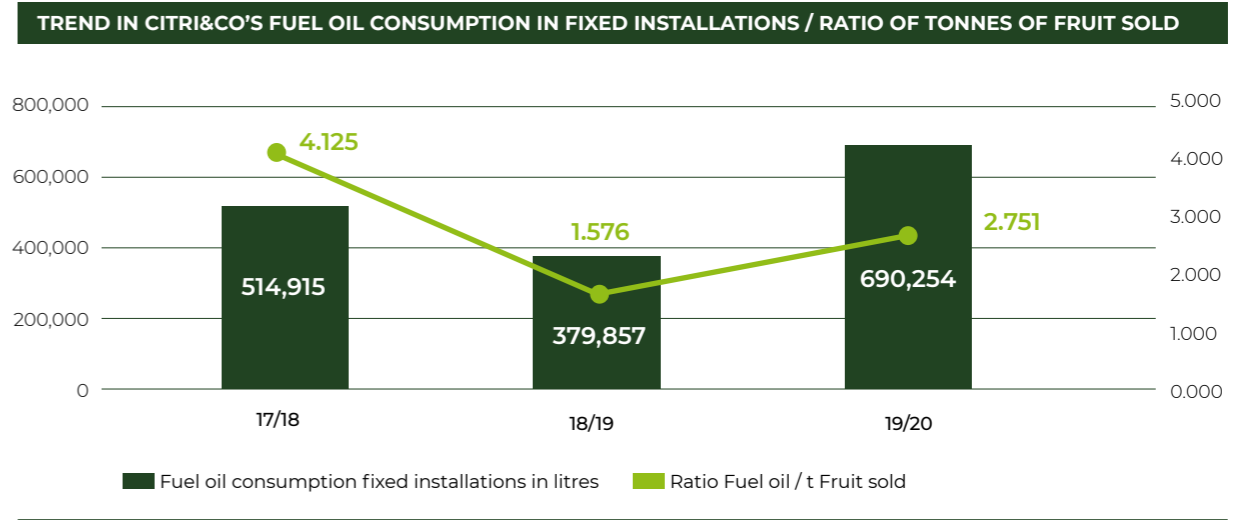


CIRCULAR ECONOMY

The efficiency of the measures implemented by the Group is shown in the reduction of utility supplies consumption by volume of fruit sold. The increase in absolute terms of Citri&Co's utility supplies is largely due to increased business activity, highlighting three key events as stated below.



- 1 Perales & Ferrer joins the Group (18/19 campaign).
- 2 A third packhouse opens in Albaterra, at Perales & Ferrer (18/19 campaign).
- 3 Frutas Esther joins the Group (19/20 campaign)



CIRCULAR ECONOMY

ENVIRONMENTALLY FRIENDLY MATERIALS

The commitment to circularity within the Citri&Co business model also influences the Group's procurement model, which follows an environmental criteria particularly for those materials with significant environmental impact.

The environmental appraisal of suppliers and their products and services is key to reinforce and promote the development of a circular business model in which the following circularity criteria are evaluated:

- Proximity of suppliers.
- Certifications regarding the responsible, controlled use of natural resources, such as wood-based products.



- Options for the reutilization, recycling or reappraisal of the product itself, as well as with respect to its containers or packaging.
- Waste management options, where applicable.

Citri&Co is currently focusing its circular purchasing criteria on:

- Reusable harvest boxes.
- Packaging products such as pallets, film, hoops, corner protectors and similar items.
- Cleaning products.
- Chemical products.
- Consumable stationery.
- Authorised agency services.
- Other products whose waste is listed as hazardous.

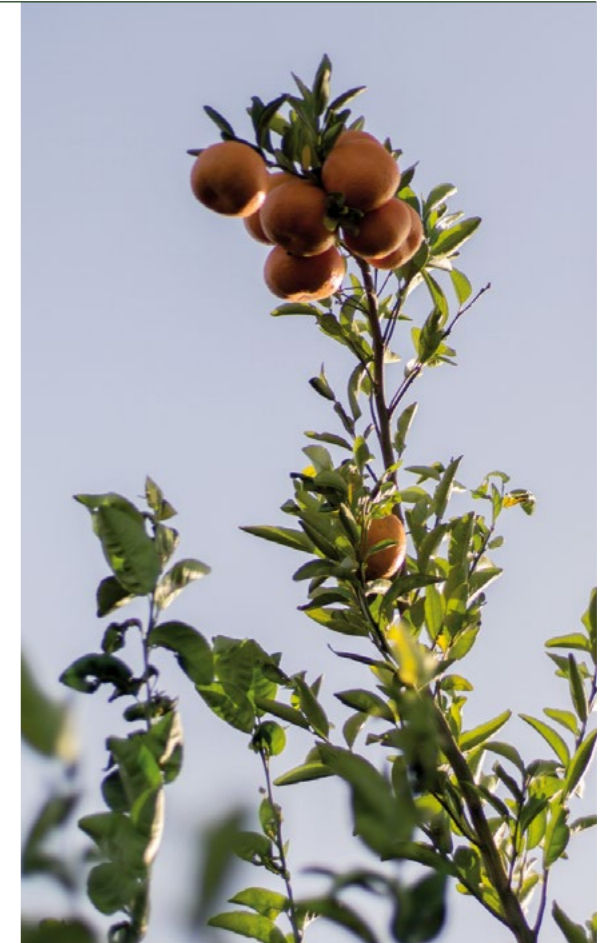
Citri&Co follows a materials procurement strategy that seeks efficiency, promoting the use of recycled, recyclable or reusable materials. We work with suppliers that are committed to analyzing and reducing the environmental impact of their products.

WASTE MANAGEMENT

Citri&Co's waste management model is based on waste recovery, the goal being to send zero waste to landfill. The intended outcome is for waste to be reused, recycled or reappraised for use as raw material for new products and to increase the life cycle of these products.

Authorised brokers, represent a key ally in the corporate model, enabling Citri&Co brands to manage their hazardous and non-hazardous waste. Being recyclers, they ensure that those wastes which may be reused, recycled or regenerated are not subject to disposal.

The circularity strategy of Citri&Co is focused on reducing waste generation and carrying out responsible waste management.



WASTE TYPE	18/19	19/20
Hazardous waste (t)	23.5	30
Non-hazardous waste (t)	9,341	11,496

*Incorporation of the company Perales & Ferrer into the Group (2018/2019 campaign).

*Incorporation of the company Frutas Esther into the Group (2019/2020 campaign).

100% of wastes handled by Authorised Brokers, ensuring the circularity of the system



CIRCULAR ECONOMY

Fertiliser container collection

On major agricultural plantations the Group's brands collaborate with the Spanish Container Recovery Association (AEVAE) in the collection of used fertiliser containers. As a result, Citri&Co ensures the proper recovery and appropriate environmental handling of container waste.



Local collaboration

Citri&Co's brands have a number of collection points housing phytosanitary containers used by SIGFITO, a non-profit created with the aim of organising a system to collect agricultural containers for their proper environmental handling. The collection points are fitted out in compliance with legislation relating to storage (with roofs, locked, ventilated, impermeable paving, etc.). By means of this collaboration, Citri&Co manages its own waste and offers other agricultural producers in the area the opportunity to deposit their containers free of charge.



FOOD WASTE REDUCTION

Citri&Co seeks food waste reduction based on its fruit life cycle. This focus enables different measures to be applied to each of the stages, from production to purchase by the end consumer. Together with the increase of purposes for the fruit produced, this focus means that Citri&Co has developed an exemplary model in which food waste is minimised. We combine three strategies:

Production efficiency

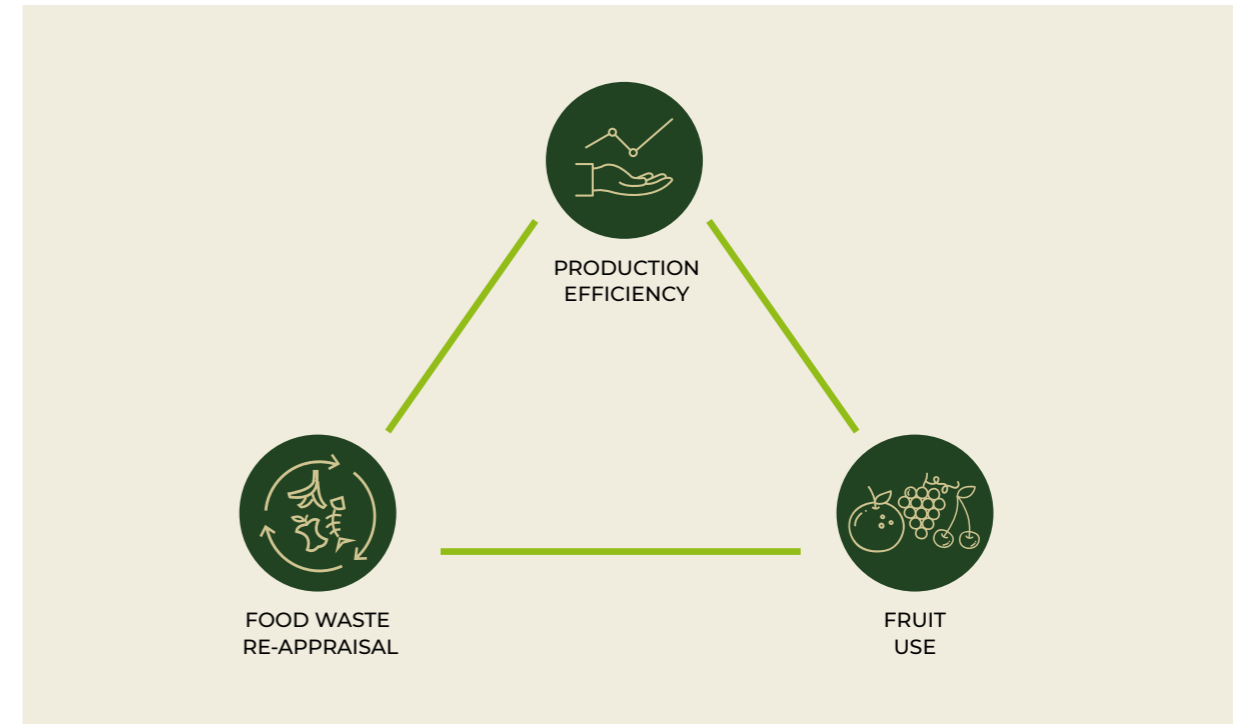
The agricultural management plans of the Group's brands seeks to achieve the maximum possible crop productivity in a manner that is both responsible and sustainable, whilst applying high food quality and safety standards. The purpose of this responsible management of production is to reduce waste in the fields. The following actions are being implemented:

- > **Pre-harvest**, in productive fields we implement measures targeting a lower fruit loss, such as shade netting using meshes of varying gauge that helps accelerate the fruit ripening and protect fruit pieces from the wind, avoiding abrasion, the branches break and similar events. The implementation of tree spacing using varieties that reduce the chance of cross pollination, along with the supervision and analysis of the evolution of the fruit during its ripening process.
- > **Harvest**, performing a selective harvesting that increases fruit yield in the packhouse processes. Within this context, the training of field workers is crucial, particularly with respect to fruit pickers. Selective harvesting according to the calibre and degree of fruit maturity enables Citri&Co to harvest for industrial clients or farmers in the orchards, avoiding operational and environmental costs given that this fruit does not get to the packhouses.

- > **Packaging**, Citri&Co's packhouses are fully designed to avoid fruit damage in the various washing, sorting, packaging, storage and transportation processes, avoiding falls from a height, abrasion, pinching and other damages.
- > **Transportation**, the quality control protocols and the fact that harvesting is done following client orders requirements enables us to adapt fruit maturity and freshness level to transportation times.

Use

Citri&Co has different business lines for its fruit, which increases the fruit yield. The variety of business lines means a diverse client portfolio for Citri&Co, including juice and beverage firms, or children canteens, to whom we sell smaller fruit calibres.



CIRCULAR ECONOMY

Food waste re-appraisal

Fruit categorised as waste is re-appraised, by the cattle raising sector or through waste management authorised agents. The latter manage the re-appraisal, assigning the waste to farming use, energy production or composting.



SUSTAINABLE PACKAGING

Packaging is a key aspect of our fruit. Its importance together with Citri&Co willingness to apply a circular business model makes the Group focus a significant part of its innovation efforts on offering sustainable solutions that meet the requirements of increasingly demanding consumers who are growingly committed to environmental sustainability. It is also essential to anticipate and adapt to national and international regulations in terms of containers and packaging.

Citri&Co already offers some of its products with sustainable packaging, such as Martinavarro's ecolight - an environmentally friendly mesh bag. During the 2019/2020 campaign this amounted to a saving in polyethylene of 6,972.88 kilograms, whereas sales of stone fruit in Fruta Esther's compostable trays amounted to 267,128.62 kg over the campaign.

Main characteristics of ecodesigned packaging are:

- Reducing the amount of plastic present in containers and packaging.
- Eliminating metal staples from containers.
- Replacing traditional plastic with alternative, 100% renewable or compostable material.
- Providing containers that are 100% recoverable and/or recyclable.
- Minimising and simplifying packaging.

Citri&Co has set a number of targets. By 2025, 100% of plastic containers must be reusable, recyclable or compostable and, by 2030, 100% must be either recyclable or compostable.



CLIMATE EMERGENCY

The climate crisis faced by the planet requires effort by every player in society. Considering the fact that the impact of climate change on Citri&Co's activities is severe, the business has a duty to act immediately.

The European Union is one of the leading international institutions addressing the climate emergency and has set a target of achieving carbon neutrality in Europe by 2050. One of its tools in this area is the European Green Deal, presented at the close of 2019. The Spanish government is now working on the National Integrated Energy and Climate Plan, setting out major targets towards achieving neutrality by 2050.



GOAL

Citri&Co is keenly aware of the importance of the global climate crisis and has set out the following targets:

- A 30%-40% reduction in the corporate carbon footprint of its brands by the 2025/2026 campaign (in comparison with the carbon footprint in 2017/2018).

In accordance with the stipulations of the ESG Framework 21/25, Citri&Co is committed to defining and documenting its strategy in the fight against climate change during the 20/21 campaign.

Based on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), Citri&Co is currently designing its strategy concerning the fight against and adaptation to climate change. The TCFD has identified the climate risks to which Citri&Co is exposed, along with any opportunities that may arise.



CLIMATE EMERGENCY

The climate strategy is focused on two synergistic action plans:



NEUTRALITY IN FRUIT

The life-cycle analysis of our main fruit types will begin during the 2020/2021 campaign. This will represent the baseline year for the neutrality plan.



CORPORATE NEUTRALITY

Citri&Co's brands have been calculating their corporate carbon footprint since the 2017/2018 campaign. The aforementioned campaign represents the baseline year for the measurement of subsequent reductions, emission intensity and the efficiency of interventions.

STRATEGIC GUIDELINES OF CITRI&CO'S CLIMATE PLAN:

SUSTAINABLE AGRICULTURE

- Reduction in the use of nitrogenous fertilisers and manure.
- Use of green canopies in the alleys between crops.
- Calculation of uptake from crops and crop management practices.

USE OF CLEAN AND RENEWABLE ENERGY

- Electricity with renewable guarantees of origin (EECS-GO "0").
- Promotion of in-house solar energy installations.
- Migration from fixed industrial installations to less carbon intensive energies.
- Sustainable mobility plan, improving transport efficiency and migrating the agricultural, industrial and commercial fleet to lower density emission vehicles.

OPERATIONAL EFFICIENCY

- Use of more energy-efficient machinery and equipment.
- Migration towards refrigeration facilities using non-fluorinated or mixed gases.
- Preventative and predictive maintenance of installations, machinery, vehicles and similar.

INVOLVEMENT OF THE VALUE CHAIN

- Training and awareness campaigns for in-house staff and suppliers with a high environmental impact.
- Inclusion of environmental criteria (emissions, circularity and agroecology) in purchasing and contracting.
- Participation of customers in the climate strategy.
- Sustainable and carbon neutral packaging.

EMISSIONS REDUCTION

- Calculation of the corporate carbon footprints of brands and families of fruit.
- Measurement of the efficiency of the interventions made and with respect to emissions intensity.
- Verification and presentation, to the Ministry for Ecological Transition and Demographic Challenge, of the carbon footprints and improvement plans for these, at both corporate and product level.

PROMOTING BIODIVERSITY

- Caring for the environmental heritage of the brands.
- Calculation of the uptake of wooded areas belonging to Citri&Co.
- Encouraging and participating in reforestation and Fire prevention plans.
- Conservation of the native flora and fauna on land belonging to the Group.

CALCULATION OF CORPORATE EMISSIONS

Internationally, carbon footprint is the best-known and most widely used indicator in evaluating the trends in greenhouse gas emissions of an organisation. The calculation brings together all of the emissions produced either directly or indirectly through the organisation's business activities.

The aim of calculating the corporate carbon footprint of Citri&Co's brands is to establish a baseline year and therefore gain an understanding of the effectiveness of the interventions made and the scope of the established reduction and neutrality goals.

Methodology

The regulation used to calculate the corporate carbon footprint of the Group's brands is the internationally recognised protocol of the World Resources Institute and the World Business Council for Sustainable Development, (WBSCDI): The Greenhouse Gas (GHG) Protocol. Scopes 1, 2 and 3 of this protocol offer standards and guidelines for businesses and other organisations in calculating their carbon footprint.

Carbon footprint boundaries:

- Time-based, over campaigns that comprise 12 consecutive calendar months from September of year "n" to August of year "n+1".
- Organisational, the carbon footprint comprising agricultural and industrial activities, agricultural production under ownership and within the scope of control and management being included within this boundary.
- Operational, of the three established scopes, the calculation is made of scopes 1+2, thus including the direct emissions and uptake from scope 1 and the indirect from Scope 2, due to the generation of electricity acquired and consumed, scope 3 being left out.

Emission factors

The emission factors used to calculate greenhouse gas emissions, are those published by Spain's Ministry for Ecological Transition and Demographic Challenge.



CLIMATE EMERGENCY

TREND IN CARBON FOOTPRINT, t CO ₂ EQ			
ITEM	17/18	18/19	19/20
Scope 1	10,438.97	10,474.34	12,515.75
Scope 2	6,716.71	5,438.34	12,744.04
Total carbon footprint	17,155.68	15,910.68	25,259.79

Due to the fact that, on the date of publication of this report, the emission factors have yet to be published by the MITERD, the footprint for 19/20 is provisional given that the emission factors for 2019 have been applied to the activity data for 2020.

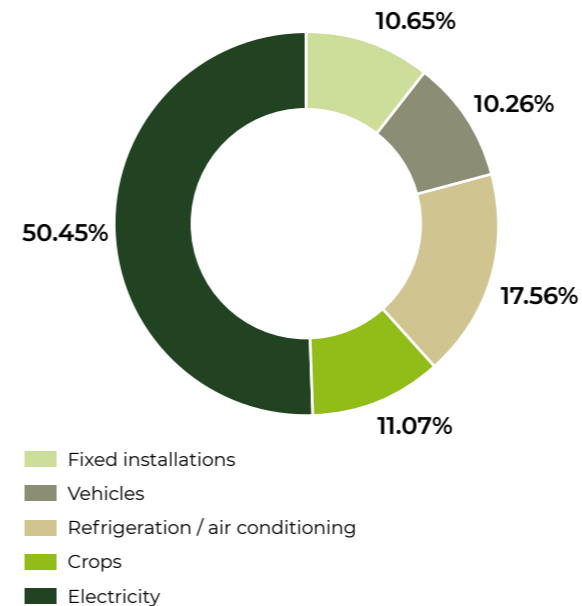


The increase in Citri&Co's gross emissions is due to the growth in business activity:

- > Incorporation of the company Perales & Ferrer into the Group (18/19 campaign)
- > Opening of packaging centre 3 in Albaterra for Perales & Ferrer (18/19 campaign).
- > Incorporation of the company Frutas Esther into the Group (19/20 campaign).
- > Growth of 25.46% in tonnage of fruit sold.
- > Growth of 76.57% in area under cultivation (ha).

SHARE OF 2019/2020 CARBON FOOTPRINT BY EMISSION SOURCE			
SCOPE	EMISSION SOURCE	t CO ₂ EQ	%
Scope 1	Fixed installations	2,691.1	10.65%
	Vehicles	2,591.1	10.26%
	Refrigeration / A/C	4,436.6	17.56%
	Crops	2,796.9	11.07%
Scope 2	Electricity	12,744.0	50.45%
Total		25,259.7	100.00%

PERCENTAGE DISTRIBUTION OF CARBON FOOTPRINT BY EMISSION SOURCE



UPTAKE

In the pursuit of its agri-food business activities, Citri&Co offsets carbon due to the agricultural activities of its 10,000 hectares of crops, through:

- > Fruit trees, we have made a preliminary estimate of an uptake of some some 321 t CO₂ equivalent.
- > Crop management practices, green canopies in the orchards represent sinks that absorb 2,84 t of CO₂ equivalent annually.
- > Wooded and similar areas, Citri&Co's estates coexist with woodland areas with a rich diversity of flora and fauna.

One of the established goals for coming campaigns is the calculation of annual and aggregate total uptake arising from Citri&Co's cultivated and wooded areas. The aim of this is to **define and implement an offsetting and uptake plan that will enable the Group to reach neutrality in terms of emissions.**

Social

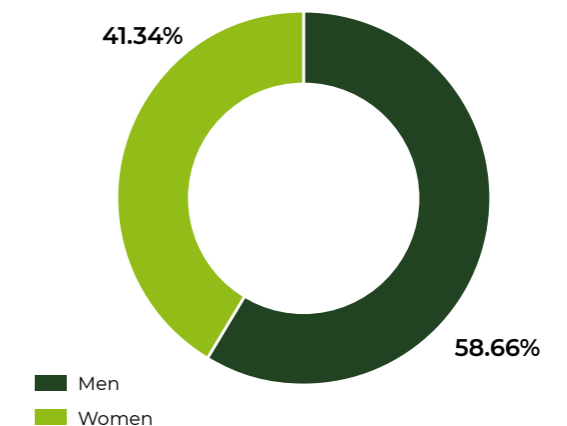
TALENT

Citri&Co's professionals are the Group's main asset and represent one of its key competitive advantages. The missions of the human resources area at corporate level and of the Group's brands are to align the business strategy of the Group with personnel management, maintain high standards of team motivation and satisfaction and implement the appropriate measures to create a workplace that favours the growth and development of talent.

The core pillars of strategic talent management are:

- > Quality employment.
- > Training and development.

STAFF STRUCTURE						
PROFESSIONAL CATEGORY	GENDER			AGE		
	MEN	WOMEN	TOTAL	< 29	30 - 49	> 50
Management	17	6	23	1	11	11
Technical staff and middle management	122	31	153	13	102	38
Sales staff	27	4	31	4	13	14
Administrative staff	54	61	115	11	64	40
Other skilled staff	195	27	222	10	115	97
Unskilled staff	1,173	990	2,163	217	985	961
Total	1,588	1,119	2,707	256	1,290	1,161



TALENT

QUALITY EMPLOYMENT

The plans and actions implemented in terms of personnel management are based around a strategic pillar consisting of the creation of quality employment, the goal of this being to attract, retain and develop talent by pursuing initiatives that cement a sense of belonging.

Despite the seasonality of Citri&Co's activities, where a high proportion of the Group's workforce is linked to fruit harvesting and handling in the packaging centres, 59% are employed on permanent contracts.

Communications

Internal communications and transparency are key to involving staff in the achievement of strategic goals and maintaining a corporate culture in line with the established values. The Personnel and Internal Communications division is therefore rolling out a number of different internal communications plans during the year. These provide information and raise team awareness regarding key strategic areas such as health and safety, environmental sustainability, compliance, ESG and others.

Citri&Co has opened various internal channels oriented towards giving wider coverage to staff communications. These include online media that, in addition to providing information, is aimed at creating interactions with staff in order to become acquainted with their needs and demands.

Within this context, it is also important to point out that specific channels have been established to receive staff complaints. These include corporate ethics channels, suggestion boxes and the employee portal, among others.

With the goal of better understanding staff concerns and demands, Citri&Co has this year initiated the design of a workplace climate survey that will be rolled out in the coming campaign. The intention of this is to be proactive in involving teams in the design of policies, understanding the effectiveness of these and evaluating any contributions and proposals made.



Remuneration

Citri&Co is conscious of the importance of fair and equitable remuneration. As a result, its remuneration model is based on applicable collective agreements for each brand or workplace, in which the following objective criteria are applied:

- > Legal compliance.
- > Internal and external fairness.
- > Equal pay between men and women.
- > Effective remuneration.

The Group's brands are certified under the Sedex-Smeta and/or GRASP Global Gap standards. These verify that employees' working conditions are in line with national and international legislation, as well as sector-based regulations.

TRAINING AND DEVELOPMENT

A training plan is designed and implemented on an annual basis in response to team needs and is managed according to the following principles:

- > Training synergies between the various brands.
- > Ensuring the acquisition of quality know-how.
- > Providing training appropriate to the needs identified.
- > Follow-up and monitoring of the training actions and improvement in the performance of trained staff.

In line with the needs identified, the plan includes the following types of training:

- > **Compulsory training**, consisting of training actions that are undertaken in order to maintain staff skills and training in line with legal requirements. These include health and safety, food quality and safety, agricultural treatments, regulatory compliance and similar areas.
- > **Planned training**, comprising established or newly created multi-annual training plans in accordance with the needs identified by line managers or by the human resources departments themselves.
- > **Training pathways**, consisting of ad hoc development plans for specific groups of professionals. These are undertaken using learning strategies such as coaching, tutoring or similar.



TALENT

> **Unplanned training**, consisting of training needs that are not identified at the beginning of the campaign and which may arise due to legislative changes, the adoption of novel management methods, new business opportunities and similar circumstances.

Human resources departments define the most appropriate learning medium according to the training needs and characteristics of the group or professional to whom they are directed:

- > **Face-to-face training**, given by organisations specialised in the field or staff belonging to the group.
- > **Online training**, carried out on the corporate platform (preferred channel during this campaign due to the ease of access).
- > **Training offered by business schools**, universities, training centres or sector-based organisations to which the Group belongs.

The training actions performed by personnel are subject to quality control in terms of both the content and the knowledge acquired. With this in mind, people who undertake training fill out appraisal questionnaires on the training given and these are reported to the human resources department. In the case of development programmes, the improved performance of the trainee is also supervised by the line manager or department. Main topic areas of the training plan for the 2019/2020 campaign:

- > Health and wellbeing, particularly with respect to Covid-19.
- > Skills training.
- > Food quality and safety.
- > Sustainability and ESG.
- > Human Rights.
- > Skills development.
- > Languages.

12,117 hours training

It is important to point out that the training plan for the current campaign to be adapted to the circumstances brought about by the Covid-19 pandemic.

TRAINING HOURS BY PROFESSIONAL CATEGORY	
PROFESSIONAL CATEGORY	HOURS
Management	82
Technical staff and middle management	1,096
Sales staff	10
Administrative staff	172
Other skilled professionals	662
Semi-skilled staff	10,095
Total	12,117



WELLBEING AND HEALTH PROMOTION

Health and safety is a fundamental workers' right and a key element of the talent management strategy of the Group. The management of this is therefore vital and is aimed at developing safe workplaces in which the risks to people's health are minimised.

	MEN	WOMEN	TOTAL
Accidents leading to sick leave (excl. en route)	194	90	284
Occupational illness	1	8	9



EFFECTIVE HEALTH AND SAFETY MANAGEMENT

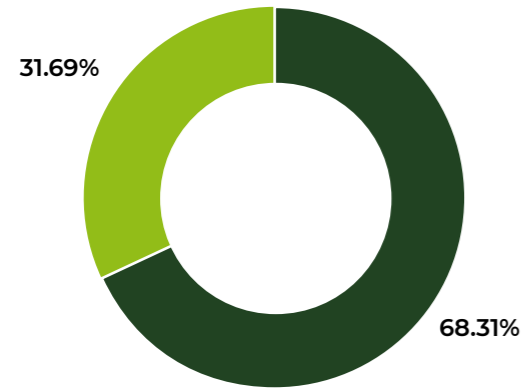
Health and safety management within each of the Group businesses is undertaken by dedicated, specialised staff who aim to ensure the fulfilment of corporate goals and the effectiveness of established plans.

Key elements of the system:

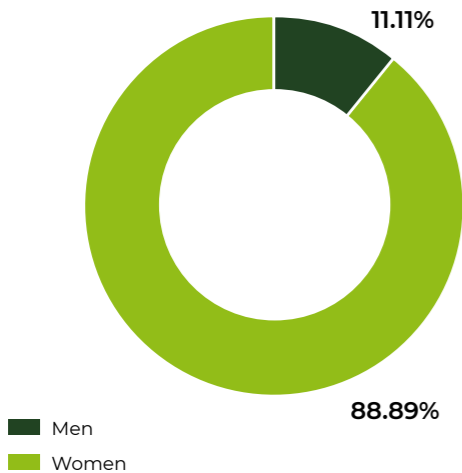
- > Health and safety policy, documented and communicated to the relevant stakeholders.
- > Structure of the joint health and safety committee, in which those people belonging to the organisation are involved.
- > Periodic and systematic evaluation of occupational hazards.
- > Design and establishment of effective action plans.
- > Application of the continuous improvement principle.
- > Efficient management of incidents, investigation and implementation of preventative and corrective measures.
- > Monitoring of medical health and healthcare assistance.
- > Appropriate training and skills plan.
- > Effective provision of suitable personal protective equipment.
- > Adaptation of infrastructure, installations and machinery.

WELLBEING AND HEALTH PROMOTION

PERCENTAGE DISTRIBUTION OF WORKPLACE ACCIDENTS BY GENDER



PERCENTAGE DISTRIBUTION OF OCCUPATIONAL ILLNESS BY GENDER



DEVELOPMENT OF HEALTHY WORKPLACES

In consonance with the development of a sustainable business model and the importance of staff wellbeing in the Group strategy, in addition to visibility and awareness on the part of management, Citri&Co wishes to go beyond mere regulatory compliance in this area.

As a result, a number of action plans and measures are currently being implemented to improve the health of personnel and promote healthy workplaces. These are focused on improving the workspace, preventing injuries, managing stress and promoting positivity and emotion management, among other items.

Citri&Co is conscious of the enormous benefits contributed by its new focus on the management of wellbeing:

- Improvements to the health and safety of workers.
- Increased satisfaction and motivation.
- Strengthening of staff commitment.
- Fall in the accident rate.
- Improved productivity.
- Reduction in psychosocial risks.
- Improvement of the corporate image.

The wellbeing plans combine communications and awareness interventions, with experience-based training that may subsequently be applied in day-to-day work:

Alongside the actions most directly related to health are others involving peaceful coexistence, fostering a team spirit and improving the workplace environment.

COVID-19

On March 11, 2020, the World Health Organisation declared Coronavirus/COVID-19 to be a worldwide pandemic affecting more than 190 countries. As a result, the majority of governments took steps to contain the spread of the virus, restrictions being applied to sectors other than healthcare and those providing basic necessities.

Given that the agrifood sector was declared essential, Citri&Co was required to adopt measures to ensure the health and safety of staff, customers, consumers and suppliers whilst continuing to supply fruit to the market.

Citri&Co rapidly established action plans in coordination with staff, implementing complementary and specific measures for workers in fruit picking and cultivation, packaging and offices:

- **Creation of bubbles in warehouses and fields**, aimed at reducing interactions and the possibility of outbreaks.
- **Demarcation of personal workspaces**, even including isolation by means of methyl acrylate partitioning screens in food handling areas.
- **Starting and finishing timetables** for facilities in order to avoid coinciding.
- **Daily disinfection** of vehicles, machinery and facilities prior to shift changes.
- **Training and information and awareness activities** for all staff.
- **Daily distribution of face masks** and supplies of hand sanitising gel.

- **Daily measurement of body temperature** and random PCR testing aimed at detecting asymptomatic individuals, among others.

It is worth mentioning that Citri&Co has not suffered any outbreak of Covid-19 in its facilities or among groups of fruit picking or cultivation workers. At all times the main aim of the Group has been to protect everyone involved in its activities.

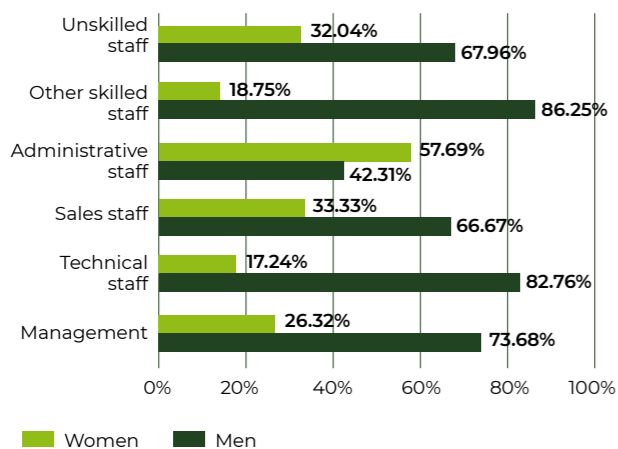


DIVERSITY AND INCLUSION

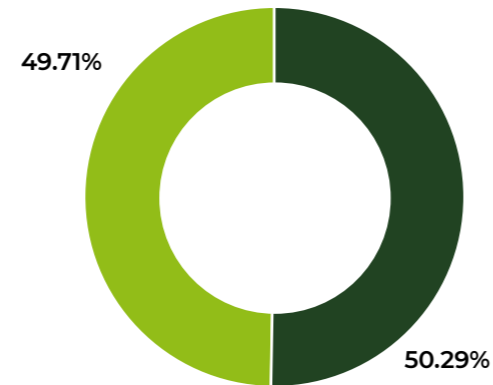
In line with its policy concerning the safeguarding and respect for Human and Employment Rights, the principle of equality and non-discrimination is a transversal pillar applicable to all areas that the Group manages. It expressly sets out the application of objective decision-making and intervention criteria free from discrimination on the grounds of race, gender, nationality, caste, functional diversity, political orientation or views, sexual orientation, marital status, trade union affiliation or any other characteristic in a manner that offends against personal dignity or respect towards persons.

Within this context, and within the intervention framework in the management of Human and Employment Rights protection, due diligence procedures are employed to ensure the absence of discrimination and action in the event that this is proven either at an internal level or in relationships with third parties.

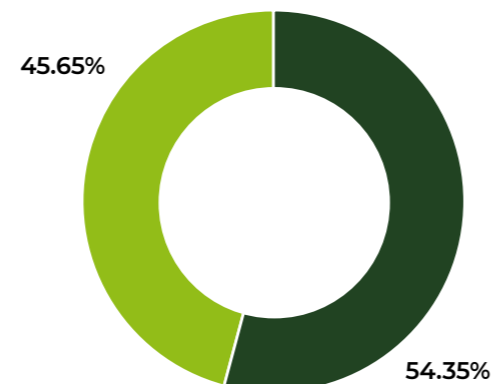
DISTRIBUTION OF PROFESSIONAL CATEGORIES BY GENDER



PROPORTION OF PERMANENT CONTRACTS BY GENDER



RECRUITMENT PROPORTION BY GENDER

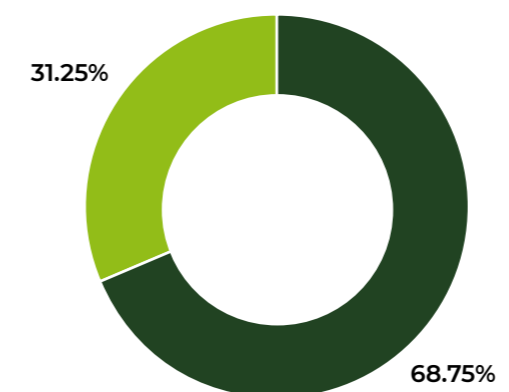


Men
Women

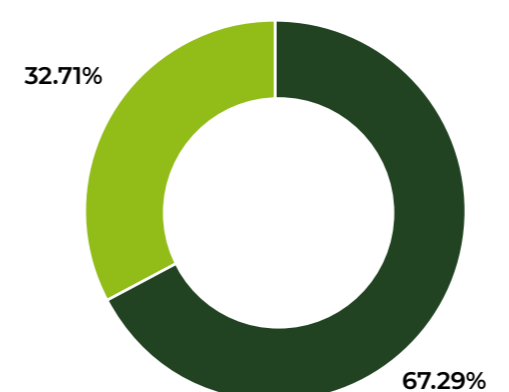
GENDER EQUALITY AND EQUAL OPPORTUNITIES

The protection of workplace gender equality is particularly important with respect to the practices of the Group's brands in terms of recruitment, training, promotion and staff dismissal. Human Resources has consequently implemented management procedures to safeguard these principles.

PROPORTION OF DISMISSALS BY GENDER



PROPORTION OF TEMPORARY CONTRACTS BY GENDER



Men
Women

Corporate human resources is currently aiming to produce a corporate equality plan for the entire Group. This is feasible given the October 2019 legislative reforms regarding equality plans.

Comprising worker and company representatives, the equality committees are a key element that jointly work to improve the effectiveness of any interventions implemented.

Within the intervention framework of the equality plans, the brands have implemented and monitor actions in the following areas:

- > Access to employment and recruitment.
- > Professional classification.
- > Training and development.
- > Professional promotion.
- > Female underrepresentation.
- > Remuneration.
- > Work-life balance and shared responsibility.
- > Health and the prevention of sexual or gender-based harassment.
- > Non-sexist communication and language.



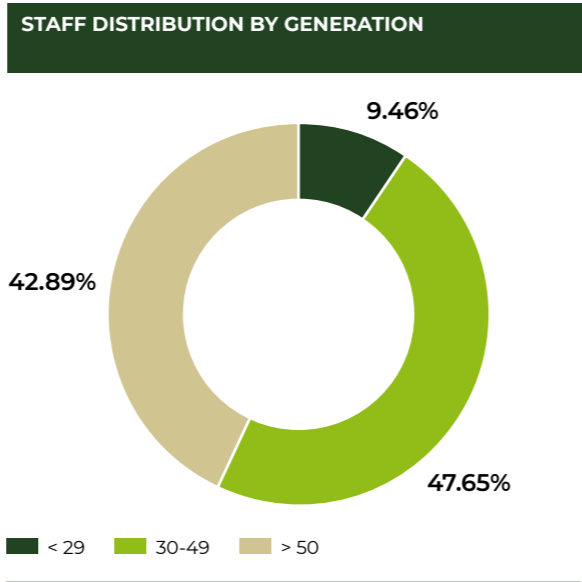
DIVERSITY AND INCLUSION

PREVENTION OF SEXUAL OR GENDER-BASED HARASSMENT

Citri&Co's brands have implemented a protocol regarding sexual harassment and sex discrimination. This is handled by the equality committees and implemented in accordance with established due diligence. As in the case of the complaints channels, a harassment channel is set up to safeguard the confidentiality of complainants and other parties involved, whilst ensuring the absence of reprisals against informants acting in good faith.

To encourage action regarding any type of situation that may constitute discrimination or harassment, Citri&Co has established a continuous training, communications and awareness plan through which staff receive reminders of their rights and access to channels to notify incidents or make complaints.

0
Complaints and penalties relating to harassment within the Group



DIVERSITY AND INCLUSION

Generational, cultural and functional diversity is a key enhancer of talent and creativity within Citri&Co's team. Consequently, the human resources division encourages diversity and the integration of underrepresented groups that enrich the outlook and criteria of the team.

Alongside other organisations, Citri&Co is currently implementing a number of initiatives to strengthen the employment integration of persons with diverse abilities. These will be implemented over future campaigns.

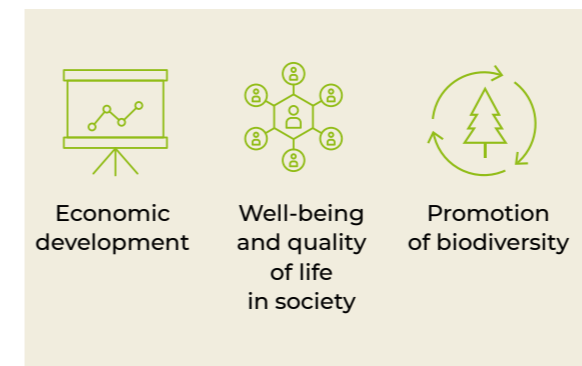
37+
Different nationalities present within Citri&Co's team

64
Persons with diverse abilities

COMMUNITY

In consonance with its development of a sustainable business model, Citri&Co has taken on the commitment to contribute to environmental, economic and social progress in society, particularly within the communities in which it operates. This is achieved through the responsible performance of its activities, encouraging sustainable agricultural practices based on agroecology principles, the protection of Human and Employment Rights as a generator of quality employment within the business and within its supply chain, along with the establishment of relationships with third parties based on compliance and ethical behaviour.

With the aim of maximising the shared values generated, Citri&Co endeavours to increase its environmental, social and economic impact on society through collaboration and the development of actions focused on:



ECONOMIC DEVELOPMENT

A large share of the economic value generated by Citri&Co in the community comes from its ability to generate and distribute wealth among stakeholders that collaborate in the performance of its activities.

Nevertheless, Citri&Co is conscious of its capacity to create indirect economic value, particularly in the communities in which it operates. With this in mind, proximity is one of the criteria of our selection policy. The aim is to contribute to the economic and social development of the communities in which the company performs its business activities.

COMMUNITY

Encouragement of local contracting

Wherever possible, Citri&Co aims to engage professionals from the towns where the work centres are situated, or those nearby. Aside from the afore mentioned benefits that this creates in the community, it has positive impacts on the employees themselves by reducing commuting time, favours work-life balance and reduces the level of stress caused by long commutes. It additionally strengthens identification with the distinguishing traits of the company.

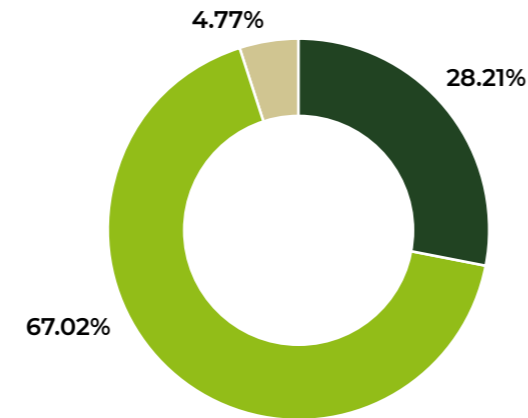
WELLBEING AND QUALITY OF LIFE IN THE COMMUNITY

At a social level, Citri&Co interacts through its own interventions and those with third parties, such as organisations belonging to the third sector and with society. These may consist of donations, sponsorship and similar activities, provided that the said activities are within the framework of activities established by the Group.

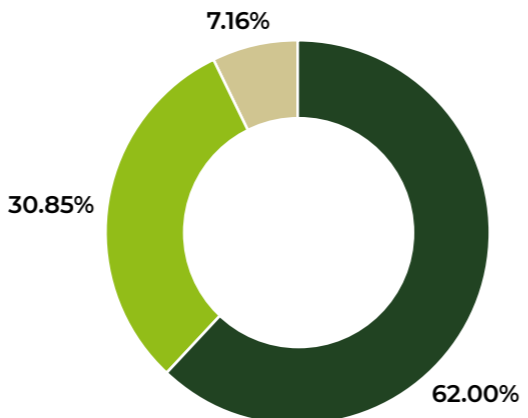
- > Encouraging healthy lifestyle and food habits.
- > Sports participation.
- > Research relating to agriculture.
- > Promotion of native culture, particularly with respect to agricultural communities.
- > Education and teaching.
- > Any other activity related to the business activities performed by the Group's brands, the aim of which is sustainable development and ethical management within the business world.

There is a preference for collaboration in actions that are aimed at groups at risk of social exclusion, the disadvantaged, children and similar.

DISTRIBUTION OF INVESTMENT IN NON-FRUIT SUPPLIERS



DISTRIBUTION OF INVESTMENT IN FRUIT SUPPLIERS



Local National International

15,195 kg of fruit donated to charities, NGOs and similar



PROMOTING BIODIVERSITY

Along with collaborations aimed at promoting biodiversity, Citri&Co pursues a number of projects that endeavour to conserve and promote the natural heritage of the land, many of the crops being close to wooded areas of considerable natural value.

The main lines of intervention are:

Reserved protected spaces, through a native species recovery plan.

Studies are currently being carried out on the existing flora and fauna and developing actions to manage, recover and maximise the value of these areas by creating protected spaces.

A variety of actions aimed at raising awareness of the importance of native biodiversity are being carried out in situ and in collaboration with third parties, promoting the conservation and improvement of this within an agricultural context.

- > 100% of Citri&Co's land is free of hunting.
- > Creation and conservation of natural corridors between crop areas and isolated trees and wooded areas comprising oaks, pines and other species of vegetation.
- > Reservoirs of various native species are created and protected, to which maintenance tasks such as pruning are carried out to reinvigorate and rejuvenate trees.
- > Signposting of vegetation islands in order to increase the conservation of and respect for this, particular emphasis being given to the presence of native species.

- > Implementation of fire prevention plans in the vegetation islands.
- > A number of estates were affected by forest fires in 2016 and 2018 and restoration plans are being applied following approval by the competent organisations in each case.



Habitat reconstruction

Using branches, tiles, trunks and similar items, the construction and protection of insect nests and hotels is aimed at providing shelter for insects, promoting their presence and accelerating their return to ecosystems.

These actions are aimed at maximising the diversity of nesting sites, providing a refuge full of pre-prepared rooms that will give shelter during the winter months when they are most vulnerable.

560+ Hectares of wooded areas



COMMUNITY

NATIVE SPECIES PRESENT ON CITRI&CO LAND					
COMMON NAME	SCIENTIFIC NAME	CLASSIFICATION ACCORDING TO (MITERD)	COMMON NAME	SCIENTIFIC NAME	CLASSIFICATION ACCORDING TO (MITERD)
European bee-eater	<i>Merops apiaster</i>	--	Barn owl	<i>Tito alba</i>	--
Eurasian hoopoe	<i>Upupa epops</i>	--	Cape hare	<i>Lepus capensis</i>	--
Eurasian jay	<i>Garrulus glandarius</i>	--	Garden dormouse	<i>Eliomys quercinus</i>	--
Eurasian eagle-owl	<i>Bubo bubo</i>	--	Common kingfisher	<i>Alcedo atthis</i>	--
Griffon vulture	<i>Gyps fulvus</i>	--	Egyptian mongoose	<i>Herpestes ichneumon</i>	--
Eurasian teal	<i>Anas crecca</i>	--	White-throated dipper	<i>Cinclus cinclus</i>	--
Common kestrel	<i>Falco tinnunculus</i>	--	Little owl	<i>Athene noctua</i>	--
Red deer	<i>Cervus elaphus</i>	--	Greater white-toothed shrew	<i>Crocidura russula</i>	--
Black stork	<i>Ciconia nigra</i>	Vulnerable	Eurasian otter	<i>Lutra lutra</i>	--
Common quail	<i>Coturnix coturnix</i>	--	Rock dove	<i>Columba livia</i>	--
Least weasel	<i>Mustela nivalis</i>	--	Domestic duck	<i>Anas platyrhynchos domesticus</i>	--
European rabbit	<i>Oryctolagus cuniculus</i>	--	Red-legged partridge	<i>Alectoris rufa</i>	--
Montpellier snake	<i>Malpolon monspessulanus</i>	--	European green woodpecker	<i>Picus viridis</i>	--
European hedgehog	<i>Erinacea europaeus</i>	--	Azure-winged magpie	<i>Cyanopica cyanus</i>	--
Cattle egret	<i>Bubulcus ibis</i>	--	Iberian waterfrog	<i>Rana perezi</i>	--
Common starling	<i>Stumus vulgaris</i>	--	Rat	<i>Ratus</i>	--
Spanish pond turtle	<i>Mauremys leprosa</i>	--	Common buzzard	<i>Buteo buteo</i>	--
Beech marten	<i>Martes foina</i>	--	Algerian mouse	<i>Mus spretus</i>	--
Purple heron	<i>Ardea purpurea</i>	--	Iberian painted frog	<i>Discoglossus galganoi</i>	--
Grey heron	<i>Ardea cinerea</i>	--	Common toad	<i>Bufo bufo</i>	--
European wildcat	<i>Felix silvestris silvestris</i>	--	European badger	<i>Meles meles</i>	--
Common genet	<i>Genetta genetta</i>	--	Common vole	<i>Microtus arvalis</i>	--
Barn swallow	<i>Hirundo rustica</i>	--	Song thrush	<i>Turdus philomelos</i>	--
House sparrow	<i>Passer domesticus</i>	--	European turtle dove	<i>Streptopelia tutur</i>	--
Peregrine falcon	<i>Falco peregrinus</i>	--	Lataste's viper	<i>Vipera latastei</i>	--
Wild boar	<i>Sus scrofa</i>	--	Red Fox	<i>Vulpes vulpes</i>	--
Ocellated lizard	<i>Timon lepidus</i>	--			



About this report

The 2019/2020 sustainability report of the Citrico Global Group is a representation of the commitment of the Group to the development and evolution of its sustainable business model and of its contribution to society and the environment, in particular to the global challenges faced by our planet.

The content of the report includes the activities performed by Citri&Co during the 2019 /2020 campaign, between September 1, 2019 and August 31, 2020, the social, environmental and governance risks to which the Group is subject and its business performance regarding these aspects.

The report has been produced following the guidelines of the Global Reporting Initiative (GRI) standards for the core option, applying the information quality principles: balance, comparability, accuracy, clarity, reliability and in a timely manner, using to this effect metrics and content that favour the understanding and usefulness of the said information for stakeholders in order to understand the scale of Citri&Co's activities and products.

All of the information and data provided has been produced on the basis of other documents

submitted for accountability purposes, such as the non-financial balance sheet information of Citrico Global S.L.U., Frutas Esther S.A., and Greenmed S.L. and the carbon footprint declarations of the companies Greenmed S.L., Martinavarro S.L.U., Rio Tinto Citricos S.L., Frutas Esther and Perales&Ferrer S.L.U.. These have been verified by an independent third party in order to ensure the reliability of the information provided.

In line with its commitment to report on Citri&Co's compliance and progress in terms of sustainability, this is the second time that the business has produced and published its annual sustainability report and the company encourages readers to expand upon the information contained herein through the website and other future sustainability performance reports.

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Table of indicators GRI standards

GRI 101: FOUNDATION 2016 GRI 102: GENERAL DISCLOSURES, 2016

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1. ORGANISATION PROFILE				
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GRI 102-2	ACTIVITIES, BRANDS, PRODUCTS OR SERVICES	8, 10		
GRI 102-3	LOCATION OF HEADQUARTERS		Calle Manuel Vivanco, 12, 12550 Almassora, Castellon	
GRI 102-6	MARKETS AND SERVICES	10		
GRI 102-7	SCALE OF THE ORGANISATION	8, 65		☑
GRI 102-8	INFORMATION ON EMPLOYEES AND OTHER WORKERS	65		☑
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3. ETHICS AND INTEGRITY				
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GRI 102-29	IDENTIFYING AND MANAGING ECONOMIC, ENVIRONMENTAL AND SOCIAL IMPACTS	25		
GRI 102-30	EFFECTIVENESS OF RISK MANAGEMENT PROCESSES	34		
GRI 102-32	HIGHEST GOVERNANCE BODY'S ROLE IN THE PRODUCTION OF SUSTAINABILITY REPORTS		Among other functions, the Board of Directors is responsible for supervising reporting on sustainability matters.	
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GRI 102-49	CHANGES IN REPORTING		No changes have arisen with respect to reporting.	
GRI 102-50	REPORTING PERIOD		September 1, 2019 - August 31, 2020	
GRI 102-51	DATE OF MOST RECENT REPORT		Publication date May 2020	
GRI 102-52	REPORTING CYCLE		Annual	
GRI 102-53	CONTACT POINT FOR QUESTIONS REGARDING THE REPORT	81		
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GRI 201-3	DEFINED BENEFIT PLAN OBLIGATIONS AND OTHER RETIREMENT PLANS		Non-existent	☑
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GRI 205: ANTI-CORRUPTION, 2016				
GRI 205-3	CONFIRMED INCIDENTS OF CORRUPTION AND ACTIONS TAKEN		No complaints have been made or penalties issued.	
GRI 206: ANTI-COMPETITIVE BEHAVIOUR, 2016				
GRI 206-1	LEGAL ACTIONS FOR ANTI-COMPETITIVE BEHAVIOR, ANTI-TRUST, AND MONOPOLY PRACTICES.		No complaints have been received or penalties issued.	☑
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GRI 306-2	WASTE BY TYPE AND DISPOSAL METHOD	55		☑
GRI 306-3	SIGNIFICANT SPILLAGE		No significant spillage occurred during the period covered by the report.	☑
GRI 307: ENVIRONMENTAL COMPLIANCE, 2016				
GRI 307-1	NON-COMPLIANCE WITH ENVIRONMENTAL LAWS AND REGULATIONS		No complaints have been received or penalties issued.	☑
GRI 401: EMPLOYMENT, 2016				
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GRI 401-2	BENEFITS PROVIDED TO FULL-TIME EMPLOYEES THAT ARE NOT PROVIDED TEMPORARY AND PART-TIME EMPLOYEES		There are no benefits that are exclusive to full-time employees	☑

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GRI 406: NON-DISCRIMINATION, 2016				
GRI 406-1	INCIDENTS OF DISCRIMINATION AND CORRECTIVE ACTIONS TAKEN		No complaints have been received, investigations initiated or penalties issued.	☑
GRI 415: PUBLIC POLICY, 2016				
GRI 415-1	CONTRIBUTIONS TO POLITICAL PARTIES AND/OR REPRESENTATIVES		No contributions were made, either directly or indirectly, to political parties, candidates or organisations linked to political parties.	
GRI 416: CUSTOMER HEALTH AND SAFETY, 2016				
GRI 416-1	ASSESSMENT OF THE HEALTH AND SAFETY IMPACTS OF PRODUCTS AND SERVICES	11		☑
GRI 416-2	CASES OF NON-COMPLIANCE CONCERNING THE HEALTH AND SAFETY IMPACTFUL PRODUCTS AND SERVICES		No complaints have been received or penalties issued.	☑
GRI 417: MARKETING AND LABELLING, 2016				
GRI 417-2	INCIDENTS OF NON-COMPLIANCE CONCERNING PRODUCT AND SERVICE INFORMATION AND LABELLING		No complaints have been received or penalties issued.	☑
GRI 417-3	CASES OF NON-COMPLIANCE CONCERNING MARKETING COMMUNICATIONS		No complaints have been received or penalties issued.	☑
GRI 418: CUSTOMER PRIVACY, 2016				
GRI 418-1	SUBSTANTIATED COMPLAINTS CONCERNING BREACHES OF CUSTOMER PRIVACY AND LOSSES OF CUSTOMER DATA		No complaints have been received or penalties issued.	☑
GRI 419: SOCIO-ECONOMIC COMPLIANCE, 2016				
GRI 419-1	NON-COMPLIANCE WITH LAWS AND REGULATIONS IN THE SOCIAL AND ECONOMIC AREA		No complaints have been received or penalties issued.	☑

CREDITS

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