

Sustainability Report 2019



IMPORTACO

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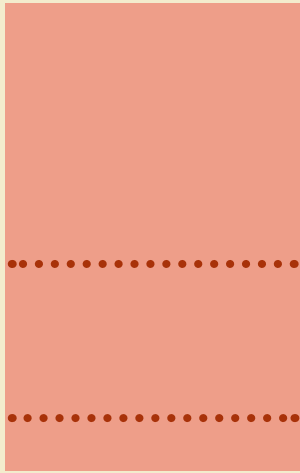
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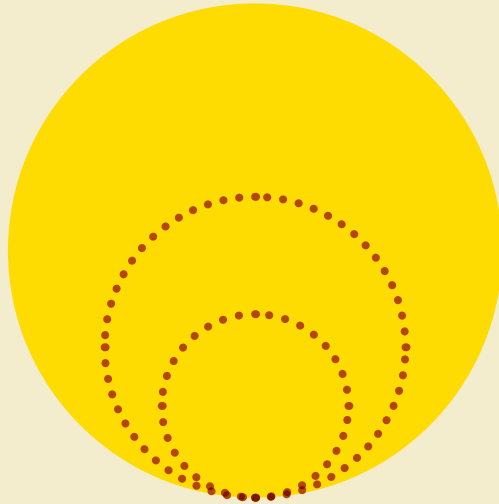








Development



Value

**We are committed to
continuing to develop the
company following criteria of
long-term growth, generating
value for all our stakeholders**

Sustainability Report 2019

Dear Friends,
2019 was a very important year for Importaco – we launched our strategic plan up to 2022, through which we will put our knowledge of nuts, dried fruit and mineral water to good use. This plan includes guidelines that will allow us to become a more sustainable, innovative and outstanding company, able to meet the expectations of all our stakeholders.

The high level of professionalism shown by the 1,425 people who make up our company is what makes it possible for our products to reach our customers and consumers every day. Through their hard work and commitment, we manage to surpass the highest standards of quality, food safety and sustainability. With this in mind, in 2019 we created the REM Project to foster our employees' agility and independence. This new work model will enable us to enhance Importaco's growth and strengthen the fulfilment of our corporate purpose. We are convinced that the only way to take full advantage of all the synergies within an organisation is to rely on the people that make it up, and their talents.

Importaco's main value is in the wealth of knowledge held by its professionals, as reflected in our extensive experience and specialisation in the nuts and dried fruit industry. With this in mind, we started our integration project focusing on our products' origin. This enables us to collaborate with farmers and suppliers in the integration of food safety, quality and sustainability criteria into cultivation practices and product processing. In 2019, we made significant progress in this regard by achieving the cultivation

of 19,984 hectares using agricultural best practice, and the integration of 190 suppliers into our Food Safety and Quality Programme.

Our production centres are outstanding for their efficiency and specialisation, making them a prime example of best practice in food safety and quality. In 2019, our investments reached 31.6 million euros, the most important of which was the 17-million-euro investment into building and equipping the Parc Sagunt sunflower and pumpkin seed factory. This factory is outstanding for its efficiency and specialisation in the production of sunflower and pumpkin seeds, which will prevent the presence of any allergens. Because the factory was created from scratch, it has incorporated all the best practices we have acquired over our years of experience.

Importaco's food safety and quality model is widely recognised for its global perspective and reliability. Our IFS and BRC certifications, the research we carry out on food safety, and the ISO 17025 accreditation of the laboratories at our Technology Centre are all proof of the professionalism of our model. Each of these initiatives is carried out to increase the excellence of our products and protect the health of consumers.

Importaco's digital transformation is boosting the development of our business and increasing our competitiveness. The transformation process we have embarked on will increase the efficiency of our processes and the quality of the services we offer to our customers. Our plan has

been launched with pilot tests in several production centres, and will be consolidated in the coming years with its implementation throughout the business group.

Sustainability is another pillar of our strategic plan. We are therefore committed to promoting social development and protecting the environment while carrying out our activities. That is why we have made such great strides in reducing the environmental impact of our business. Specifically, all the electricity we consume comes from renewable sources and, thanks to our energy efficiency strategy, we have reduced our energy consumption by 3%, which is equivalent to the energy needed to supply 6,500 homes. In addition, through our circular economy strategy, we recycle all the waste generated in our facilities, and we are working towards making all our packaging recyclable by 2025.

The commitment to the consumer and to keeping the customer at the centre demonstrated by the 1,425 people who make up Importaco are the key to achieving our outstanding results. The annual turnover for 2019 is the reward for our work, with total sales reaching 584 million euros, 8% more than the previous year.

We would like to give our deepest thanks to all the people who take part in our initiatives. We are counting on you to continue building the Importaco project.

Toño Pons Casañ
President



Importaco

Structure	Parent Company	Food	Natural Drinks
	 IMPORTACO	 itac 	    

Founded in 1940, Importaco is a leading company in the food and beverage industry. It specialises in the marketing of nuts, dried fruit and mineral water, and is committed to quality, innovation and sustainability.

With an international team of 1,425 people, we develop our business model based around health, and with the aim of satisfying the expectations of our customers during all consumption occasions. To achieve this, Importaco has an integrated value chain, a highly professional team, and highly specialised production centres.

Lines of business

Importaco operates within two main lines of business: Food and Natural Drinks. At the company, we develop our business activity with a strong commitment to guaranteeing responsible production and consumption.

Food: more than 80 years of history

Importaco holds a position as the most specialised company in the dried fruit and nut sector, at the forefront of food safety and quality. Its achievements have shown it to be one of the leading food companies in Spain, due to its commitment to health and sustainability.

Importaco has a presence in the national retail market as a supplier to Mercadona, in the international retail market through the Itac brand, and in the food service and ingredients markets for the agri-food industry through the Itac Professional brand.

Natural Drinks: we take care of the origin

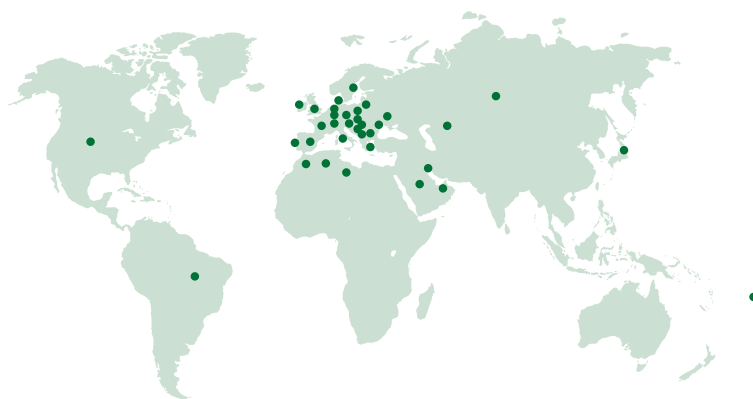
Through its Natural Drinks division, Importaco is one of the leading companies in the distribution of mineral water in Spain, in terms of the volume of products sold as well as in terms of its presence in the national retail market.

The Natural Drinks division has four mineral water bottling companies located in the mountains of Sierra de Albarracín, Serra de Tramuntana and Sierra de Gredos, as well as in the Penyalgosa Natural Park. Our brands of mineral water are: Agua de Cortes, Agua de Bronchales, AguaDoy, Font S'Artija and Font des Teix.

Importaco in the world

Importaco, based in Beniparrell (Valencia, Spain), is a European leader in the marketing of dried fruit and nuts, and is the third-largest bottled water company in Spain. In terms of commercial presence, the company supplies dried fruit and nuts to 36 different countries.

Commercial Presence



Africa	Algeria, Lebanon and Morocco
America	Brazil and the United States
Asia	Japan, Kuwait, Kazakhstan, Russia, Saudi Arabia, Turkey and the United Arab Emirates
Europe	Belgium, Bosnia-Herzegovina, Bulgaria, Croatia, Czech Republic, Denmark, France, Germany, Greece, Hungary, Ireland, Italy, Lithuania, Netherlands, Poland, Portugal, Romania, Slovenia, Spain, Sweden, Switzerland, Ukraine and the United Kingdom
Oceania	French Polynesia

Economic and Financial Data (in thousands)

Economic value generated (€)	2018	2019
Net sales	538,724	584,561
Operating profit	28,754	29,444
Profit before tax	28,963	29,838
Profit after tax	22,457	22,400
Net worth	143,207	161,545
Investments	29,556	31,657
Economic value distributed (€)	2018	2019
Operating costs	38,234	41,063
Employee wages	49,176	54,163
Finance costs	1,285	1,376
Operational data (in thousands)	2018	2019
Kilos of nuts and dried fruit	86,961	92,481
Litres of mineral water	712,003	723,822



Presence of Importaco

Argentina	Procurement office
United States	Procurement office
China	Procurement office
Spain	Headquarters Technology centre Training school Production centres (12) Offices (9) Organisation's headquarters
Poland	Production centre
Portugal	Office Farms (3)
Turkey	Production centre Procurement office

Stakeholder Engagement

Open dialogue with our stakeholders is fundamental to understanding what their expectations are regarding Importaco. We understand “stakeholders” to mean all those people and institutions that are affected by our activity and that, in turn, can affect the achievement of our objectives. Long-term relationships with our stakeholders are the best way to achieve sustainable development. That is why we open new communication channels every year, allowing us to communicate our activities in a simple and accessible way.

Materiality analysis

Materiality analysis is a tool that allows us to reflect on the issues that are most relevant to our stakeholders. In 2019, taking advantage of the launch of the strategic plan for our dried fruit and nuts business, we re-evaluated our relationship with stakeholders in order to define an interaction plan for each of them. We have also defined the key attributes of reputation, along with their weight by stakeholder.

Stakeholder Relations

Stakeholder	Tools for open dialogue and transparency	Frequency
Workers The people who make up Importaco's staff	Annual convention Expanded Management Committee Executive Committee Works Council Equality Committee Internal communications Health & Safety Committee Ethics Committee Intranet	Annual Six-monthly Weekly Four-monthly Four-monthly Continuous Quarterly Occasional Daily
Suppliers Companies that supply products or services to Importaco	PPS suppliers' congress Visits from purchasing, quality and sustainability teams	Annual Continuous
Customers Companies to which Importaco supplies its products	Customer service Crisis Committee Meetings with sales and quality teams	Daily On demand Continuous
Institutions and NGOs Organisations Importaco collaborates with	Meetings and events Collaboration agreements	Continuous Continuous
Shareholders People who own shares in Importaco	General Shareholders' Meeting	Annual

Most Relevant Factors for Our Activity

Customer satisfaction	Use of materials
Food safety and quality	Working environment
Ethical business	Waste control and management
Service	Sustainable supply chain
Competitiveness	Agricultural best practice
Digital transformation	Human rights
Innovation	Financial sustainability
Development, leadership and talent	Occupational health and safety
Energy efficiency	Food waste
Healthy products	Diversity and equality
Responsible use of water	Local development



Importaco's Contribution to the Sustainable Development Goals

Contributing to sustainable development makes it possible to build a fairer society, ensuring that no one is left behind. With its commitment to building a more responsible food system, Importaco contributes to the achievement of the Sustainable Development Goals through numerous initiatives:

- We achieve non-discrimination in our recruitment and selection processes through the evaluation of the technical profile of candidates.
- The number of women in middle and management positions exceeds 35%.
- Our equality policy and action protocol in the event of gender-based harassment are included in the Group's collective agreements.



Availability of nutritious food for all people is essential to achieving a fairer and more sustainable society:

- Dried fruit and nuts stand out for their nutritional value, being a rich source of protein, fibre, vitamins and minerals.
- We collaborate with more than 300 farmers, integrating agricultural best practice in the cultivation of 20,000 hectares of land.
- Our production sites are certified in accordance with IFS Food and BRC food safety standards.
- We support organisations promoting healthy living through exercise.



An efficient use of water is essential to protect the planet's water resources:

- We protect our springs and avoid any kind of contamination.
- We carry out exhaustive monitoring of water consumption in our production centres.
- Process water is treated or recovered according to its nature.
- Process water has been reduced by 27%, and 14% has been recovered for biogas production.



Importaco believes that gender equality is a human right, forming the foundation for a fair and sustainable world:

- Our policies ensure equal pay, with average salaries of 24,228 euros: 25,088 for men and 23,222 for women.



Importaco contributes to the energy transition through its commitment to the consumption of renewable energy and to energy efficiency:

- 100% of the electricity we consume comes from renewable sources, which has prevented the emission of 17,771 tonnes of CO₂.

- We have reduced our energy consumption by 7% since 2018, which represents 3,143 megawatts/hour.
- We have solar energy plants that generated 1,144 megawatts/hour in 2019.
- Nine production centres have implemented energy management systems.



Our commitment to creating an excellent work environment is embodied in programmes to enhance employee experience:

- Our workforce has almost equal numbers of men and women, consisting of 656 men and 769 women.
- We continued to generate employment through the recruitment of 108 new employees, representing a 4% increase in staff.
- We allocated over 490,000 euros to training programmes, equating to 43,036 hours of training per year.
- We have our own collective agreements that improve working conditions in our sectors.



At Importaco we promote innovation to achieve digital transformation and strengthen our plans to develop healthy products:

- We invested more than one million euros in R&D+i projects.
- We have a Technology Centre dedicated to research and knowledge development on the subject of nuts and dried fruit.
- We use ISO 17025-accredited analytical techniques.
- We implement technological planning and control systems in our production process to improve our productivity and the quality of our products.



At Importaco we implement numerous programmes to achieve sustainable consumption and production throughout our value chain:

- We encourage efficient use of resources through our energy efficiency plan and environmental sustainability strategy.

- Over 80% of our purchasing volume has been verified in accordance with standards on food safety, quality, and responsible production.
- We have an agricultural best practice programme to integrate criteria of food safety, quality and sustainability during crop cultivation.
- We maintain a clean label policy that helps us to minimise the use of additives, as well as sugar and salt content.



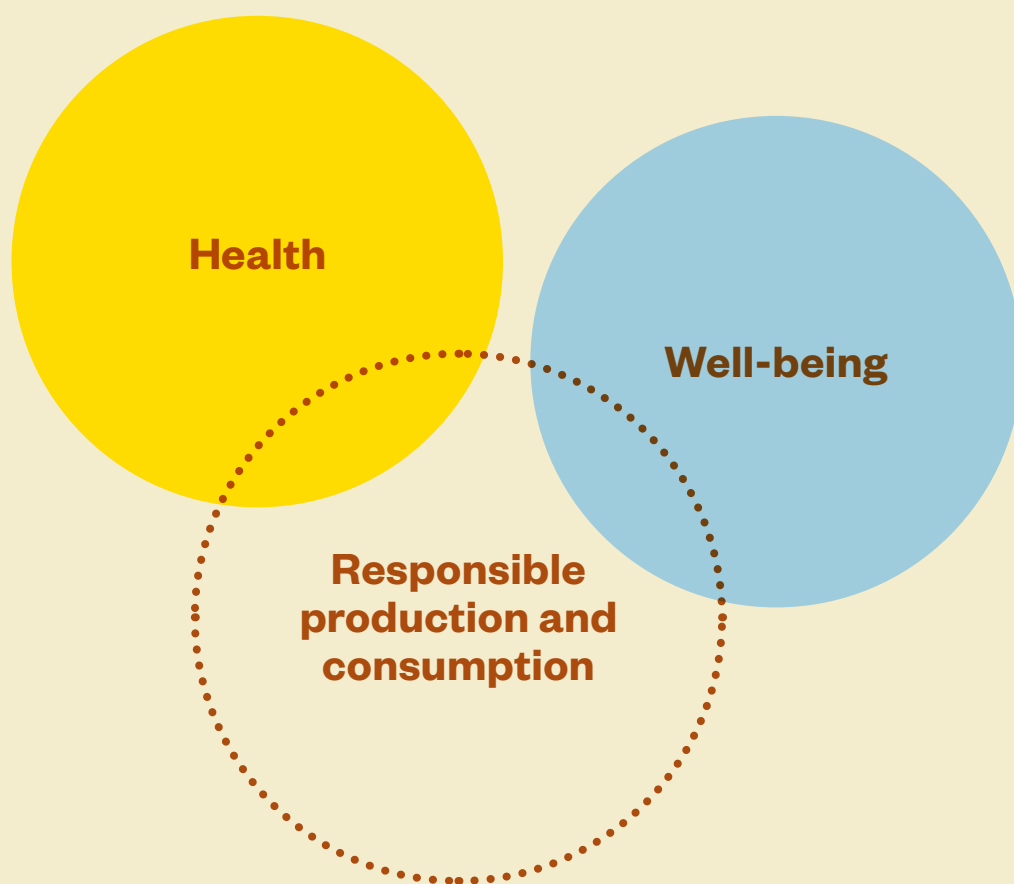
Forests are essential resources to ensure food safety and ecosystem balance:

- We use cardboard from sustainable forests, certified under the FSC system, and we have committed to making our packaging 100% recyclable by 2025.
- We recycle and recover 100% of the waste generated at our production sites.
- We work with farmers to integrate environmental sustainability criteria that help care for the soil and protect the environment.
- Every year we train our staff in environmental matters.



The Ethics Programme is our way of contributing to the creation of a fairer society, with strong institutions:

- We have an Ethical Code, which all employees receive training on.
- We maintain strict anti-corruption protocols through the prohibition of gifts and the regulation of hospitality.
- We have an active complaints channel to identify cases of non-compliance regarding ethical matters.
- We extend our ethical commitments to our suppliers through our Code of Conduct.



**Importaco's strategic lines
have been defined to fulfil our
purpose: to improve people's
health and well-being
while ensuring responsible
production and consumption**

Development and Continuity

Strategy and business model

Importaco aims to position itself as the industry's most highly specialised company in the production and distribution of dried fruit, nuts and mineral water. Importaco's strategic lines have been defined to fulfil our corporate purpose: to contribute to improving people's health and well-being while ensuring responsible production and consumption.

Lines of the Strategic Plan

Keeping the customer at the centre to achieve sustainable growth

Proactive and specialised global quality management

Specialised and efficient factories

Trained and fulfilled professionals

Operational efficiency through digital transformation

Environmental sustainability in relation to energy, water and packaging

Innovation in the development of healthy products

Our corporate values and principles

Importaco's values were defined through group exercises carried out with our employees. During this process, we concluded that the values that most represent our company's culture are: trust, rigour and participation.

Based on these values and our corporate purpose, we created the responsible management model, which includes our corporate principles and commitments. The management model

is a guide that integrates the principles of sustainable development and directs the actions of all the people who make up our organisation.

Corporate principles

- **Health and well-being:** We contribute to improving our consumers' health and well-being by supplying top-quality products that allow them to enjoy a good diet.
- **Leadership and integrity:** People are the foundation of our growth. We place our trust in exacting, committed and thorough people who share our values.
- **Environmental sustainability:** We make responsible and efficient use of natural resources by seeking a balance between economic development and environmental protection.
- **Innovation:** We work as a team with our stakeholders to develop innovative projects that allow us to stay in tune with the latest trends and create shared value.
- **Technology:** We incorporate technology to transform our organisation and products, using it as a tool to respond to the challenges of the future.
- **Development and continuity:** As a family business, we maintain our values and act with a commitment to long-term development and the creation of a shared project.

Composition of the Board of Directors

Name	Board position	Date of last appointment	Position in the company
Juan Antonio Pons Casañ	President	2018	Executive
Jerónima Casañ Verdeguer	Vice-President	2016	Non-executive
Bárbara Sancho Costa	Vice-President	2018	Non-executive
Eva Pons Casañ	Secretary	2016	Executive
Lucia Pons Sancho	Member	2016	Executive
Amparo Pons Sancho	Member	2016	Executive
Elena Pons Casañ	Member	2016	Executive
Natalia Pons Sancho	Member	2016	Executive
Fernando Pons Casañ	Member	2016	Executive
Francisco Pons Sancho	Member	2016	Non-executive

Organisational structure

2019 saw the implementation of a new organisational structure, which was approved by the Board of Directors in September 2018. This new structure aims to make everyone more focused on the market and our customers' needs, in order to meet all their expectations.

The main changes to the new organisational structure involve the strengthening of the General Department of Quality, Innovation and Environment by integrating the lines of work of the two Group businesses under a single corporate management team, as well as the creation of the commercial and operational departments in the dried fruit and nuts business.

Corporate governance

Applying the principles of corporate governance is essential to gaining the trust of our stakeholders. That is why at Importaco we have rules and principles that regulate the relations between the different governing and management bodies: the shareholders, the Board of Directors and the Executive Committee.

• Governing bodies

Importaco's Board of Directors is governed by the principles of professionalism and transparency. The most important functions of this body are: approval of Importaco's management model, corporate policies

and strategic plan; monitoring of the key management indicators; and achievement of the investment plan. With regard to its composition, women represent 70% of its members, and it has external advisors to ensure excellence in its performance.

• Presence on other governing bodies

Importaco holds shares in the companies Helados Estiu and Foener, and is a member of their boards of directors. As an institution, Importaco forms part of the boards of EDEM Business School and Fundación Étnor, the Governing Council of AINIA, the Board of Directors of the Asociación de Snacks and the Executive Committee of FEDACOVA.

Ethics Programme

Importaco's Ethics Programme is a tool used to integrate ethical criteria into business management. This programme consists of an ethical code that sets out our commitments to our stakeholders, an ethical channel for reporting cases of non-compliance, and an ethics committee to monitor the implementation of the programme.

In terms of its implementation, the ethical code includes matters of the utmost importance, such as our commitment to the fight against corruption and to respect human rights. Among the protocols and internal rules we



have implemented, the prohibition against accepting gifts and the evaluation of the risk of money laundering in our value chain should be highlighted.

To communicate the various protocols, internal communications associated with attendance at events were sent out in 2019, and the ethical code has been disseminated to all staff. The next steps in this project will be the creation of a practical version of the ethical code focused on the needs of the production areas, and the dissemination of the ethical channel to the entire workforce.

Risk management

Importaco has numerous programmes to manage strategic, operational, technology, reputational and compliance risks. Risk detection analysis processes are carried out in accordance with the analyses published by entities such as the World Economic Forum, the Intergovernmental Panel on Climate Change and the United Nations Development Programme. These processes have identified the main risks related to our activities as those associated with food security; operational risks, such as disruptions in the value chain due to external factors; and risks related to environmental sustainability, such as climate change and lack of water resources.

In 2019, a reputational risk audit was carried out and a new crisis communication manual was created,

which includes protocols for detecting risks related to the company's reputation, as well as management protocols for protecting Importaco's image.

Institutional relationships

Our relationships with other institutions allow us to communicate our corporate positioning and support initiatives aligned with our values. The Institutional Relations Programme aims to expand our relationships with stakeholders and increase our knowledge of industry developments.

Importaco participates in the following institutions: AVE (Valencian Business Association), EDEM Business School, AECOC (Spanish Commercial Coding Association), Asociación de Snacks, ANEABE (National Association of Bottled Drinking Water Companies), INC (International Nut Council), FEDACOVA (Federation of Food Industries of the Region of Valencia), Spanish Chamber of Commerce, Fundación Étnor and IEF (Family Business Institute).

Health and Well-Being

The way in which we feed ourselves has changed dramatically in recent years due to globalisation and urbanisation, which brings with it a major responsibility to ensure people's health. Importaco is committed to protecting the health of our consumers through food safety and quality programmes, as well as by promoting healthy habits. This commitment frames all our actions, from the development of new products all the way to customer service.

Research applied to food safety

Ensuring the safety and quality of the food we produce is the best way of protecting the health of our consumers. Therefore, at Importaco we have developed a programme to apply scientific and technological innovation to food safety, quality and nutrition plans throughout the value chain.

Importaco's Technology Centre was expanded in 2019, and has seven highly technical laboratories for carrying out sensory, physical, chemical and microbiological analyses. In this regard, one of our priorities is the incorporation of new technologies in order to have available methods of analysis that allow us to obtain fast and reliable results. With this objective in mind, the laboratories have the capability to carry out ISO 17025-accredited analytical techniques to measure levels of aflatoxins B1, B2, G1 and G2 in dried fruit and nuts, through the use of high-performance liquid chromatography (HPLC).

Our Technology Centre's main value undoubtedly lies in the professionals working there. The centre has a workforce

of 37 people whose backgrounds are in nutrition, chemistry, pharmacy, food technology and engineering. In addition, 70% of the centre's staff are women, and women occupy 87% of the management positions. This team collaborates closely with the quality specialists at Importaco's production centres. In total, around 130 people from 9 different countries work in the Department of Quality, R&D+i and Environment.

Within the activities conducted under this management system, it is important to highlight the excellent results that have been obtained in the inter-laboratory comparison studies carried out to evaluate our analytical capabilities compared to those of other laboratories. In addition, new protocols have been implemented to measure sugars and sorbates, key components that determine the risk of products ageing during their useful life.

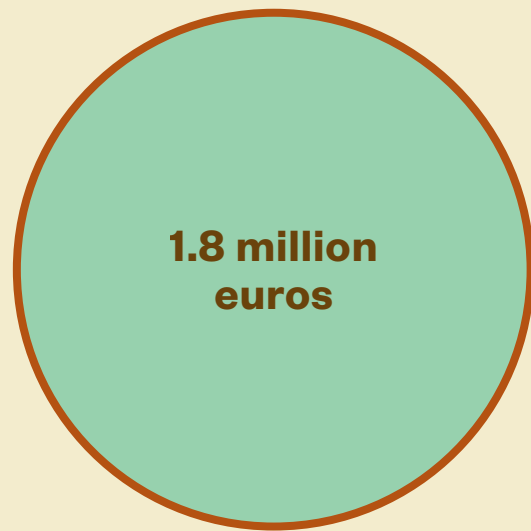
In 2019, a total of 9,009 samples were analysed in the Technology Centre's laboratories, 21% more than last year, thanks to Importaco's increased investment in human, technological and material resources. In terms of the number of studies, 24,000 analytical tests were carried out to measure important parameters such as mycotoxins, microbiological indicators, pathogenic microorganisms and allergens. In addition, we have analytical laboratories at our production sites to ensure the quality and safety of our products.

Thanks to Importaco's professionals and its investment in different technologies applied to quality, our products are subjected to exhaustive methods of analysis performed in



**1.6 million
euros**

2018



**1.8 million
euros**

2019

Investment in Innovation

**At Importaco we are
committed to developing
healthy foods that form part
of a balanced diet**

accredited laboratories, ensuring they meet the highest food safety and quality requirements.

Another of the lines of research developed by the Technology Centre's specialised team is detection, monitoring and action in the event of emerging dangers and health alerts. In 2019 we implemented new methods for the detection of viruses and noroviruses: a highly important advance to prevent the spread of infectious diseases.

Development of new products

Consumers are increasingly well-informed and open to trying new foods, leading to the diversification of dietary habits. At Importaco, these changes we have observed around us inspire us to develop new products, with the aim of providing food that forms part of a healthy, sustainable and balanced diet. It has also been shown that healthy foods, such as legumes, dried fruit and nuts, have particularly low environmental impacts.

The development of new products stems from the consumer: through an analysis of their needs, expectations, forms of consumption and unmet demands. Our lines of work include the application of neuroscience to

understanding the consumer, the analysis of market trends, and the transformation of concepts into real-life products. The technical capacity of our R&D+i team of professionals allows them to carry out the entire process in full, from the conceptualisation and choice of raw materials to the development of the technologies involved in the production processes.

Importaco's innovation processes include both collaborative innovation with customers as well as disruptive innovation for long-term business development. Collaborative research processes are developed with our customers' R&D+i departments, where the technical capacity of Importaco's teams is made available to customers for the development of new products. This working methodology makes it possible to develop *ad hoc* products for each customer and to generate synergies between commercial areas and innovation areas.

At Importaco we are committed to developing healthy foods that form part of a balanced diet. Therefore, the use of additives and palm oil has been minimised, along with sugar and salt content, in both newly developed products and during the reformulation of our standard products.



As a result, the number of new healthier options we have launched has increased by 78%. In total, 22 new products were launched in 2019, 18 in the dried fruit and nut business, and 4 in the natural drinks business.

Specialisation of the entire chain

Collaboration with all stakeholders in the value chain is essential to achieving an outstanding product that meets consumer expectations. Importaco has a specialisation model that links emotions with technical parameters, so that we can adapt all processes in the value chain to achieve maximum consumer satisfaction.

Through the application of neuroscience techniques, we can understand how consumers perceive our products and what they base their decision-making process on with regard to their purchases. Since 2018, we have been analysing how the technical characteristics of our products influence consumer acceptance. The products tested include sunflower seeds, pumpkin seeds and walnuts. In addition, our teams are constantly studying the stability of our products' quality, as well as their positioning in relation to other products on the market.

In 2019, we created the improvement and excellence units to encourage the involvement of all Importaco's professionals in food safety and quality, as well as in actions for the future, in order to maintain our leading position on the market due to the excellence of our products. The most important plans carried out were the transfer of food safety knowledge to suppliers, the application of preventive methods for the detection of foreign materials, the study of new varieties to improve product characteristics, and the optimisation of processes in suppliers' factories. The plans implemented in these units have led to an improvement in consumer experience with our products, which has resulted in an increase in sales.

Operational excellence

Importaco's production centres are led by a strategy that combines food safety, quality, digital processing and continuous improvement. All sites are certified in accordance with IFS Food and BRC (Global Standard for Food Safety)

standards, and have programmes in place to reduce process variability, achieve process optimisation and eliminate product defects.

In 2019, the most outstanding projects in the area of operational quality were the installation of sensors to measure essential quality characteristics and for data acquisition, the specialisation of quality professionals in sensory analysis, and the implementation of new protocols to prevent cross-contamination. The processes for selecting raw materials and monitoring the final product have also been improved.

With regard to digital processing, technological systems have been implemented in order to plan production in advance and to monitor its evolution in real time. This project has begun at the dried fruit and nut plant in Beniparrell (Valencia), and will be extended to other sites in the coming years. Through this project we have been able to perform a predictive analysis of product quality and adapt production to control product variability.

In addition, the sunflower and pumpkin seed production centre in Sagunto (Valencia) has been optimised. This site will only manufacture sunflower and pumpkin seeds, which will allow us to remove the product labelling indicating the presence of the allergens "tree nuts" and "peanuts". The production lines incorporate the latest technology and are connected to ensure real-time monitoring. The facilities are highly efficient and have temperature and humidity control systems in place.

Communication with customers

Communication with customers and consumers to learn about their experience in the consumption of our products presents an opportunity for improvement. The first source of information about a product is its labelling. Through the packaging, consumers can find out the nutritional values of a product, contact details for Importaco, and recommendations for its proper use.

In addition, packaging is an opportunity to promote healthy eating habits. For products that have outstanding nutritional values, we therefore use slogans to draw consumer attention to the product's health benefits. All information included on the

packaging complies with the applicable legislation and is strictly reviewed by regulatory specialists.

Similarly, when a customer or consumer sends us a suggestion regarding our products, it is passed on to food safety and quality specialists who analyse the root cause of the reported issue and respond. The customer service protocols we implement regulate the response time for different queries, as we are committed to responding immediately when the incident may be related to an aspect of food safety. In 2019, we extended our customer service hours and established agreements with agencies in order to recover any samples in less than 24 hours.

Collaborating to improve

The promotion of healthy habits associated with food and exercise is our way of sharing our commitment to health with society. Importaco regularly collaborates with race events through the participation of the Importaco Runner team, sportsmen and sportswomen working at Importaco who take part in races and involve other colleagues in sport. In 2019 this team was present in the 10K race held in Beniparrell (Valencia) and in the Valencia Trinidad Alfonso EDP 10K, half-marathon and marathon events, where it was the largest corporate team in the competition.

In addition to participating as runners, we support these initiatives through sponsorship and the donation of dried fruit, nuts and water. For example, in 2019 we collaborated with the Trinidad Alfonso EDP 10K, the Trinidad Alfonso EDP Half-Marathon, the Valencia Trinidad Alfonso EDP Marathon, the 10K race in Beniparrell (Valencia), the Trail de Bronchales race, the Gegant de Pedra race, the Club de Atletismo Playas de Castellón sport club, the UNICEF Torneo Baloncesto Toledo basketball tournament and Fundación Montanejos, among others. In total, the company has collaborated by supplying 43,600 litres of water and 1,900 packages of dried fruit and nuts.

Sustainable Supply Chain

Collaboration between all stakeholders in the food chain is essential if we are to produce safe and nutritious food. Through our sustainable sourcing programmes, we work with farmers and agri-food companies that specialise in nuts and dried fruit. Together, we are always working towards finding the best variety and the optimal origin to achieve an excellent product that meets the expectations of all our customers.

Responsible sourcing

Importaco generates value throughout the supply chain, guaranteeing the food safety, quality, and sustainability of all its products. Our model allows us to classify our suppliers into preferred, recurrent and occasional, according to the volume of purchases and their level of integration of our policies. Preferred suppliers are those with whom we maintain a long-term relationship that allows us to develop food safety, quality and sustainability programmes. In 2019 we sourced 81% of our raw materials (in terms of volume) from these suppliers.

Agricultural integration

Importaco's Agricultural Best Practice Programme aims to ensure the highest standards of food safety, quality and sustainability in the cultivation of nuts and dried fruit. To this end, Importaco collaborates with 348 farmers in order to communicate consumer expectations. In addition, we should highlight that in 2019 projects were carried out with technology centres in order to develop new varieties.

Food safety and quality during cultivation are guaranteed through the monitoring of cultivation techniques and of the main contaminants. In addition, we

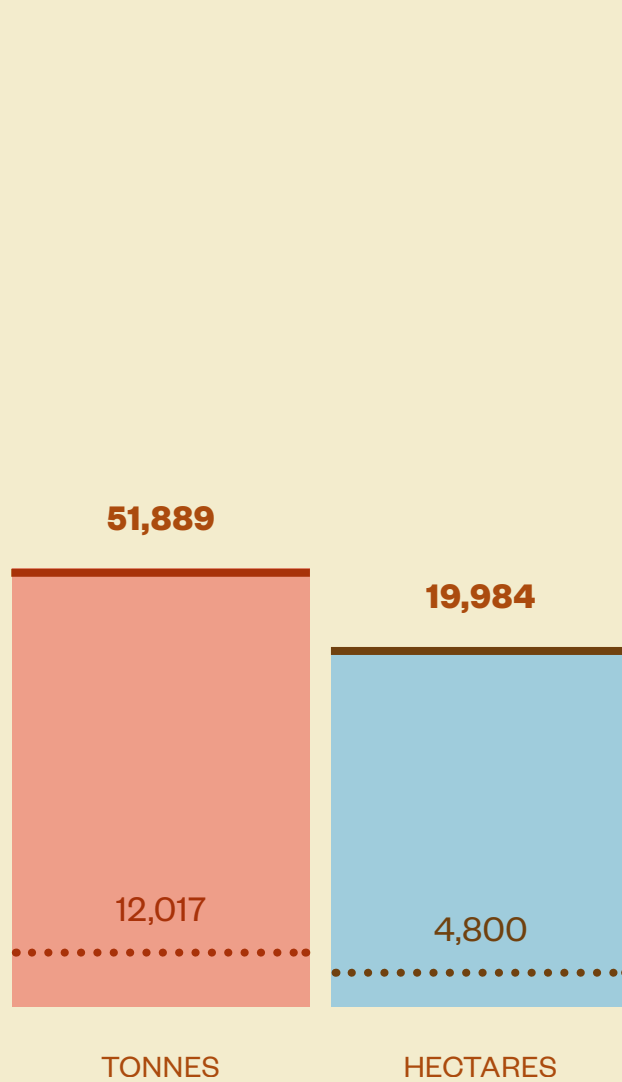
also take into account the minimisation of the environmental impact of agricultural activities on the ecosystem, as well as their influence on climate change. The products included in this programme are peanuts, sunflower seeds, almonds, corn and walnuts.

The different levels of integration in the programme allow us to adapt to the needs of farmers, supporting them through direct collaboration in cultivation projects and monitoring. We also provide advisory services to help farmers select the most suitable seeds and to train them in agricultural best practice.

In the area of quality, several projects and action plans have been developed to ensure compliance with our standards from the very early stages of the supply chain. To this end, through a multidisciplinary team made up of specialists in agricultural integration, R&D+i and quality, Importaco has worked closely with suppliers of products such as prunes, raisins, pumpkin seeds, Peruvian corn and popcorn corn.

Importaco has an Agricultural Integration Programme specialised in Spanish almonds, through which we monitor the quality of all our Marcona, Langueta and common almond varieties. The main advances achieved in 2019 were improvements in traceability, a reduction in the number of bitter almonds and improved peeling processes. We should note that, in order to achieve these improvements, Importaco has developed collaboration with farmers through quarterly visits and technical support to improve agronomic practices.

In 2019 this programme was present in Spain, Turkey, China, Argentina and Chile. In total, 19,984 hectares were cultivated,



Agricultural Best Practice

**Importaco's Agricultural
Best Practice Programme
aims to ensure the highest
standards of food safety,
quality and sustainability in
the cultivation of nuts and
dried fruit**

Number of Suppliers by Geographical Area	2018	2019
AMERICA (United States, Argentina, Chile, Peru, Canada and Brazil)	56	74
ASIA (China, India, Turkey, Israel, Iran, Thailand, Philippines, Sri Lanka and Indonesia)	17	33
EUROPE (Spain, France, Italy, Bulgaria and Portugal)	84	49
AFRICA (Burkina Faso, South Africa and Tunisia)	8	6
OCEANIA (Australia)	1	1

Agricultural Integration	2018	2019
Farmers	392	348
Hectares	4,800	19,984
Tonnes	12,017	51,889

Suppliers / Quality	2018	2019
Within the Quality at Origin Programme	192	190
Certified in Food Safety and Quality (BRC/IFS)	82	111
Audited	65	82

Topics Included in Our Code of Conduct for Suppliers

Commitment to respecting human rights	Freedom of association and collective bargaining	Regular employment	Prevention of environmental impact
Prohibition of forced labour	Safe and healthy working conditions	Prohibition of sexual, physical, verbal or any other form of abuse	Prohibition of bribes
Prohibition of child labour	Decent wages	Compliance with environmental legislation	Right to privacy
Fighting against discrimination	No excessive working hours	Reducing natural resource consumption	Knowledge protection

Suppliers / Social Compliance	2018	2019
Within the Social Compliance Programme	43	75
Who have signed the Code of Conduct	43	67
Who comply with the Social Compliance Programme	17	61
Audited	32	45

resulting in 51,889 tonnes of produce. In addition, agricultural practices were standardised and emerging risks were assessed for each product in order to improve cultivation techniques.

Quality from the origin

The development of quality plans in all phases of the chain allows the total integration of consumer expectations. Importaco's Quality at Origin Programme aims to collaborate with our direct suppliers in the creation of a joint food quality and safety programme, which will allow the standardisation of product characteristics and processing.

Importaco has quality professionals in all geographical areas who work with suppliers on a daily basis to improve their processes. In 2019 we collaborated with 190 suppliers in the development of quality management systems that were in accordance with Importaco's standards. At the same time, new suppliers were also approved for integration into our programme.

Collaborating daily with suppliers allows us to support their further development and to work preventively on the detection of incidents. Risks are therefore evaluated for each product in order to develop effective control plans for the resolution of deviations in physical, chemical or microbiological parameters. In addition, thanks to the relationship of trust we maintain with our suppliers, when a deviation in a product is detected, the root cause is jointly evaluated in order to improve the processes involved.

Continuous monitoring gives us direct knowledge of crop evolution, ensuring appropriate decision-making. Furthermore, in 2019, 82 audits were carried out to verify the management systems implemented at the centres. Training courses have also been given to technical teams, covering the detection of defects and their control mechanisms.

Responsible sourcing

At Importaco we are committed to respecting human rights in all our activities, along with the international standards established by the International Labour Organization and the OECD. Our Social Compliance Programme was created in 2012 with the objective of working together with suppliers to improve

working conditions and help protect the environment.

Our programme is implemented globally, applying due diligence criteria to avoid any non-compliance. Its scope has been defined according to the characteristics of the countries in which our suppliers carry out their activity. To evaluate each country's level of risk, we use the national Human Development Index defined by the United Nations Development Programme.

The code of conduct has been signed by 67 suppliers, who have committed to respecting human rights, the principles of the International Labour Organization (ILO) and Importaco's environmental standards. In addition, four-pillar SMETA audits are also conducted to verify compliance. These audits are mandatory for suppliers operating in countries deemed to be at higher risk. A total of 45 audits were carried out in 2019.

A fundamental factor for developing decent working conditions is collaboration with social entities. To this end, in 2019, we continued with our project to improve working conditions in India, collaborating with Traidcraft. Thanks to this programme, hygiene and workplace conditions have been improved to safeguard the health of everyone. In addition, in Turkey, training courses have been given to farmers on hygiene and labour rights, in collaboration with our supplier.

Leadership and Integrity

Leadership is the quality that allows people to work together to achieve a common goal. The people who make up Importaco stand out for their knowledge and commitment to the company's purpose. In order to further enhance their talent, we have created the REM Project, which is based on the leadership skills of our professionals, focusing on their ability to transform Importaco into a more agile, cross-cutting and change-oriented company.

A diverse and committed team

Importaco's workforce is made up of diverse and talented people who are capable of rising to the company's challenges. Thanks to our global vision, we can integrate new forms of leadership into our organisation, based on respect and collaboration between people. With regard to its organisation, Importaco is made up of corporate and business managers to ensure agile and cross-cutting management.

In 2019, our total workforce consisted of 1,425 people, 4% more than the previous year. This increase was made possible by the company's continued development and the need to add new expertise to key departments within the organisation. In addition, 83% of our staff are on a permanent contract.

In 2019, 108 new employees were hired, for which we applied our recruitment and selection policy, which includes criteria that ensure equal opportunities and non-discrimination. These new employees included new additions to the organisation as well as conversions to permanent contracts.

Developing people

Importaco understands the development of people to be a process of personal and professional growth. Only through this development can we attain a cross-cutting organisation, where everyone works together to achieve the organisation's goals. The objective of the REM Project, launched in 2019, is to create an organisation with high-performance teams, where every individual is motivated and feels that they are contributing to fulfilling the organisation's purpose.

The people who make up Importaco are the company's main source of differentiation and knowledge. That is why at Importaco we have development policies to ensure that professionals acquire new skills and knowledge through training, 360-degree appraisals, and performance evaluations. These tools help us to ensure that all our employees are in tune with the organisation's policies and objectives.

Importaco's annual training programme reflects the training needs detected through internal policies and performance evaluations. Its objective is to strengthen our staff's abilities, competencies and skills. Through this project, we encourage the professional and personal growth of our employees, while improving their experience and career. In 2019, 90% of our staff received training, which amounted to 43,036 training hours. In terms of their distribution per person, each employee received 31 hours of training over the course of the year, distributed almost equally between men and women: 32 hours a year for men, and 30 hours a year for women.



The most important training courses in 2019 were related to the strategic reorganisation of the business model, continuous improvement programmes, a specialist course in business management, and food safety programmes.

Another tool within the development programmes is Importaco's Leadership Model, which assesses the attributes of Importaco's leaders and their observable behaviour. This model is assessed every two years in a work climate study, and is shared in training sessions given by company directors. The next work climate study will be conducted in 2020 and will involve the entire workforce. It is important to note that workshops have been held after each edition to increase employee motivation and satisfaction in their experience with the company.

Every year we also carry out a performance evaluation associated with the management of each professional's individual talent. This assessment measures the employee's performance, and aims to create an individual development plan to enhance their professional development. In 2019 we created a new tool through which we can identify new talent and achieve greater interaction between our professionals. In this first phase, 563 people participated

and defined their objectives in accordance with the new criteria.

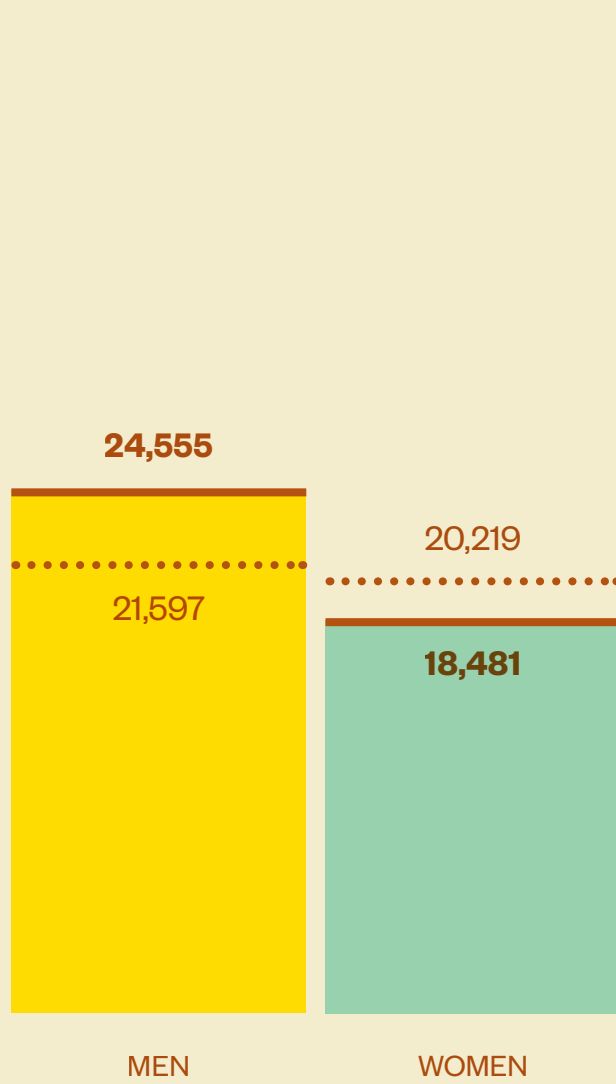
Occupational health and safety

Importaco's commitment to well-being at work means that we prioritise the creation of healthier and safer working environments. To this end, Importaco has a global health and safety management system that integrates our plans to prevent occupational risks and promote health and safety at work. This system is certified under the OHSAS 18001 standard in seven work sites, representing the workplace of 1,149 employees (84% of the workforce).

Occupational health and safety objectives can only be achieved through the involvement of all employees.

Therefore, in the processes of negotiating our own collective agreements, we include aspects such as the provision of personal protective equipment, the creation of health and safety committees, worker participation, training, complaint mechanisms, and the right to refuse unsafe work. With regard to training, in 2019 we provided 3,478 hours of training, with 755 people being trained in occupational risk prevention.

In addition, Importaco has health and safety committees in sites with more than



Training Hours

**The aim of our training
programme is to strengthen
our staff's abilities,
competencies and skills**

Distribution of Workforce by Gender, Age, Country and Professional Classification

By gender	2018		2019	
	Men	Women	Men	Women
Number of employees	611	764	656	769
Total	1,375		1,425	

By age	2018	2019
< 30 years old	165	165
30-50 years old	965	987
> 50 years old	245	273

By country	2018	2019
Spain	1,260	1,305
Portugal	2	4
Poland	76	77
Turkey	26	28
China	4	4
India	1	1
Argentina	3	3
Chile	1	1
United States	2	2

By professional classification	2018	2019
Qualified	536	425
Specialists	372	522
Technicians	249	245
Managers	198	211
Executives	20	22

Diversity	2018	2019
Employees with a disability	27	27

Distribution of Workforce by Type of Contract

	PERMANENT	TEMPORARY
By gender	2019	
Men	695	74
Women	532	124
Total	1,227	198
By age		
Under 30 years old	133	32
30-50 years old	859	128
Over 50 years old	235	38
Total	1,227	198
By category		
Qualified	234	191
Specialists	517	5
Technicians	245	0
Managers	209	2
Executives	22	0
Total	1,227	198

Distribution of Workforce by Type of Employment

	FULL TIME	PART TIME
By gender	2019	
Men	761	8
Women	590	66
Total	1,351	74
By age		
Under 30 years old	165	0
30-50 years old	921	66
Over 50 years old	265	8
Total	1,351	74
By category		
Qualified	405	20
Specialists	478	44
Technicians	238	7
Managers	208	3
Executives	22	0
Total	1,351	74

50 employees, and prevention delegates in smaller sites. These committees maintain parity of composition and meet quarterly. Their functions include promoting initiatives to improve working conditions and monitoring the organisation's health and safety performance.

Labour relations

Importaco supports and respects freedom of association and the right to collective bargaining. We are committed to the legal representation of workers and we strive to create a framework of trust that promotes open dialogue and transparency.

At Importaco we have two collective agreements of our own: one for corporate management and the dried fruit and nut business (negotiated in 2019), and another for the natural drinks business (negotiated in 2018). Both agreements improve on the conditions of the sectoral agreements in terms of remuneration as well as the distribution of the working day, flexibility and work-life balance. All our staff in Spain are covered by a collective agreement; in the other countries we operate in, we are governed by national regulations.

In addition to addressing conditions regarding the organisation of work, these agreements regulate highly important aspects and protocols for the improvement of working conditions in the Group. These measures include, among other things: a protocol for action in case of sexual or gender-based harassment, environmental management, the integration of minority groups, and training. In order to strengthen internal regulations on social matters, a social committee will be set up (ensuring parity of composition) to study new methods to improve the Group's working conditions. The issues that will be dealt with by this committee include policies for digital disconnection and measures for work-life balance.

Agreements are actively communicated to all employees. To improve this process, a guide to frequently asked questions on labour matters has been created to practically convey the areas regulated by the agreements. This initiative has enabled us to manage questions more efficiently and connect everyone with the concepts surrounding labour regulations.

Equality and diversity

At Importaco, we believe that equal opportunities is an essential factor for creating fairer working environments. With this in mind, we have measures in place to achieve effective equality between men and women in access to employment and in the development of professional duties. In 2019, the Importaco workforce was made up of 54% men and 46% women. In addition, women hold 36% of the middle management and executive positions.

Remuneration policies are one of the most important ways of recognising employee value in a workplace environment. Importaco's remuneration policy is based on job maps that describe each position's contribution to the company strategy. The positions are assessed independently, which eliminates any discrimination based on gender, race, social orientation or politics. The average salary of Importaco's staff is 24,228 euros: 25,088 euros for men and 23,222 euros for women.

With regard to policies to promote work-life balance, Importaco offers measures designed to improve the organisation of working time, such as flexible working hours, the possibility of combining work and study, and the reduction of working hours in the case of legal guardianship. In 2019, 64 people used these work-life balance measures (78 people used them in 2018). As regards maternity and paternity leave, in 2019, 30 women and 19 men took parental leave (in 2018, it was 9 men and 16 women). All employees returned to their positions following their parental leave, and all remain working in the company 12 months later.

Environmental Sustainability

Climate change, loss of biodiversity and lack of water resources are some of the challenges we face regarding the sustainability of life on our planet. At Importaco we are convinced that our development must contribute to sustainability, which is why every year we strive to integrate environmental criteria into the organisation's daily decision-making.

Responsible energy consumption

Climate change is a reality that is affecting human health and development in many regions of the world. At Importaco, we believe that by integrating environmental sustainability criteria into the projects we develop, we can contribute to protecting nature. As a company, it is our responsibility to move towards a low-carbon economy.

Our energy efficiency strategy was created in 2018 and aims to reduce our energy consumption by 8% by 2020. Through this plan, we prioritise renewable energy consumption, engage people in the sustainable use of energy, and utilise technology to reduce energy consumption.

Energy consumption was reduced by 4% in 2019, and has now reached a 7% decrease since the start of the strategic plan. This reduction is equivalent to a decrease of 1,764 megawatts/hour and 3,143 tonnes of CO₂ respectively. Our production centres have systems to monitor energy use, and utilise technology to acquire real-time consumption data and to detect any deviations. In addition, measures have also been implemented to improve the efficiency of processes and facilities.

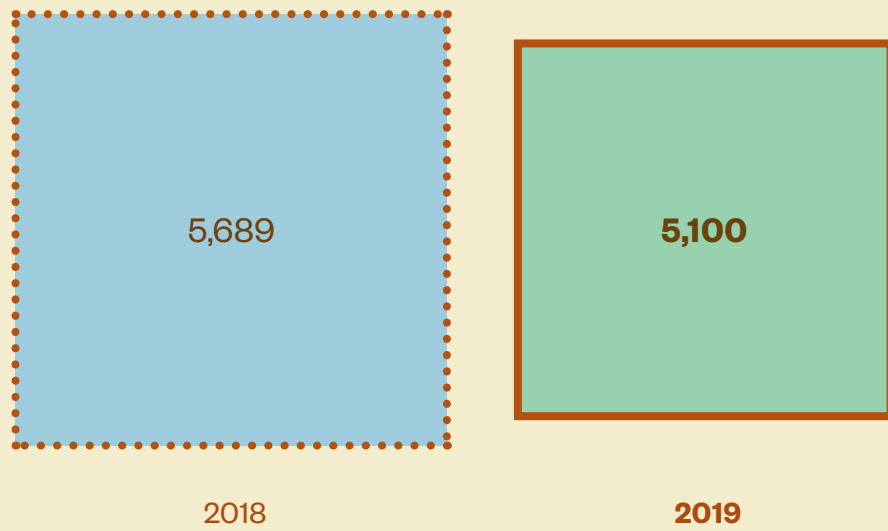
Another line of work in our energy efficiency strategy is the prioritisation of

renewable energy consumption. Green energy, including electricity produced from renewable sources and energy produced from the biomass boiler, represented 61% of the total energy consumed, enabling us to prevent the emission of 14,771 tonnes of CO₂. The energy consumed in 2019 totalled 75,035 megawatts/hour. In addition, total emissions from energy consumption equalled 7,409 tonnes of CO₂ for Scope 1 emissions and zero for Scope 2 emissions, thanks to the purchase of renewable energy.

Energy consumption and emissions by energy source	2018		2019	
	Megawatts per hour	Tonnes of CO ₂	Megawatts per hour	Tonnes of CO ₂
Renewable energy	43,915	0	41,377	0
Gas	22,819	5,750	24,976	6,294
Propane	2,369	602	2,553	648
Diesel	1,634	508	1,501	467
Almond shells	4,431	0	4,628	0

Sustainable use of water

Without water, there is no life. Fresh water accounts for just 3% of all water on the planet, and the ever-increasing level of water stress due to climate change is affecting its availability. Aware of this reality, Importaco has set out to maintain water quality and use it efficiently. The lines of work that outline our strategy in this area are: efficiency in water consumption, reduction of water pollution and proper treatment for water reuse.



Waste Generated (t)

**We recycle, recover and reuse
the waste generated in all our
centres**



In the dried fruit and nuts business, cleaning tasks have been improved, and a study has been carried out to determine how to make more efficient use of water in our production processes. We should highlight that in 2019, a study was carried out to establish how to reuse process water at the Snacks production centre. The measures derived from this study will allow us to use water more efficiently, potentially saving 70% of our water consumption.

In the natural drinks business, the most important aspect is the purity of the springs and the sustainable use of water throughout the process. Accordingly, our springs have security perimeters that protect them and prevent contamination from external factors. In addition, we also have monitoring systems to check up on the status of the aquifers. Thanks to this information, we have increased the efficiency of our bottling processes.

The water consumed at Importaco comes from the public supply network (dried fruit and nut business) and from underground collection (natural drinks business). In total, 860,488 m³ of water was consumed in 2019 (851,285 m³ was consumed in 2018). The difference between the two amounts is due to an increase in production. Industrial water derived from our production processes is treated by authorised managers or is purified in our facilities. In 2019, the industrial water originating from this process totalled 61,814 m³ and 8,890 tonnes of water (85,774 m³ and 8,175 tonnes in 2018). All discharged water met the required parameters, and 14% was reused for biogas production.

Circular economy

Our sustainable growth strategy is being developed within the framework of a circular economy. We therefore act in

every phase of our products' value chain, from the design of the packaging to the recovery of the waste generated in our production centres.

Packaging is essential to guarantee the food safety and quality of our products. It also plays a key role in transmitting information to the consumer and communicating the product's conditions of use. However, in order for packaging to continue to be useful, its composition and end-of-life options must be re-evaluated.

At Importaco we are committed to improving the sustainability of our bottles and packaging. To this end, we aim to make all our packaging recyclable and have all our bottles made of 25% rPET by 2025. We are also committed to sourcing 95% of our cardboard from sustainable forests (FSC-certified) by 2020.

To increase the recyclability of our packaging, we have developed collaboration projects with the technological institutes ITENE and AINIA. Thanks to these studies, we have developed lines of work to define packaging for the future that will help us to be more sustainable. It is important to highlight that our suppliers also participate in this process, enabling us to find solutions that allow us to combine our policies on sustainability, food safety and quality.

In 2019, the materials used to package and bottle our products were cardboard, plastic, glass and metal. In total, 91% of the materials used were recyclable. 90% of the cardboard used is recycled, and 72% comes from sustainable forests (FSC-certified).

Importaco sites are managed under zero-waste principles. To this end, we have separation systems that facilitate the utilisation of the waste generated by our activity through our reuse channel. Operational improvements have made it possible to reduce the amount of waste generated by 15%. With the separation carried out in 2019, it was possible to reduce the amount of industrial waste generated by 399 tonnes, which represents 40% less than the previous year. In addition, this industrial waste is recovered through energy generation.

A study has also been carried out to discover the main sources of waste generation and the amount of organic

waste produced at the Beniparrell dried fruit and nut plant (Valencia). In this study, we have detected possibilities for reduction, reuse and recovery through which we can reduce food waste in our facilities.

As regards plastic, new separation points have been implemented in our production centres for microwave popcorn, chocolate-covered nuts, snacks and food service. Thanks to this measure, in 2019 we recycled 100 tonnes more plastic than in 2018, even though the volume of plastic waste generated was lower than in 2018. In total we recycled 5,100 tonnes of waste in 2019.

Environmental impact of our products

At Importaco we want all the actions we take in relation to the environment to make our products more sustainable, while also contributing to improving our consumers' diets. To this end, we only use palm oil that is certified by the RSPO (Roundtable on Sustainable Palm Oil), which guarantees that it comes from sustainable forests.

In addition, in 2019 we carried out a life cycle analysis of common and Marcona almonds in order to know the impact of each phase in the value chain (from the field to the customer). Thanks to this project, we are now aware of the carbon footprint and the water footprint of these two varieties, as well as potential areas of improvement to reduce their environmental impact. Following on from this project, we will define environmental cultivation best practices to improve their sustainability.

Continuing with the sustainability of our value chain, we periodically carry out an environmental assessment of our raw material and packaging suppliers in order to ascertain their impact on the environment. Thanks to these audits, we can establish improvement plans that allow us to improve the performance of our value chain. In 2019, 45 raw material suppliers were audited using the four-pillar SMETA approach, and 23 material suppliers have been ISO 14001 certified.

Environmental management system

Currently all our production centres in Spain and Turkey are certified with the ISO 14001 environmental management standard. The environmental management

system is overseen from the company's corporate management departments, and is implemented in our production centres, following an assessment, in order to reduce their footprint. This certification verifies that Importaco complies with all environment-related laws and regulations.

In addition, before implementing any new processes, their effects on the environment are assessed in order to prevent any negative impacts. Through this procedure, we can reduce our levels of pollution and control any emissions, noise or light pollution that may affect our environment.

Waste generated (t)	Elimination method	2018	2019
Cardboard	Recycling	1,627	1,327
Plastic	Recycling and energy recovery	458	400
Organic	Reuse	2,103	1,882
Raffia	Recycling	204	237
Industrial waste	Energy recovery	975	617
Wood	Recycling and reuse	288	200
Scrap metal	Recycling	33	59
Oil	Recycling	-	377
Total non-hazardous waste	Recycling, recovery and reuse	5,689	5,100
Total hazardous waste	Treated according to the nature of each waste product	50	50

Material consumption (t)	2018	2019
Cardboard	1,275	1,337
Plastic	14,765	14,390
Glass	10	0.10
Metal	0.3	0.009

Actions Taken by Importaco to Address the COVID-19 Crisis

The disruption caused by the arrival of COVID-19 is affecting every area of our lives: health, work, the economy, etc. Aware of the importance of helping overcome this situation, Importaco created the “Overcoming Barriers Together” strategy. The aim of this strategy is to protect the health of all employees and guarantee our customers’ supply. The strategy has three pillars:

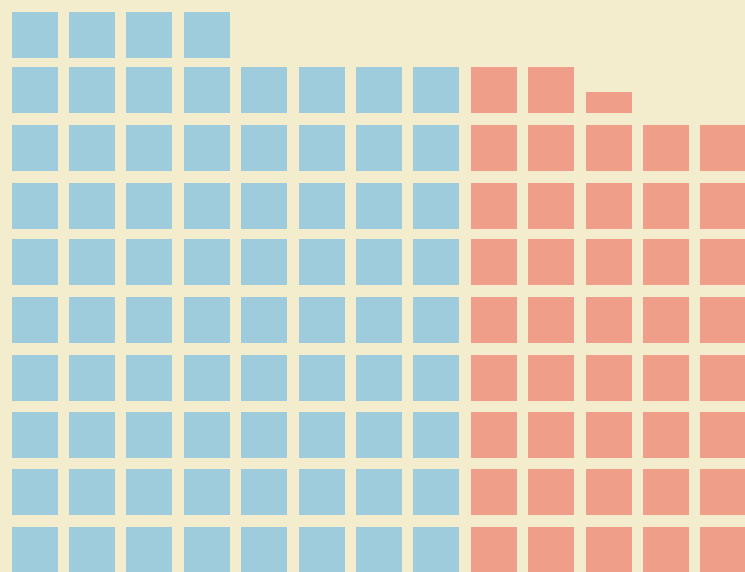
I TAKE CARE OF MYSELF, YOU TAKE CARE OF ME

Under the slogan “I take care of myself, you take care of me”, we are encouraging our workers to protect their health by complying with all hygiene protocols. The main measures implemented are:

Health and hygiene to protect our workers

- Protocol that allows workers to communicate their symptoms 24 hours a day in order to advise them on the steps to follow with the health authorities. In addition, we are measuring all our employees’ temperatures at the beginning of their shift.
- Special measures to protect high-risk groups.

- Strict hygiene and disinfection protocols, due to which the cleaning of the facilities has been tripled, along with the disinfection of common areas such as changing rooms, canteen, parking lots, etc.
- Delivery of a personal hygiene kit to each worker, containing a mask, face shield, alcohol hand sanitiser and gloves.
- Implementation of physical separations in the production lines to ensure the safety distance is maintained between workers.
- Reorganisation of start times, finish times and lunch shifts to avoid crowding and ensure the safety distance (1.5 metres) is maintained. Reorganisation of the entrance to the dried fruit and nuts plant.
- Reduction of the capacity of the canteen and changing rooms to ensure the safety distance (1.5 metres) is maintained. New protocols for the use of changing rooms.
- Reorganisation of production to create smaller teams (small working groups), so that the safety distance is maintained and any close contact is minimised.
- Elimination of visits to production centres that are non-essential for its activity. In addition, for visits that are



**76,000 litres
of mineral water**

**42,200 packets
of dried fruit and nuts**

Donations to Hospitals and Care Homes

The aim of the *Overcoming Barriers Together* strategy is to protect the health of all employees and to guarantee the supply of our products



indispensable, a protocol has been created to assist subcontractors and hauliers, ensuring they comply with all the established hygiene and safety measures.

- Protocol for returning to work in offices through the adaptation of spaces and flexible hours to comply with hygiene measures.
- Promotion of work-life balance measures.

Communication

- Creation of a communication channel through team leaders so that workers receive daily information about the actions being taken.
- Definition of the communication plan to promote motivation and help create peace of mind among employees.
- Implementation of a mobile app and daily notices to communicate these measures to all workers in a transparent way (the opening rate of the

communication via the app was >65%).

- Communication plan in the event a positive case is detected.
- Transparent communication with our stakeholders to inform them about the measures and actions being taken.
- Video to highlight our management of the situation in the face of COVID-19.
- Participation in the “This Doesn’t Have to Stop” initiative.

Management system

- Creation of the crisis committee led by Importaco’s President, with actions in both businesses (dried fruit and nuts, and natural drinks).
- Creation of management committees: **People** to follow up on employee symptoms and make employee-related decisions. **Hygiene** to implement all hygiene and disinfection protocols in the production centres.

Stocks to guarantee the supply of masks, face shields and alcohol hand sanitiser.

Teleworking to explore the best way to return to work in offices, guaranteeing the safety of everyone.

Monitoring system

- Training courses on hygiene protocols and safety measures.
- Audits to verify compliance with implemented procedures.
- Unannounced drills to evaluate protocol operation.

RESPONSIBLE HEROES

Under the slogan “Responsible heroes”, we are motivating our employees in their daily work, making them aware that we have a very important role to play in society by supplying food. To this end, we share our main production indicators on a weekly basis, and collaborate with social entities and institutions through the donation of our products.

- Donation of 76,000 litres of water to hospitals and care homes in the Community of Valencia, the Community of Madrid and Castilla-La Mancha.
- Donation of 42,200 packages of dried fruit and nuts to hospitals and care homes in the Community of Valencia.
- A €200/month bonus for workers who come to the workplace every day.

TOGETHER WE GUARANTEE ACTIVITY

Under the motto “Together we guarantee activity”, we are implementing measures to ensure business continuity:

- Creation of a service committee to evaluate daily supply commitments with customers.
- Daily assessment of raw material stocks and logistics to guarantee correct supply.
- Daily contact with industry associations to learn about the main developments of the crisis.
- Start-up of the Parc Sagunt factory to guarantee a supply of sunflower and pumpkin seeds.

GRI Content Index

This report has been prepared in accordance with GRI standards, in line with the Core option.

Importaco is a member of the United Nations Global Compact, and this report acts as a progress report. The GRI index indicates the different parts of the document that are related to each of the Global Compact's principles and the sustainable development goals.

The report's contents were compiled by applying the principles contained in the GRI 101 Standard: Foundation 2016.

- **Stakeholder inclusiveness:** The content of the report is based on the stakeholder engagement processes carried out in 2019 (detailed in the chapter "Stakeholder Engagement").
- **Sustainability context:** Throughout the report, we have tried to convey how we perceive sustainable development and how we put it into practice through our products. All the information included refers to our own impact, taking into account the geographical areas we have a presence in.
- **Materiality:** When deciding on material issues, we have taken into account the economic, environmental and social impact we are exposed to as a company working in the food and beverage industry. In addition, prior to the report, we assessed the key issues and future challenges to help achieve sustainable development.
- **Completeness:** The information included attempts to convey the most important actions and impacts that took place during the reporting period. In terms of coverage, we have included information regarding our supply chain when considering which aspects (such

as respect for human rights) apply inside and outside our organisation.

Entities Included in the Consolidated Financial Statements

YES	Importaco, S.A.
YES	Importaco Casa Pons, S.A.U.
YES	Importaco Chocolates, S.A.U.
YES	Importaco Food Service, S.L.
YES	Importaco Ingredients, S.L.
YES	Importaco Snacks, S.A.U.
YES	Importaco Internacional, S.L.U.
YES	Importaco Poland SP. Zoo.
YES	Importaco Gida Sanayi Ve dis Ticaret Anonim Sirketi
YES	Importaco Terra, S.L.U.
YES	Importaco Terra la Guita, S.L.U.
YES	Importaco Terra Portugal, S.A.
NO	Desarrollo Empresarial y Capital, S.L.U.
YES	Bebidas Naturales, S.L.
YES	Aguas de Cortes, S.A.
YES	Agua de Bronchales, S.A.
YES	Fuente Arevalillo, S.L.U.
YES	Font Teix, S.A.
NO	Helados Estiu, S.A.
NO	Fondo de Energías Renovables, S.A.

GRI 101: Foundation**GRI 102: General Disclosures****1. Organisational profile**

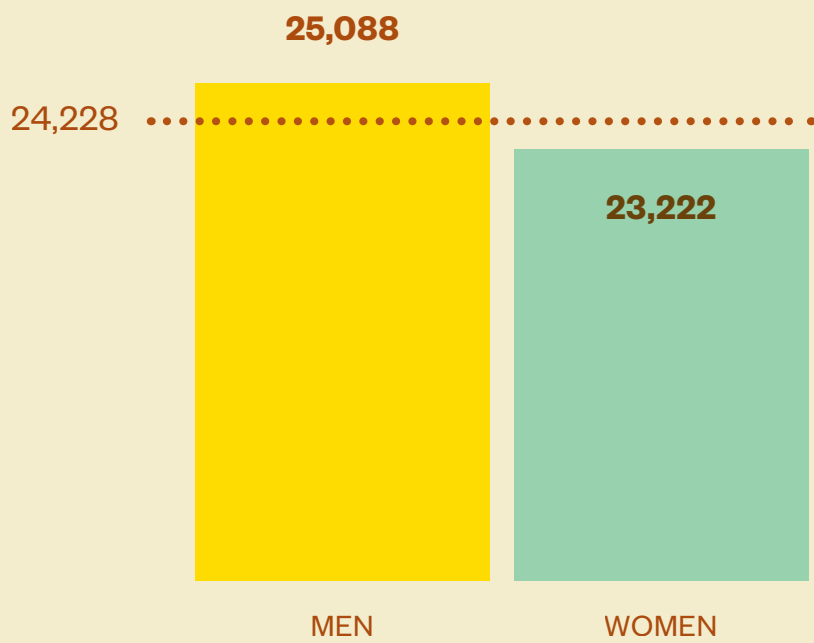
102-1	Name of the organisation		Yes	
102-2	Activities, brands, products, and services		Yes	
102-3	Location of headquarters			
102-4	Location of operations		Yes	
102-5	Ownership and legal form	Public limited company	Yes	
102-6	Markets served		Yes	
102-7	Scale of the organisation		Yes	
102-8	Information on employees and other workers	Importaco's staff turnover in 2019 was 3.6%: 5.6% for men and 1.9% for women. In terms of age, staff turnover was 2.4% for people under 30; 2.9% for those between 30 and 50; and 6.9% for people over 50	Yes	SDG 10
102-9	Supply chain		Yes	
102-10	Significant changes to the organisation and its supply chain		Yes	
102-11	Precautionary Principle or approach		Yes	
102-12	External initiatives		Yes	
102-13	Membership of associations		Yes	

2. Strategy

102-14	Statement from senior decision-maker		Yes	
102-15	Key impacts, risks, and opportunities		Yes	

3. Ethics and integrity

102-16	Values, principles, standards, and norms of behaviour		Yes	SDG 16
102-17	Mechanisms for advice and concerns about ethics		Yes	



Average Salary (€)

**Our remuneration policy
is based on the job being
carried out, which guarantees
that equal pay is given for
equal work**

GRI STANDARD	CONTENT	PAGE / RESPONSE	EXTERNAL ASSURANCE	RELATIONSHIP WITH THE SDGs
4. Governance				
102-18	Governance structure		Yes	
102-21	Consulting stakeholders on economic, environmental, and social topics		Yes	SDG 16
102-23	Chair of the highest governance body		Yes	SDG 16
102-26	Role of highest governance body in setting purpose, values, and strategy		Yes	
5. Stakeholder engagement				
102-41	Collective bargaining agreements		Yes	SDG 8
102-43	Approach to stakeholder engagement		Yes	
102-44	Key topics and concerns raised		Yes	
6. Reporting practice				
102-45	Entities included in the consolidated financial statements		Yes	
102-46	Defining report content and topic Boundaries		Yes	
102-47	List of material topics		Yes	
102-48	Restatements of information	N/A	Yes	
102-49	Changes in reporting		Yes	
102-50	Reporting period		Yes	
102-51	Date of most recent report		Yes	
102-52	Reporting cycle		Yes	
102-53	Contact point for questions regarding the report		Yes	
102-54	Claims of reporting in accordance with the GRI Standards		Yes	
102-56	External assurance		Yes	

GRI 103: Management Approach**GRI 201: Economic Performance**

Management Approach

Yes

GRI 200: Economic Topics

201: Economic Performance

201-1 and 201-4

Profits obtained by country, taxes paid on profits and public subsidies stated in the annual accounts

Yes

SDG
1, 2 and 9

202: Market Presence

202-12

Yes

204: Procurement Practices

204-1

Expenditure on local suppliers stated in the annual accounts

Yes

205: Anti-corruption

205-2

Yes

GRI 300: Environmental Topics

301: Materials

301-1

Yes

SDG
8 and 12

302: Energy

302-1 and 302-4

Yes

303: Water and Effluents

303-1

Yes

305: Emissions

305-1, 305-2, 305-5 and 305-6

Yes

306: Waste

306-2

Yes

307: Environmental Compliance

307-1

In 2019 we were not made aware of any environmental non-compliance

Yes

308: Supplier Environmental Assessment

308-1

Yes

GRI 400: Social Topics

401: Employment

401-1

Yes

403: Occupational Health and Safety

403-1, 403-2, 403-3 and 403-4

In 2019 there were 97 accidents that resulted in leave (incident rate: 7.9) and 192 that did not result in leave (incident rate: 15.7)

Yes

404: Training and Education

404-1, 404-2 and 404-3

Yes

405: Diversity and Equal Opportunity

405-1 and 405-2

Average salary of directors and executives stated in the annual accounts. The Group's absentee rate was around 3.57%

Yes

406: Non-discrimination

406-1

In 2019 we were not made aware of any cases of discrimination

Yes

408: Child Labor

408-1

Yes

414: Supplier Social Assessment

414-1

Yes

416: Customer Health and Safety

416-1 and 416-2

In 2019 we were not made aware of any non-compliance regarding product health and safety

Yes

419: Socioeconomic Compliance

419-1

In 2019 we were not made aware of any non-compliance regarding financial or economic laws

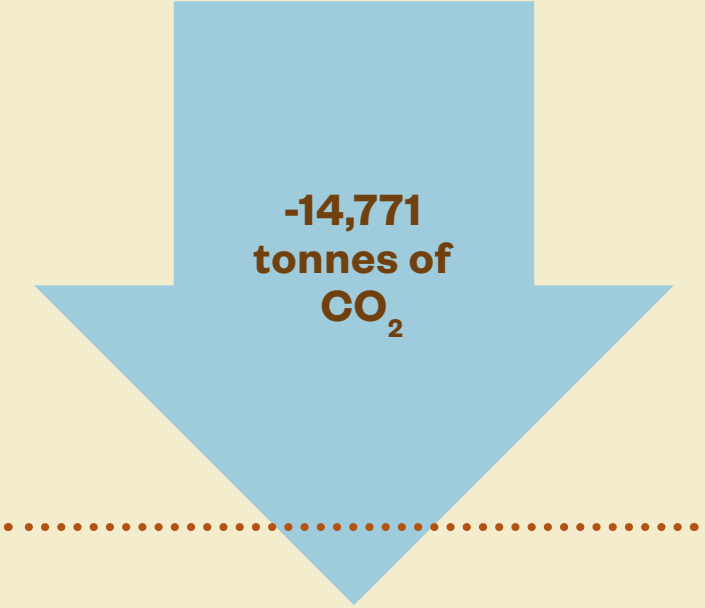
Yes



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**-14,771
tonnes of
CO₂**

Electricity from Renewable Sources

**All the electricity we
consume comes from
renewable sources, which
has prevented the emission
of 14,771 tonnes of CO₂**











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