

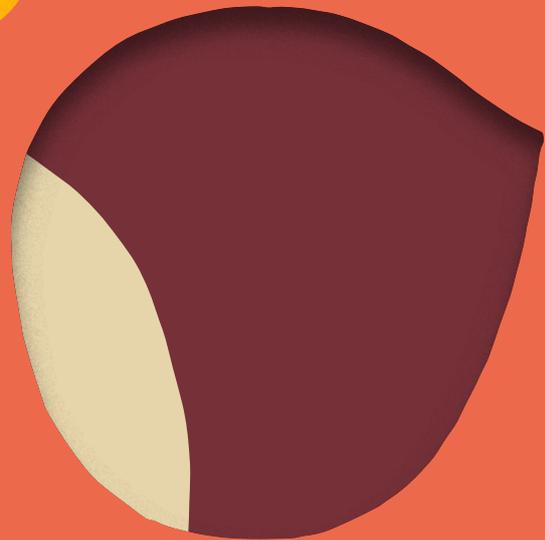
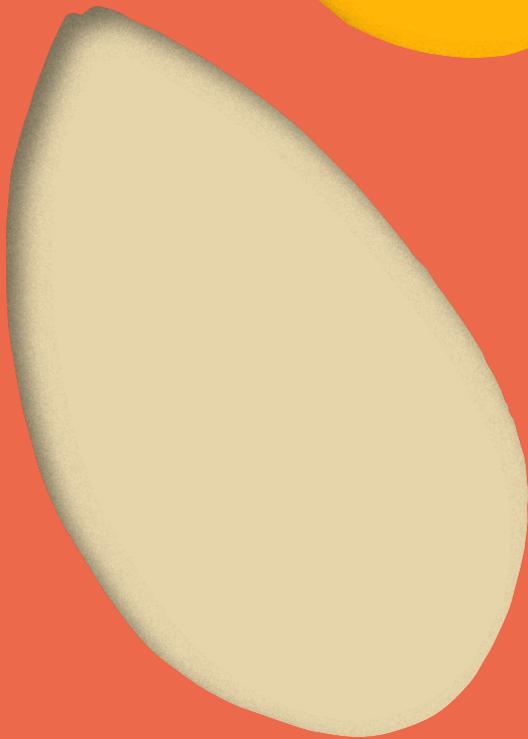


IMPORTACO

RE



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*on Sustainability 2020*



2020 was probably the most difficult year in living memory. COVID-19, a global pandemic with unprecedented reach, took us by surprise and forced us all to change our lives dramatically overnight: we had to spend a lot more time at home, keep away from our family and friends like never before and adapt to a life in the virtual world.

Here at Importaco we reacted quickly, responding to the pandemic through the “Overcoming Barriers Together” strategy. This allowed us to meet the unexpected and urgent rise in the demand for our products. At the same time, we managed to guarantee our employees’ safety and keep all our trade operations going with the highest level of service. Since those terrible months, we have witnessed our employees’ relentless commitment and the strengthening of our management based on trust, rigour and participation. This is why I would like to convey how grateful I am to each and every one of the people who make up our amazing family. Without you all, this wouldn’t have been possible.

Our team’s professionalism is what has driven us to complete many partnership projects with our stakeholders. In this regard, we have continued to focus on fostering and emphasising knowledge creation and specialisation. Through the PROA Plan, we will promote our quality and excellence strategies with the help of each professional, because we know that this is the best way to guarantee that all our products offer the highest quality.

Ongoing reinvestment, efficiency and digitalisation are the words that best describe the development of our businesses, and these are concepts that contribute to our leadership in the dried fruit and nuts and mineral water markets. Through our investment of over €25 million in 2020, we have kept this high level of commitment, which we consider essential to further specialise all our production centres.

This led us to bring a new company into our Group in 2020: Besana. This operation will be key to our goals, both to consolidate our international expansion and to strengthen our specialisation in natural products with high added value. It also makes us the European leaders in the dried fruit and nuts market, with a large presence in the retail and international industry segments, especially in the UK and in central Europe.

Digitalisation has also marked this year, in both our professional and personal life. The company had already been preparing for this change, but the pandemic forced us to speed up the transition. Our plans to improve processes in production, communications and internal and external management are moving at a rate that would be unimaginable under any other circumstances. We can confirm that our digitalisation is now a reality.

Another remarkable milestone this year was the opening of our specialised factory for sunflower and pumpkin seeds in Parc Sagunt. This new production centre supports our commitment to state-of-the-art technology, maximum capacity and full control over processes. Besides the €30 million investment made in the factory, we invested another 4 million in 2020 to double the production capacity and meet the rise in demand. With our team of 99 professionals, we are prepared to guarantee that our products exceed customer expectations. During its first year alone, we have managed to beat our production record by supplying over 63 million packets.

And we mustn't forget our firm belief that all our activities are only possible if they are sustainable. For this, we rely on our Green Company project that is in line with the Sustainable Development Goals. This project allows us to develop all the sustainability plans included in the 2030 Agenda, which are based on three key pillars: people, planet and product. Thanks to our philosophy, we have cut down our emissions by 10% since 2018. Meanwhile, we have developed healthier products and collaborated with 300 farmers to integrate the best farming practices and ensure sustainable crops for our dried fruit and nuts.

All these projects will continue in 2021. And, naturally, our priority will continue to be creating value for all our stakeholders. We will focus on people's well-being in all areas, by creating jobs, marketing healthy products, broadening knowledge and boosting partnerships across the entire supply chain. One of the top lessons learnt from 2020 is that improving people's lives is the right path, and we will keep following that path.

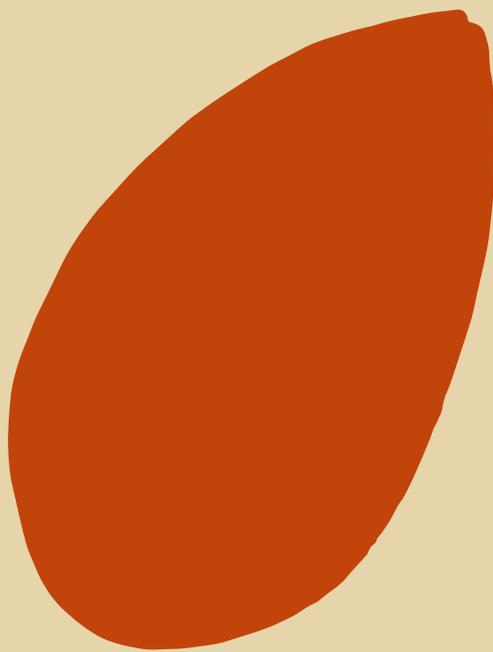
For all these reasons, and more than ever, I want to offer my thanks. Thank you to all those people who through their efforts, commitment and rigour are behind Importaco's past and future growth, day after day. I'm proud that our values guide us, especially during such a difficult year. And I would also like to highlight the Board of Directors' unconditional support of the company's progress. Thank you.

And, of course, I would like to send a message of support to all those people who caught the virus, who are still recovering from it and, especially, to those who have lost someone they loved. This is, without a shadow of a doubt, the worst scar left by this pandemic. The entire team and I are thinking of you.



# Contents

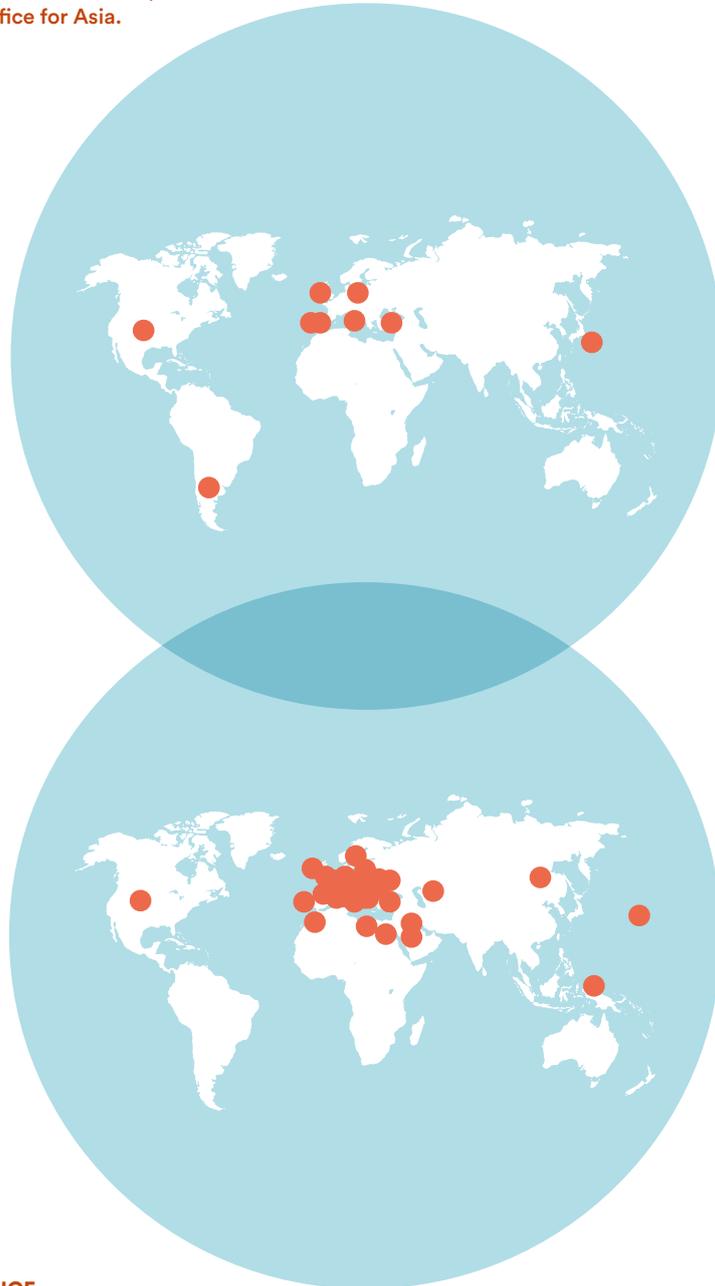
<b>9</b>	<b>Importaco: A Glance at 2020</b>
<b>15</b>	<b>Stakeholder Engagement</b>
<b>19</b>	<b>Development and Continuity</b>
<b>25</b>	<b>Sustainability Strategy</b>
<b>39</b>	<b>Innovations in Health and Well-Being</b>
<b>45</b>	<b>Leadership and Integrity</b>
<b>55</b>	<b>Sustainable Supply Chain</b>
<b>61</b>	<b>Environmental Sustainability</b>
<b>69</b>	<b>Statement of Non-Financial Information</b>



# Importaco: A Glance at 2020

## OFFICES AND PRODUCTION CENTRES<sup>1</sup>

Spain: Importaco headquarters, Central offices, Sales offices, Dried fruit and nuts production centres (9), Mineral water bottling plants (4); Almond tree orchards; Portugal: Almond tree orchards; Poland: Dried fruit and nuts factory; Turkey: Production centre, Procurement office for MENA; Italy: Besana headquarters, Dried fruit and nuts factories (2); United Kingdom: Dried fruit and nuts factory; Argentina: Procurement office for Latin America, Peanut farm; United States: Procurement office for North America; China: Procurement office for Asia.



## COMMERCIAL PRESENCE

Austria, Belgium, Bulgaria, Switzerland, Czech Republic, Germany, Denmark, Egypt, France, United Kingdom, Greece, Croatia, Hungary, Ireland, Italy, Japan, Kuwait, Kazakhstan, Lebanon, Lithuania, Latvia, Morocco, Netherlands, French Polynesia, Poland, Portugal, Romania, Russia, Saudi Arabia, Sweden, Slovenia, Turkey, Ukraine, United States.

We are a leading company in the food and beverage industry, established in 1940 and specialising in marketing dried fruit and nuts and mineral water. We work hard to bring together quality, innovation and sustainability in order to improve people's health and well-being.

2081 people make up our international team and develop our business model: a health-orientated model that meets our customers' expectations in every moment of consumption. To achieve this, we have an integrated value chain, an extremely professional team and highly specialised production centres.

## LINES OF BUSINESS

Our business is developed with a focus on improving people's health and well-being, ensuring responsible production and consumption. The Group's operations are divided into two main business lines: Food and Natural Drinks.

We enjoy extensive presence in the retail, industry and foodservice markets. In the Spanish retail market, we develop our business as suppliers of Mercadona; in the international retail market, we operate with Besana; and in the foodservice and industry markets 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 mineral water distribution in Spain, in terms of sales volume and share in the national retail market.

We have 4 mineral water springs: Bronchales in the Sierra de Albarracín mountains (Teruel), Font des Teix and Font S'Aritja in the Sierra de la Tramuntana mountains (Mallorca), Penyagolosa in Cortes de Arenoso (Castellón) and AguaDoy in Calera y Chozas (Toledo).

Our mineral water brands for the retail market, through our partnership with Mercadona, are Agua de Cortes, Agua de Bronchales, AguaDoy and Font S'Aritja. For the foodservice market, we supply Font des Teix and Agua de Cortes.



## ECONOMIC AND FINANCIAL DATA

### REVENUE GENERATED (IN THOUSANDS OF EUROS)

Net sales	661,835
Operating profit	22,701
Profit before tax	24,118
Profit after tax	18,469
Net equity	195,539
Investments	25,468

### REVENUE DISTRIBUTED (IN THOUSANDS OF EUROS)

Operating expenses	47,384
Personnel wages	65,193
Financial costs	911

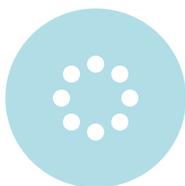
### SALES VOLUME (IN THOUSANDS OF EUROS)

Dried fruit and nuts	105,182 kilos
Mineral water	765,438 litres

## IMPORTACO IN THE WORLD

Our Group, based in Beniparrell (Valencia, Spain), has an extensive presence worldwide. We have production centres and procurement offices for our different farming areas in Spain and in Italy, Poland, United Kingdom, Turkey, Argentina, United States and China. As for sales, we supply dried fruit and nuts to 34 countries.

# 01



## IMPORTACO'S ANNUAL CONVENTION

In January, Importaco held its Convention where we **informed 229 professionals of the company's 2019 financial statements and the most relevant projects in 2020.** Some of the projects introduced were our sustainability strategy, the opening of the sunflower seed factory and the REM project.

# 02



## OVERCOMING BARRIERS TOGETHER

In March, the need to look after people led us to launch the Overcoming Barriers Together strategy based on three pillars: "I take care of myself, you take care of me", "Responsible heroes" and "Together we guarantee activity". This initiative helped us to **combine our efforts to protect health and supply food** to society.

# 03



## IMPORTACO CONNECT

In order to further our commitment to employee participation, we released the latest version of Importaco Connect. This app, available for mobile, allows us to **announce the company's developments on a daily basis and talk** with teams to improve our internal processes.

# 04



## INTERNATIONAL EXPANSION

With a view to making progress with our international expansion and further specialise in dried fruit and nuts and natural drinks, in July we announced that Besana would be becoming part of the Importaco group. This Italian company **shares our quality, innovation and sustainability goals** applied to the dried fruit, nuts and seeds sector.

# 05



## NEW ALMOND TREE ORCHARD AT IMPORTACO TERRA

Importaco Terra is our project to grow our own almond trees. Within the framework of this project, we have added a new **250-hectare farm** that deepens our knowledge about growing almond trees. This land will produce its first crop in 2022 and adds to the 300 hectares we already grow in Spain and Portugal.

# 06



## FACTORY SPECIALISING IN PROCESSING ALMONDS

Our almond factory has become one of the most specialised factories in the group **as it incorporates the almond paste process.** Its fantastic nutritional properties make it an ingredient with a huge value for the food industry.

07



### RAW MATERIAL SELECTION SECTION

We have created a new section in the Beniparrell (Valencia) dried fruit and nuts factory to **select the raw materials used in this factory**. Some of the products that undergo this new process are shelled sunflower seeds, pistachios and cashew nuts.

08



### NEW SUNFLOWER SEED FACTORY IN PARC SAGUNT

The lockdown led sunflower seed consumption to soar by over 100%. In view of this, we opened the factory and **we increased the production of this product in record time**. During its first year, the factory has supplied 63 million packets.

09



### NEW FORMATS FOR AGUA DE BRONCHALES

Agua de Bronchales stands out for its composition, as it has **such a low mineral content**. In order to meet a wider array of needs, we expanded our range with two new formats: the 6-litre and 1.5-litre bottles.

10



### UTZ CERTIFICATE GRANTED TO OUR CHOCOLATE FACTORY

The plant where we produce dried fruit and nuts with chocolate is now certified by the **UTZ standard**. This certificate guarantees that the chocolate has been grown sustainably, looking after people and the environment.

11



### PROA: ON COURSE FOR EXCELLENCE

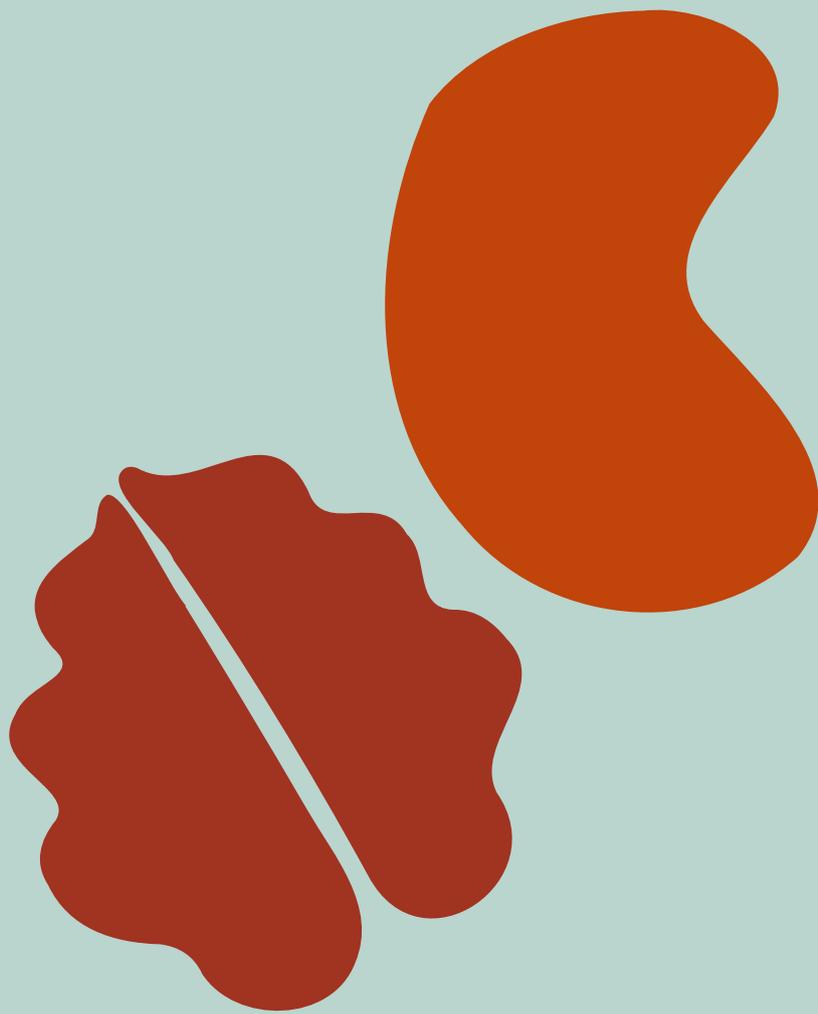
The PROA Plan was launched to strengthen our commitment to quality and excellence. This is a cross-disciplinary initiative that includes the projects carried out by Importaco to guarantee a **five-star product**. Our aim is to involve the entire organisation in working towards our common goal: we want every single customer to have an unforgettable experience.

12



### WE REDUCED OUR ENERGY CONSUMPTION BY 10%

We have completed our 2018-2020 Energy Efficiency Strategy, reducing our energy consumption by 10%. Our production centres in Spain **use renewable energy** and thanks to our energy-efficiency measures, we have reduced our carbon emissions by 1,700 tonnes a year.



# Stakeholder Engagement

STAKEHOLDER	TOOLS FOR OPEN DIALOGUE AND TRANSPARENCY	FREQUENCY
<p><b>WORKFORCE</b> THE PEOPLE WHO MAKE UP IMPORTACO'S STAFF</p>	<ul style="list-style-type: none"> <li>● Importaco Convention</li> <li>● Expanded Management Committee</li> <li>● Executive Committee</li> <li>● Works Council</li> <li>● Equality Committee</li> <li>● Internal Communications</li> <li>● Health &amp; Safety Committee</li> <li>● Ethics Committee</li> <li>● Importaco Connect</li> </ul>	<ul style="list-style-type: none"> <li>● annual</li> <li>● biannual</li> <li>● weekly</li> <li>● quarterly</li> <li>● quarterly</li> <li>● on-going</li> <li>● quarterly</li> <li>● occasional</li> <li>● daily</li> </ul>
<p><b>SUPPLIERS</b> COMPANIES THAT SUPPLY PRODUCTS OR SERVICES TO IMPORTACO</p>	<ul style="list-style-type: none"> <li>● PPS Suppliers' Congress</li> <li>● Meetings and visits from procurement, quality and sustainability teams</li> <li>● Direct communications</li> </ul>	<ul style="list-style-type: none"> <li>● annual</li> <li>● on-going</li> <li>● on-going</li> </ul>
<p><b>CUSTOMERS</b> COMPANIES TO WHICH IMPORTACO SUPPLIES ITS PRODUCTS</p>	<ul style="list-style-type: none"> <li>● Customer Service</li> <li>● Crisis Committee</li> <li>● Meetings with sales and quality teams</li> <li>● Direct communications</li> </ul>	<ul style="list-style-type: none"> <li>● daily</li> <li>● on demand</li> <li>● on-going</li> <li>● on-going</li> </ul>
<p><b>INSTITUTIONS AND NGOS</b> ORGANISATIONS IMPORTACO COLLABORATES WITH</p>	<ul style="list-style-type: none"> <li>● Meetings and events</li> <li>● Collaboration agreements</li> </ul>	<ul style="list-style-type: none"> <li>● on-going</li> <li>● on-going</li> </ul>
<p><b>SHAREHOLDERS</b> PEOPLE WHO OWN SHARES IN IMPORTACO</p>	<ul style="list-style-type: none"> <li>● General Shareholders' Meeting</li> <li>● Board of Directors</li> </ul>	<ul style="list-style-type: none"> <li>● annual</li> <li>● monthly</li> </ul>

Our operations impact different groups of people in different ways. It is important to know what each group expects from us and their relevant concerns or interests. To achieve this, we use tools to encourage dialogue and participation, such as surveys and meetings. We then integrate their concerns and interests in the department strategies. In 2020, the projects shared were focused on sustainable development and quality. And we have created new communication channels, such as Importaco Connect, our own internal social media, and the Customer Centric Experience project that integrates customers' feelings in order to address their needs.

**MATERIALITY ANALYSIS**

The materiality assessment is the process we use to identify the most relevant financial, environmental and social impacts on our business model. With this method we can draw up strategies, take decisions within the framework of sustainable development and report our progress clearly. In 2020, the material aspects were influenced by the pandemic, its impact on our employees' life and the consumption of our products. With a view to comparing these aspects, in 2021 we will poll stakeholders and measure their expectations and perception of our performance.

**MOST RELEVANT FACTORS FOR OUR ACTIVITY**

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

**IN 2020, THE SHARED PROJECTS WERE FOCUSED ON SUSTAINABLE DEVELOPMENT AND QUALITY.**



# Development and Continuity



(top)  
Toño Pons, President of Importaco and Pino Calcagni, Honorary President of Besana, at the signing of the merger

(below)  
Diego Olivares, Manager of Farming, visiting almond crops to strengthen our specialisation

## STRATEGY AND BUSINESS MODEL

### PURPOSE AND STRATEGIC LINE

Importaco aims to consolidate its European leadership in producing and distributing dried fruit and nuts and to continue to be one of the largest mineral water suppliers in the Spanish market. Our corporate purpose is to improve people's health and well-being, ensuring responsible production and consumption. With this in mind, our strategic goals focus not only on the business priorities, but also on quality, innovation, specialisation and sustainability.

### LINES OF IMPORTACO'S STRATEGIC PLAN

1. Keep the customer at the centre to achieve sustainable growth.
2. Manage quality in a global, proactive and specialised way.
3. Increase factory specialisation and efficiency.
4. Ensure every professional is increasingly qualified and satisfied.
5. Obtain greater operating efficiency with digital transformation.
6. Guarantee environmental sustainability.
7. Innovate in the development of healthy products.

### OUR CORPORATE VALUES AND PRINCIPLES

Importaco's Responsible Management Model describes our values, principles and commitments. Besides setting the way we do business, based on ethics, knowledge and specialisation, the Model integrates the Sustainable Development Goals and provides a guideline for every professional.

Our values are trust, rigour and participation, considered a virtuous circle. If you trust people, their participation will grow and, therefore, their engagement too. This in turn increases rigour at work, which fosters a climate of trust that encourages personal development. This constant interaction between business values and personal growth strengthens our corporate culture.

## CORPORATE PRINCIPLES

### 1. HEALTH AND WELL-BEING

We contribute to improving our customers' health and well-being, offering quality products that guarantee a good diet.

### 2. LEADERSHIP AND INTEGRITY

We believe in people as the drivers of growth - exacting, engaged and thorough people who share our values.

### 3. ENVIRONMENTAL SUSTAINABILITY

We make responsible and efficient use of natural resources, striking a balance between financial growth and environmental protection.

### 4. INNOVATION

We work as a team with stakeholders, developing innovative projects. This ensures we are always up to date with the latest technologies and create shared value.

### 5. TECHNOLOGY

We incorporate technology to transform our organisation and our products. This tool gives us the power to face future challenges.

### 6. DEVELOPMENT AND CONTINUITY

We stick to our family business values and commit to developing a shared long-term project.

## ORGANISATIONAL STRUCTURE

Importaco is organised into corporate and business divisions. This guarantees that the entire company revolves around our customers' needs. The corporate divisions set the Group policies regarding people, quality, innovation, sustainability, communication, finances and facilities. And the Dried Fruit and Nuts and Natural Drinks divisions develop the Group's sales, industrial and supply chain operations.

Following the strategic plan, in 2020 we consolidated the changes to the organisational structure. We are already witnessing positive results from strengthening the plans for quality, innovation and specialisation, as well as the industrial management model for the production centres.



**COMPOSITION OF THE BOARD OF DIRECTORS**

NAME AND SURNAME(S)
POSITION ON THE BOARD
TYPE OF MEMBER
DATE OF LAST APPOINTMENT

## CORPORATE GOVERNANCE

Applying the principles of good corporate governance is essential to earning our stakeholders' trust. The rules and principles that regulate the relations between the different governing and management bodies (shareholders, Board of Directors and Executive Committee) ensure that all decisions create value in the long term and are aligned with stakeholders' expectations.

## GOVERNING BODIES

### BOARD OF DIRECTORS

Importaco's Board of Directors is governed by the principles of professionalism and transparency. Its most important functions are: the approval of Importaco's Management Model, Corporate Policies and Strategic Plan; the monitoring of the key performance indicators; and the fulfilment of the Investment Plan.

70% of its members are women. It relies on 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.

At an institutional level, we are part of the boards of EDEM Business School and Étnor Foundation, the Governing Council of AINIA (Agri-Food Industry Research Association), the Board of Directors of the Spanish Snacks Association and ANEABE (National Association of Mineral Water Companies), and the Executive Committee of FEDACOVA (Federation of Food Industries of the Region of Valencia).

### ETHICS PROGRAMME

Our Ethics Programme includes and ensures the implementation of our ethical criteria in our business management. The Ethics Code lays out our commitments to stakeholders. The Ethics Channel is used to report violations. And the Ethics Committee monitors the implementation of the plan.

Its implementation guarantees our full commitment to two fundamental aspects: transparency and respect for human rights. For instance, among our protocols and internal rules, it is worth highlighting the prohibition against accepting gifts and the evaluation of the risk of money laundering in our value chain. Also, all donations to non-profit organisations are made transparently, applying internal monitoring

systems, such as the drawing up of agreements and the traceability of the donations.

In 2020, we gave new courses on the Ethics Code at our Foodservice production centre. And we shared our plan with Besana after it merged with the Group.

## RISK MANAGEMENT

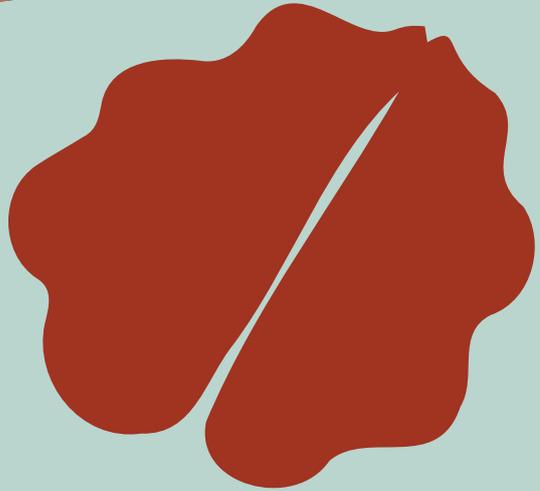
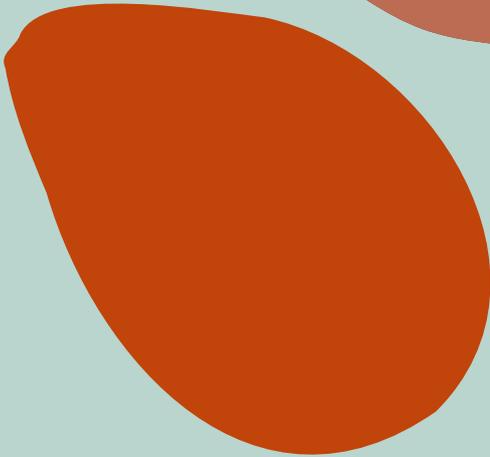
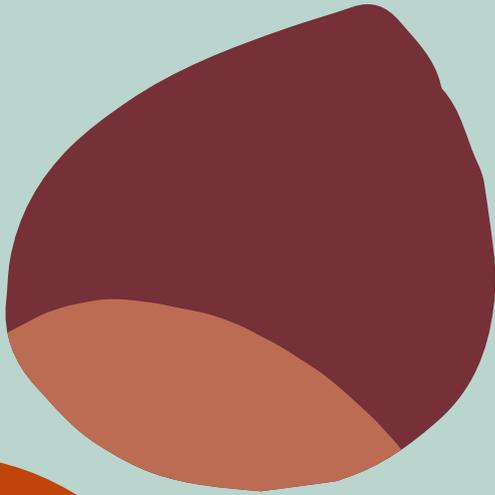
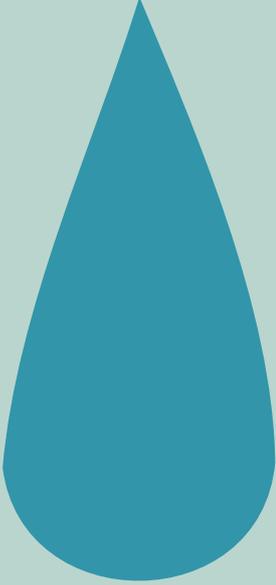
We have many plans in place to manage the compliance, strategic, operational, technological and reputational risks. With these plans, we identify the major risks related to our business. In terms of health, this refers to potential food poisoning or other harm that may occur when our products are consumed. Regarding our operations, they identify external factors that may disrupt our value chain. As for environmental sustainability, they focus on climate change and water scarcity.

In 2020, we conducted a new assessment of the strategic, operational and business risks. Based on the results, we will add new monitoring and compliance policies to the 2017 matrix, and we will strengthen the Crime Prevention Model that aims to protect transparency and prevent illegal behaviours in the company.

## 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 relationship with stakeholders and increase our knowledge of industry developments.

Importaco participates in the following institutions: AVE (Valencian Business Association), EDEM Business School, AECOC (Manufacturers and Distributors Business Association), Spanish Snacks Association, ESA (European Snacks Association), ANEABE (National Association of Mineral Water Companies), INC (International Nut Council), FEDACOVA (Federation of Food Industries of the Region of Valencia), Spanish Chamber of Commerce, Fundación Étnor, UN Global Compact and IEF (Family Business Institute).



# Sustainability Strategy

The term Sustainability was coined in the Brundtland Report in 1987. It means striking a balance between economic prosperity, social development and environmental sustainability. It is a fundamental and urgent concept in the light of how our life on the planet is evolving. Stopping climate change and fighting against poverty and for decent work and equal opportunities are some of the goals proposed in the 2030 Agenda, and their success depends on our collaboration.

It is also important to remember the definition of sustainable development: to satisfy the needs of today's generations without compromising the ability of future generations to meet their own needs. Importaco hopes that its commitment to sustainability will create prosperity and improve the environments in which we are present, now and in the future. With this in mind, we took a look around and asked ourselves: what can we do?

We sought a conclusive answer to this question. After years of countless actions from different areas in the company, in 2020 we realised that isolated actions were fine, but they were not enough. To make sure that everyone is engaged in the building of a sustainable project, we needed to think globally.

This is how our sustainability strategy came to life. It is a fully integrated approach based on three pillars: planet, product and people, that seeks a truly sustainable business model.

## **GREEN: PLANET**

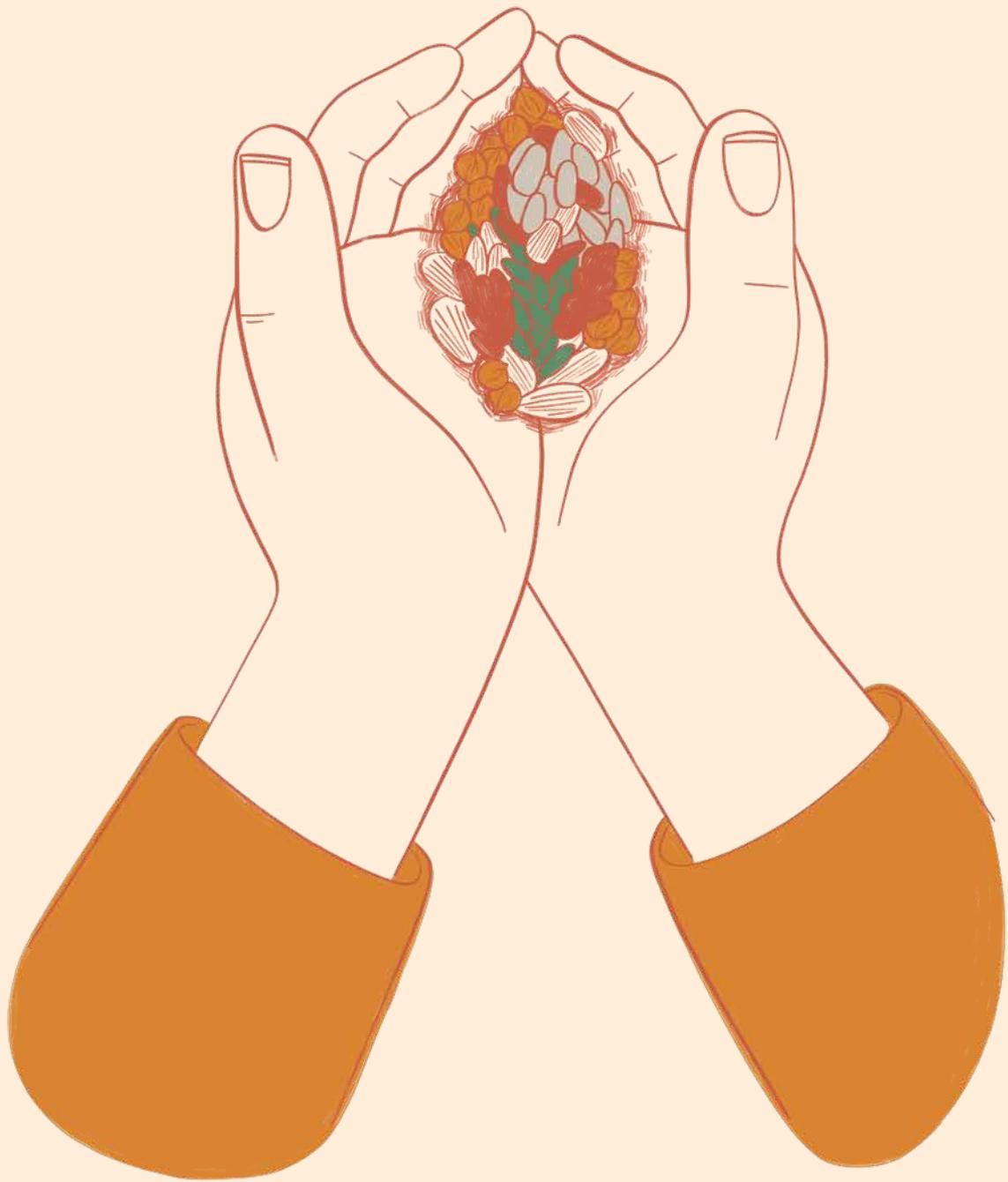
This integrates our environmental commitments into production. To protect the environment, our maxim is: produce more with fewer resources. In this area, our plans aim to strengthen the environmental culture of our teams, ensure a circular economy through policies for zero waste and sustainable packaging, and complete our energy shift towards zero emissions. It also includes our commitments on a sustainable use of water and environmentally friendly practices.

## **HEALTH: PRODUCT**

This includes different plans to ensure our dried fruit and nuts, seeds and water contribute to improving people's health and well-being in a more proactive way. In order to achieve this goal, we have created plans to reduce the amount of salt, sugar and fat in our products. Other initiatives are related to the design of new product lines devoted to personalised nutrition. We also work to minimise and eliminate certain allergens, making our products suitable for more people and providing everyone with access to a healthy diet.

## **SOCIAL: PEOPLE**

We have the chance to create change by imagining the world we want to live in. At our company, we want to involve everyone in this change, guaranteeing their well-being and personal development. Only through their engagement will we become involved in the community, build ethical trade relationships and guarantee that human rights are respected. We can achieve so much in these areas if we combine our development with social cohesion, employment and equality.



### HEALTHY PRODUCTS

Importaco is committed to improving our product formulation to meet society's demand for healthy food. Dried fruit and nuts, seeds and mineral water are the perfect food for this new era.

3 GOOD HEALTH  
AND WELL-BEING





#### SUSTAINABLE FARMING

Our Agricultural Best Practice Programme seeks environmental sustainability by reducing the use of chemicals, skilful soil management and the monitoring of water consumption.





## HEALTHY AND SUSTAINABLE DIET

Dried fruit and nuts are part of a healthy and sustainable diet given their nutritional profile and characteristics: they are of plant origin, they have high-protein content and can be stored without sacrificing their freshness, which means less food waste.

2

ZERO  
HUNGER





## RENEWABLE ENERGY

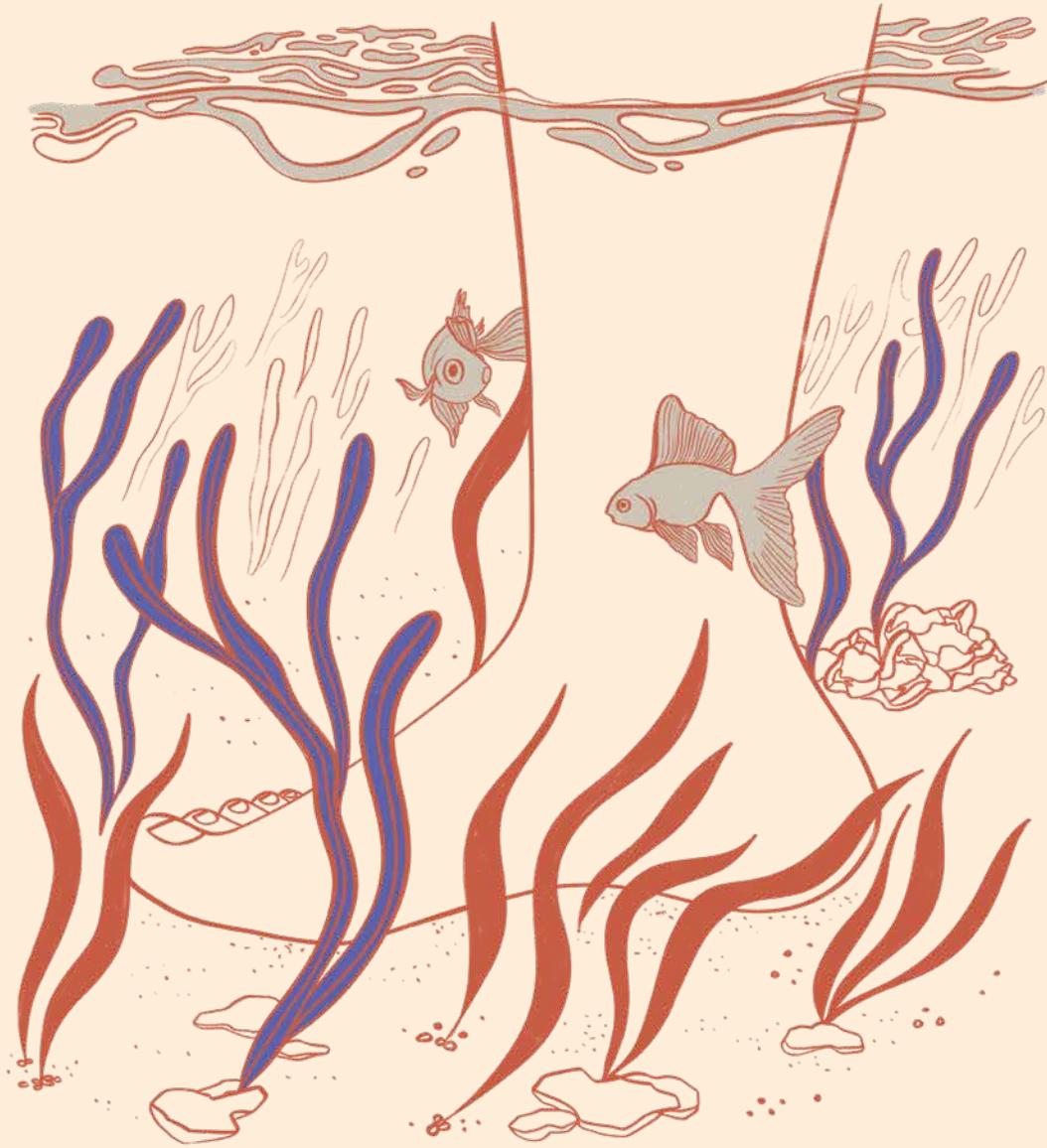
Renewable energy supports us in our commitment to the energy transition. Our centres have solar panels, the electricity we use is from renewable sources and we are successfully reducing our total energy use every year.

7 AFFORDABLE AND CLEAN ENERGY



13 CLIMATE ACTION





#### RESPONSIBLE USE OF WATER

Water is one of the scarcest natural resources on the planet.  
Aware of this, Importaco is determined to protect water  
resources, reduce pollution and guarantee its efficient use.



#### CIRCULAR ECONOMY

Our sustainability strategy includes circular economy criteria. In other words, we support reusing, reducing and recycling waste. This includes all materials and products derived from our production and every stage in the product life cycle, from its design to its consumption.





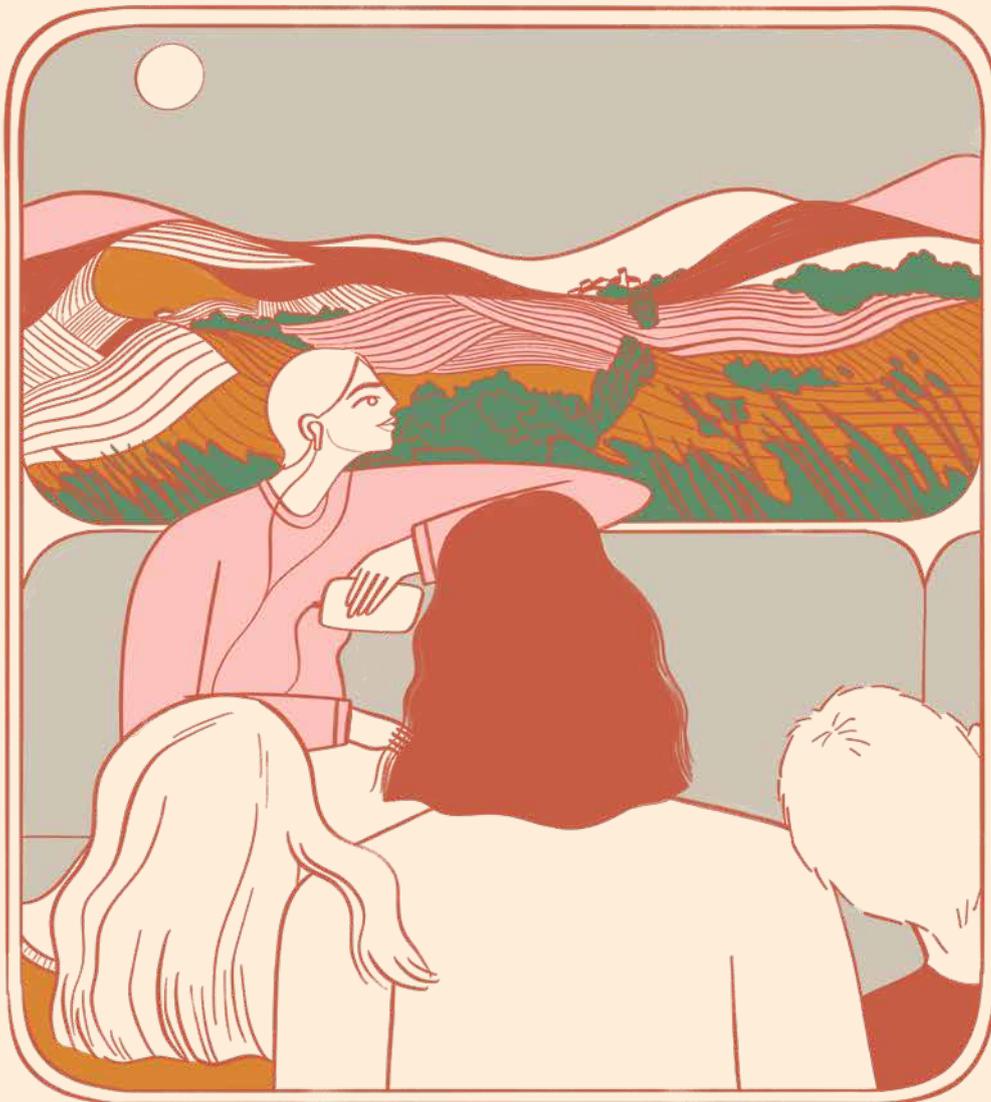
## DIVERSITY

We can only create fair and diverse work environments by guaranteeing equal opportunities in accessing jobs and in the course of professional functions. Diversity enriches us, drives change and brings together the different points of view in society.

5

GENDER  
EQUALITY

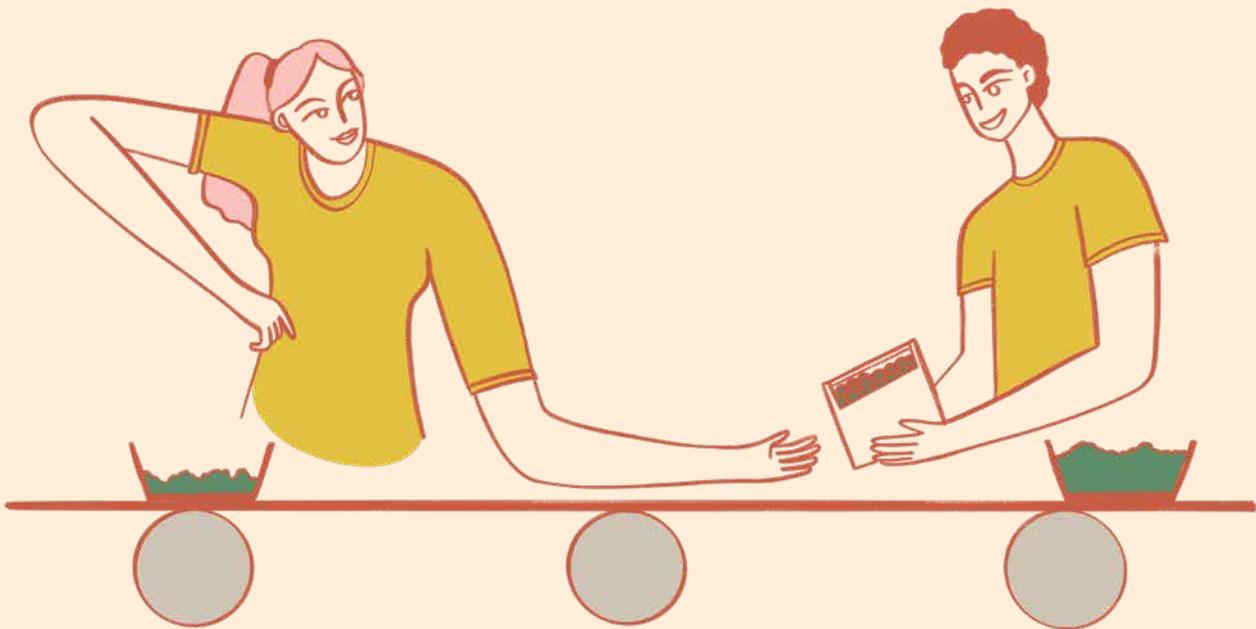




## SOCIETY AND COMMUNITY

Importaco works with social entities to improve people's health and well-being through their diet. In 2020, we supported several public entities, including IFEMA Hospital, the Town Council of Talavera de la Reina (Toledo), the Health Service of Castilla la Mancha, the Móstoles Hospital and the Valencian Regional Government by donating mineral water and dried fruit and nuts. We also supported other social entities such as the Red Cross and the Centre Solidari d'Aliments de Sagunt.





## OUR TEAM

Our team's personal growth, career and well-being are our priorities. To achieve this, we work on several pillars, including Leadership, Talent, Excellence and Innovation.





**WE HAVE THE CHANCE TO CREATE  
CHANGE BY IMAGINING THE WORLD  
WE WANT TO LIVE IN.**

**AT OUR COMPANY, WE WANT TO  
INVOLVE EVERYONE IN THIS CHANGE,  
GUARANTEEING THEIR WELL-BEING  
AND PERSONAL DEVELOPMENT.**



# Innovations in Health and Well-Being



(top)  
Cyrellys Collazo, Manager of R&D+i  
Projects at the Technology Centre labs

(below)  
Daniel Moreno, employee at the  
Agua de Bronchales bottling plant

There is no doubt that the world has changed and this has changed consumer behaviour too. Stocking up and impulsive buys have given way to the new “conscious consumerism”. More than ever, people seek food products that will give them pleasure but will also protect their health and the planet.

At Importaco we aligned ourselves with this health and well-being trend years ago. Right from the start, we painstakingly select each product and take great care over the entire process, right until it reaches the market. Dried fruit and nuts, seeds and mineral water are the perfect food for this new era. They offer countless properties that are good for your health, but they are also tasty and pleasant to eat.

### **TECHNOLOGY CENTRE**

Every year, we invest over 6.5 million euros in quality and innovation. Our Technology Centre is the source of our quality and innovation strategies that are developed by a team of 40 professionals, with more than 10 of these having PhDs in science and technology. The team’s function is to lead the workflows related to innovation, quality and environment.

The centre has co-creation areas with seven sensory, physics, chemistry and microbiology labs with capacity for an average 24,000 analyses per year. It also has kitchens to design innovative products and a pilot plant for their scaling before they are fine-tuned at the Group’s production centres.

### **PROA PLAN**

We are always seeking the perfect product. We want to score nothing less than “ten out of ten”. To achieve this, we have drawn up a plan that places customers and consumers at the core of every decision taken – a plan with the power to boost all our projects related to excellence and quality. This is how the PROA Plan came to life in 2020. The actions developed within this initiative were the drafting of the PROA Manifesto that includes the ten keys to being customer-centric, and the creation of contribution workshops and excellence cells.

### **CONTRIBUTION WORKSHOPS**

Contribution workshops were created to establish each professional’s contribution to the perfect product. At these workshops, we encourage them to discover, improve and practice their individual contribution that, day by day, improves their performance and the service we provide.

### **EXCELLENCE CELLS**

These cells are cross-disciplinary teams created for a specific challenge and are always linked to innovation, excellence, product and process. We have a network of 46 cells focused on consumer-based needs which seek answers through multiple projects. The most relevant ones developed last year were those related to Quality 10 (Q10), raw material selection and the improvement of product preservation.

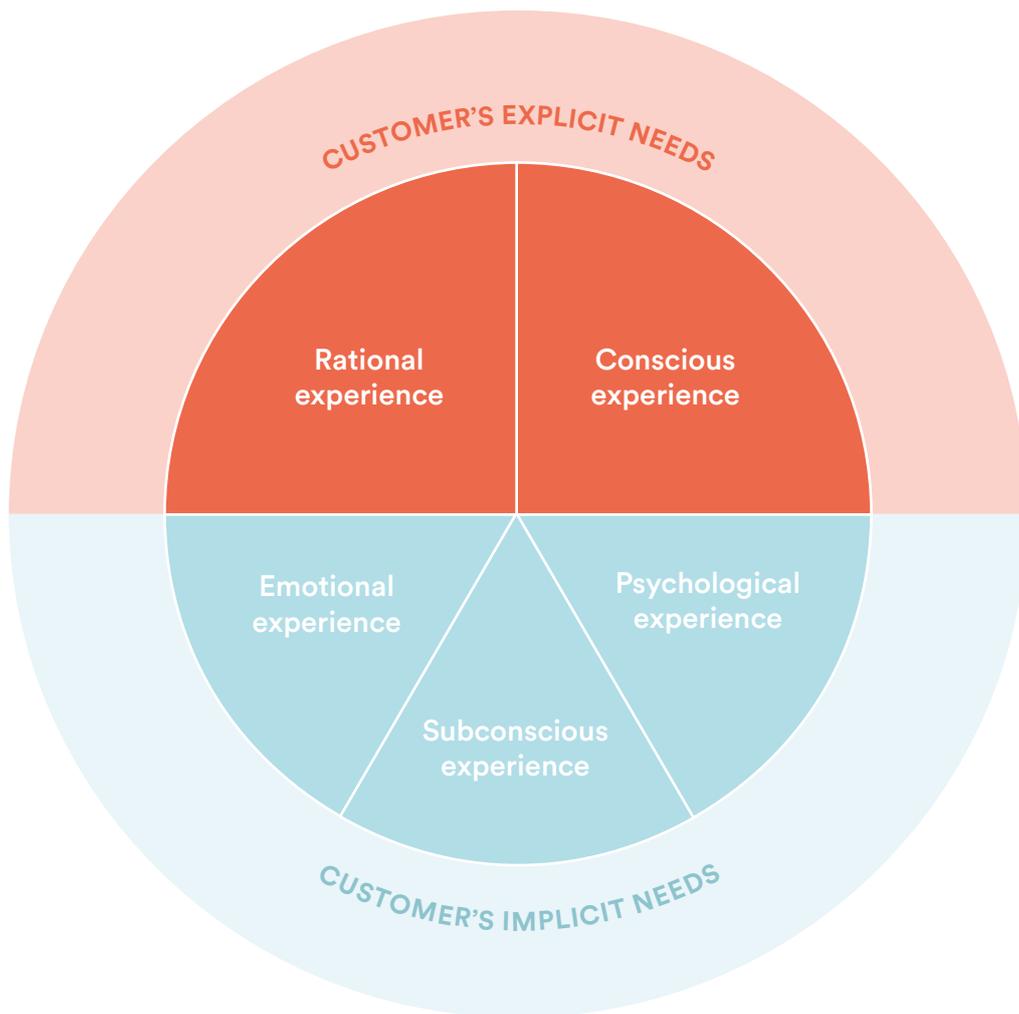
### **360° QUALITY MODEL**

The 360° Quality Model conveys our commitment to transversal quality through four dimensions: Corrective, Preventive, Predictive and Exploratory. The Model brings the talent of Importaco’s professional team to the forefront, as their deep knowledge of dried fruit and nuts and mineral water is what improves our processes and products.

Corrective Quality focuses on improving processes by taking into account the suggestions received through the customer support systems. Preventive Quality works on action plans and projects to get ahead of our customers’ food-safety and quality requirements. Our production centres are equipped with the best technology, which ensures the stability and specialisation of each process and helps us earn the necessary international certificates, including BRC, and IFS Food, Kosher, Halal and SMETA 4P.

In terms of quality control, every product we supply is analysed against an average 150 parameters and 25% of those measure food safety. These controls are applied to the raw material picking, storage and processing. Furthermore, we monitor the emergence of risks by product, in order to prevent any type of health alert and protect our customers’ health.

Exploratory Quality researches new technologies to solve challenges regarding quality. To do so, we run a cross-sectoral analysis that tests both consolidated and emerging technologies. Lastly, through Predictive Quality we apply Big Data methodologies to model product behaviour. By collecting on-line and at-line data, we detect changes in the processes and prevent deviations in production.



**CUSTOMER-CENTRIC EXPERIENCE**

With this work model, we meet our customers' implicit and explicit expectations, creating new proposals that improve their buying experience.

## INNOVATION FOR CUSTOMERS

Innovation comes from information: we analyse consumers' profiles in detail, their needs, expectations and consumption behaviour. The most notable lines in market research are the use of neuroscience, trend analysis and turning concepts into real products. Our analysis model takes into account three fundamental aspects. First, the sensory aspect, to measure the rational response and the description of the ideal product. Second, the evocative aspect, to understand memories and feelings connected to the product. And third, the emotional aspect, to detect what consumers feel when they see and eat or drink our product.

Through this research we obtain the profile of the dried fruit and nut consumer: The Nut-Sumer. This person expects healthy food that is good for their health and the planet, that's delicious, very tasty and very crunchy, as well as the convenience of eating it at any time or place. Our challenge is to strike the balance between these three variables, offering products that satisfy the demand for health and pleasure. To do this, the design and innovation team operates as a constant market barometer, analysing the different organoleptic profiles of the product and its suitability for each consumer.

Importaco's Innovation Project, applied to the dried fruit and nuts business, has three research areas: Origin, that seeks the best raw materials for each process; Product, focused on developing products such as pastes, roasted or processed products and flours; and Use, that matches each product with its use by category (chocolate, bakery, dairy, ice-cream and snacks). These processes are carried out alongside the companies we supply and, thanks to them, we launched 32 new products in the retail and industry markets in 2020.

In fact, Besana has launched 250 products in the retail market within the innovation areas of health, snacks and confectionery. It has also developed product improvements related to format changes, re-design and sustainability.

In the natural drinks business, innovation was applied to improve packaging and widen the range through new formats. In 2020, we launched a new sparkling water format for the Agua de Cortes brand, a 6-litre bottle for Agua de Bronchales and new designs for Font Teix.

## EACH PARTNERSHIP IS A JOURNEY

Transparency and partnerships allow us to work with each company in a personalised manner. Importaco aims to build long-term relationships that will allow us to share our knowledge to improve people's diet. Customer Centric Experience is our project for this objective. This is a Customer Journey model in which the customer's experience allows us to create a range of made-to-measure products and achieve a recommendation model that will boost its development.

The Journey tells us what stage in the relationship we are at, to then make improvements that will benefit business development. One of the features of this relationship is to provide a permanent service to resolve technical doubts about the product. To do so, we have an expert customer support team that analyses and manages the recommendations regarding our products. We set response times in our protocols, committing to respond immediately to any incidents regarding food safety. This team also leads customer audits and the deployment of improvements to the process regarding the technical specifications of the product.

## SOCIAL ACTIONS TO IMPROVE PEOPLE'S HEALTH

Importaco works with social entities to improve people's health and well-being through their diet. In 2020, we supported several public entities, including IFEMA Hospital, the Town Council of Talavera de la Reina (Toledo), the Health Service of Castilla la Mancha, the Móstoles Hospital and the Valencian Regional Government by donating mineral water and dried fruit and nuts. We also supported other social entities such as the Red Cross and the Centre Solidari d'Aliments de Sagunt.

As for the social development of the communities we operate in, we supported the Town Council of Beniparrell (Valencia) in renovating the kitchen of the CEIP Blasco Ibáñez school. This kitchen feeds 135 pupils in the school and its renovation included changing all the furniture and flooring. Importaco's investment in social projects amounted to €72,000 in 2020.



# Leadership and Integrity

2019

DISTRIBUTION OF THE WORKFORCE

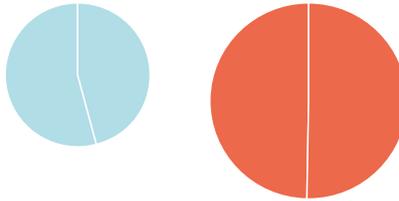
2020

Total	1,425
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Total	2,081
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BY GENDER

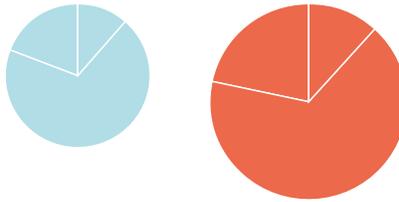
Men	656
Women	769



Men	1,047
Women	1,034

BY AGE

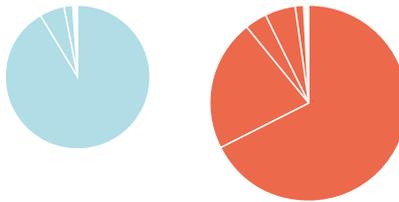
Under 30s	165
30 to 50-year-olds	987
Over 50s	273



Under 30s	247
30 to 50-year-olds	1,387
Over 50s	448

BY COUNTRY

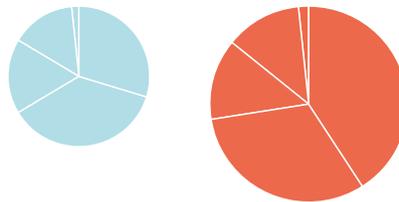
Spain	1,305
Italy	-
Poland	77
United Kingdom	-
Turkey	28
Portugal	4
China	4
India	1
Argentina	3
Chile	1
United States	2



Spain	1,408
Italy	450
Poland	76
United Kingdom	104
Turkey	28
Portugal	5
China	3
India	1
Argentina	3
Chile	1
United States	2

BY PROFESSIONAL CATEGORY

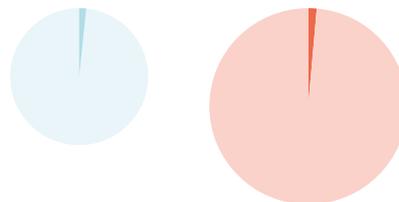
Qualified	425
Specialists	522
Technicians	245
Middle managers	211
Senior managers	22



Qualified	850
Specialists	660
Technicians	277
Middle managers	261
Senior managers	33

DIVERSITY

Disabled people	27
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Disabled people	28
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2020 was the year marked by the pandemic. But it was also marked by passion and engagement. Every single person in the Importaco family has earned our appreciation and recognition. Thanks to them we created the Overcoming Barriers Together strategy to tackle the health and social crisis. We worked on three campaigns: “I take care of myself, you take care of me”, “Responsible heroes” and “Together we guarantee activity”. These tremendous efforts allowed us to protect the health of everyone involved and also continue to supply our society with food.

### **OUR TEAM: DIVERSITY, TALENT AND COMMITMENT**

Infrastructure and technology are indeed fundamental, but it is our people, the human team, who make our company’s quality stand out, and this is the key to success and well-being. Our team is known for its diversity, talent and engagement.

The diversity of skills and opinions makes our projects much richer and drives the company’s development and progress. Our team stands out for its diversity, as we have production centres and procurement offices all over the globe. In 2020, the Italian company Besana joined our Group. In other words, another 554 people joined our team and are working at the production centres in Italy and the UK. Through this merger, we also incorporated new leadership methods and boosted collaboration to become a leading European supplier in the food industry. Therefore, 2,081 people made up Importaco’s team last year.

Our recruitment policy is based on talent and personal skills, and guarantees equal opportunities and diversity. In 2020, given the need to spend more time at home because of the lockdown and restrictions, the demand for dried fruit and nuts and mineral water grew. By welcoming another 102 people into our staff team, we efficiently tackled this rise in consumption.

Oscar Penalba, worker at the Dried Fruit factory

2019

TRAINING HOURS

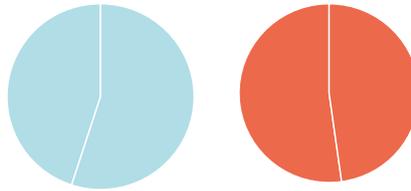
2020

Total 40,978

Total 39,818

BY GENDER

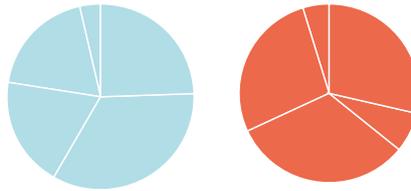
Men 22,579  
Women 18,399



Men 19,060  
Women 20,758

BY PROFESSIONAL CATEGORY

Specialists 10,099  
Clerks and office workers 13,809  
Technicians 7,865  
Middle managers 7,770  
Senior managers 1,435

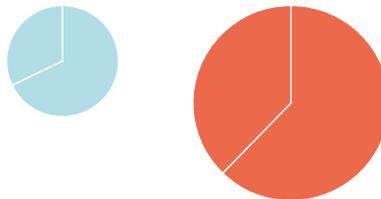


Specialists 11,496  
Clerks and office workers 2,874  
Technicians 12,786  
Middle managers 10,803  
Senior managers 1,858

EVOLUTION OF REPRESENTATION IN MIDDLE AND SENIOR MANAGEMENT POSITIONS.

BY GENDER

Men 80  
Women 38

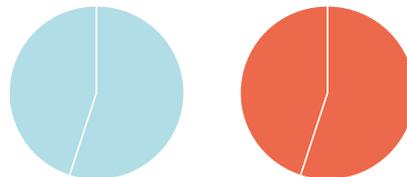


Men 134  
Women 81

EXECUTIVE COMMITTEE

BY GENDER

Men 6  
Women 4



Men 7  
Women 6

BY AGE

Under 30s 0  
30 to 50-year-olds 6  
Over 50s 4



Under 30s 0  
30 to 50-year-olds 9  
Over 50s 4

## DEVELOPING PEOPLE

Our team's personal growth, career and well-being are our priorities. To achieve this, we work on several pillars, including Leadership, Talent, Excellence and Innovation.

We believe in internal promotions as a way to guarantee the team's professional development and motivation. And we also encourage the appointment of women to middle and senior management positions, based on the experience and knowledge gained in their work. In 2020, we had 20 internal promotions: 10 women and 10 men.

### DEVELOPMENT PROGRAMMES

The Development Programmes integrate projects to boost people's motivation and development. The Leadership Model defines the ideal leadership behaviours: inspire, facilitate, be exacting, motivate and be a nonconformist. The Working Environment Study and Performance Reviews help us achieve the highest level of well-being and professional development. According to the 2020 analysis, we have improved our communications, work organisation and support among co-workers. We have also assessed the performance of 425 members of staff, of which 274 used the new interactive tool that facilitates dialogue and helps establish training plans to improve their skills.

### ANNUAL TRAINING PLAN

Training is also an essential tool to improve professional skills. We have invested over €400,000 in an Annual Training Plan adapted to our employees' needs. We have our own Training School in addition to established alliances with specialised schools, such as EDEM Business School. In 2020, we completed the shift to virtual training with online classes for all factories. And with the REM Project we have promoted courses on Lateral Leadership, Sustainable Growth, High-Performance Teams and Change Management. In total, we gave 39,818 hours of courses to 19,060 men (an average of 15.48 hours) and 20,758 women (an average of 21.06 hours).

## OCCUPATIONAL HEALTH AND SAFETY

COVID-19 left its mark on the occupational health and safety policy in 2020. At Importaco, under the "I take care of myself, you take care of me" strategy, we have worked hard to keep our staff safe at all times: supplying facemasks, guaranteeing safe working distance and hygiene, providing PCR tests, forming bubbles and stepping up the cleaning measures in our premises.

It is important to highlight the brilliant work done by Importaco's team of professionals who have shared their knowledge to protect public health. They have kept track of positive and suspected positive cases, following up on people's health, providing support and advice, and help in obtaining everything they may need. Furthermore, our Technology Centre has implemented a PCR test methodology that checks that the cleaning protocols are effective against COVID-19.

### HEALTH AND SAFETY MANAGEMENT SYSTEM

Importaco's Global Health and Safety Management System is certified by the ISO 45001: 2018 standard in 7 workplaces. Occupational health and safety objectives can only be achieved through the engagement of every single person. Therefore, when negotiating our own collective agreements, we include important aspects such as the provision of personal protective equipment, the creation of Health and Safety Committees, employee participation, training, complaint mechanisms, and the right to refuse unsafe work.

Furthermore, every professional is involved in health and well-being actions at the workplace by taking part in the Health and Safety Committees at centres with over 50 people, or by delegating to prevention representatives at smaller centres. These committees maintain gender parity and meet on a quarterly basis. Their functions include promoting initiatives to improve working conditions and keeping track of all health and safety methods at the workplace.

In 2020, we gave over 11,900 hours of courses on health and safety. And we took part in the GENDER project developed by IBV (Biomechanics Institute) that identifies problems with ergonomics from a gender point of view. As for the improvements made to our production centres, we have worked on upgrading lines and work equipment, on roof safety and on deploying new production processes.

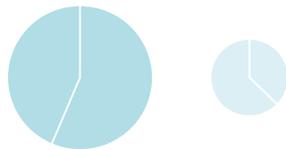
## DISTRIBUTION OF WORKFORCE BY TYPE OF CONTRACT

**2019**

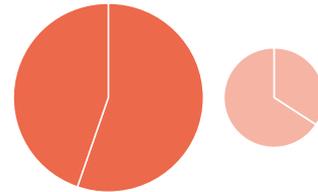
BY GENDER

**2020**

	Permanent	Fixed-term
Men	695	74
Women	532	124

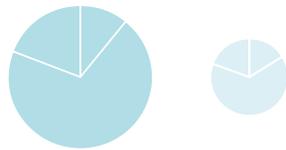


	Permanent	Fixed-term
Men	870	177
Women	697	337

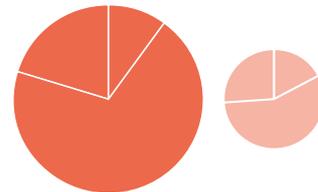


BY AGE

	Permanent	Fixed-term
Under 30s	133	32
30 to 50-year-olds	859	128
Over 50s	235	38

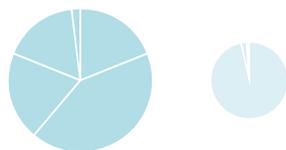


	Permanent	Fixed-term
Under 30s	157	90
30 to 50-year-olds	1,093	293
Over 50s	313	135

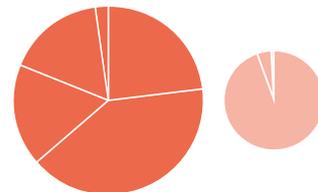


BY PROFESSIONAL CATEGORY

	Permanent	Fixed-term
Qualified	234	191
Specialists	517	5
Technicians	245	0
Middle managers	209	2
Senior managers	22	0



	Permanent	Fixed-term
Qualified	362	488
Specialists	635	25
Technicians	272	5
Middle managers	261	0
Senior managers	33	0





Stefania Catapano, employee at a Besana factory

## LABOUR RELATIONS

Importaco supports and respects the rights to freedom of association and collective bargaining. Dialogue has been especially important in 2020. During the hardest months of the pandemic, when we had to supply the public with food, it became essential to reach agreements on work flexibility and well-being. To reward our personnel's engagement, in 2020 we paid out over €3 million in bonuses linked to the employees' efforts during the pandemic and the fulfilment of the business plans.

## COLLECTIVE AGREEMENTS

We have two collective agreements: one for corporate management and the dried fruit and nut business that is in force until 2020; and another for the natural drinks business that is in force until 2021. These two agreements offer better remuneration terms than the industry-wide agreements. They also offer better conditions regarding other major aspects such as irregular shifts, flexibility and work-life balance. 100% of our personnel in Spain is covered by a collective agreement. And for all other countries in which we operate, we follow the country's regulations.

The collective agreements also regulate aspects and protocols that are key to improving the Group's working conditions. These include the action protocol against sexual or gender-based harassment, environmental management, the integration of minority groups, and training. In order to strengthen the internal regulations on social matters, in 2020 we created a Social Committee with gender parity that studies new methods to improve the Group's working conditions, with actions such as policies for digital downtime and work-life balance.

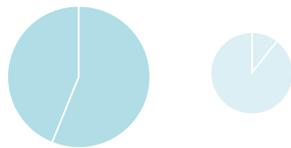
## DISTRIBUTION OF WORKFORCE BY TYPE OF EMPLOYMENT

**2019**

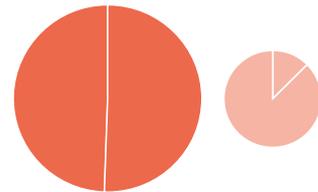
BY GENDER

**2020**

	Full time	Part time
Men	761	8
Women	590	66



	Full time	Part time
Men	1,020	9
Women	990	62

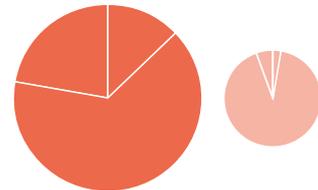


BY AGE

	Full time	Part time
Under 30s	165	0
30 to 50-year-olds	921	66
Over 50s	265	8



	Full time	Part time
Under 30s	258	2
30 to 50-year-olds	1,307	66
Over 50s	445	4

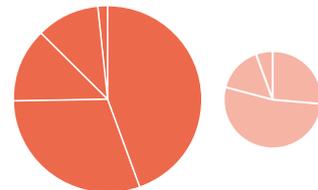


BY PROFESSIONAL CATEGORY

	Full time	Part time
Qualified	405	20
Specialists	478	44
Technicians	238	7
Middle managers	208	3
Senior managers	22	0



	Full time	Part time
Qualified	894	19
Specialists	611	38
Technicians	258	11
Middle managers	218	4
Senior managers	29	0



## EQUALITY AND DIVERSITY

We can only create fair and diverse work environments by guaranteeing equal opportunities in accessing jobs and in the course of professional functions. Diversity enriches us, drives change and brings together the different points of view in society. Our staff is made up of 23 different nationalities, which boosts the creation of multicultural and international teams. Also, our company has achieved gender parity: 1,047 men and 1,034 women.

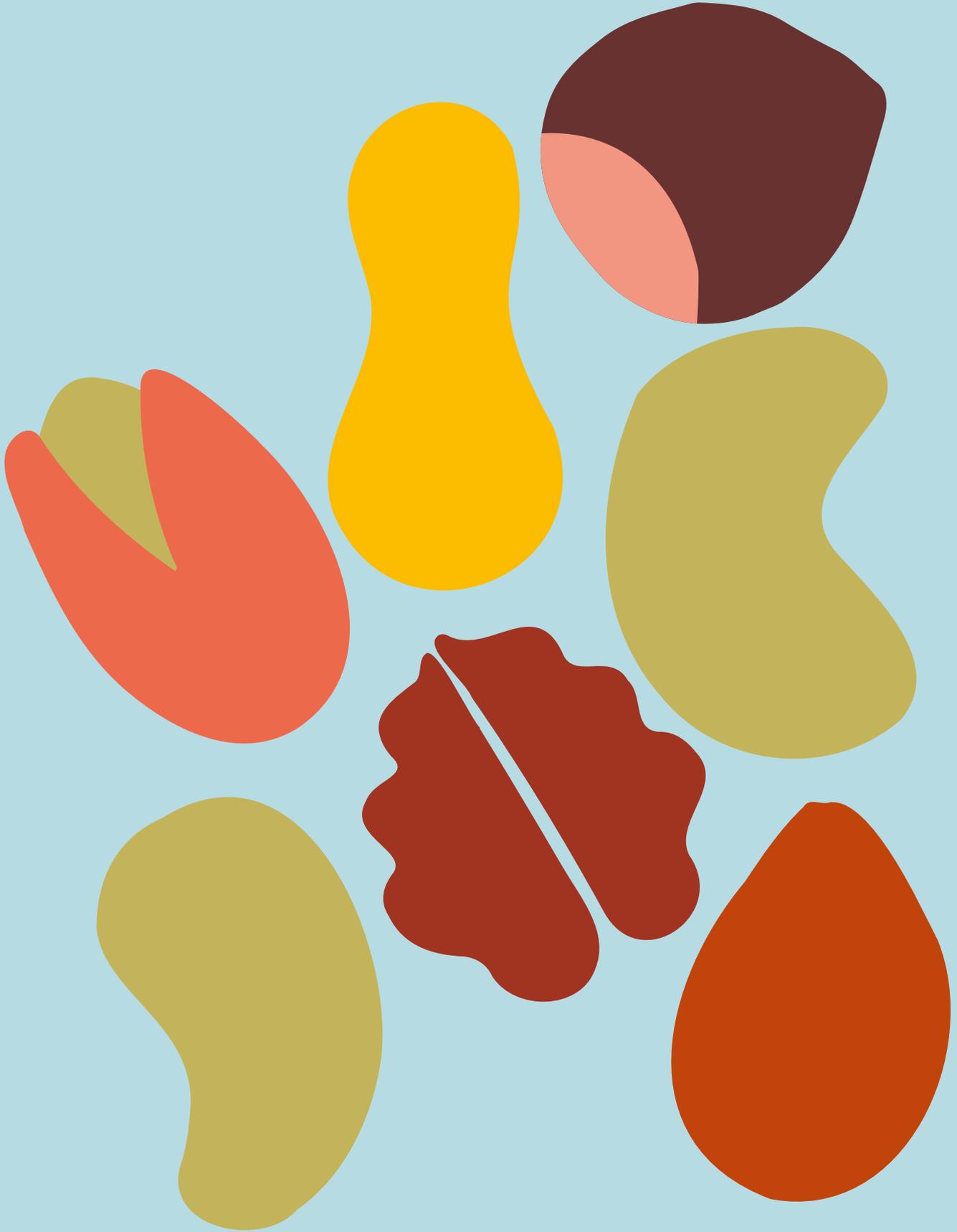
### EQUALITY MEASURES

The success of the equality measures we have implemented is significant: female presence in responsible positions has grown considerably in the past five years. Women account for 50% of Importaco's Management Committee, internally called the Executive Committee. And the number of women in middle and senior management positions in the company has doubled in only a few years, currently standing at 38%.

One of the most important ways to recognise people's work is through the remuneration policy. Importaco's policy is transparent and is linked to the job responsibilities and contribution. We assess each job with an independent tool to assign it the appropriate hierarchical level and remuneration. This eliminates any type of discrimination based on gender, race or social or political orientation, and guarantees equal opportunities. At Importaco, the average remuneration is €24,847: €25,658 for men and €23,845 for women.

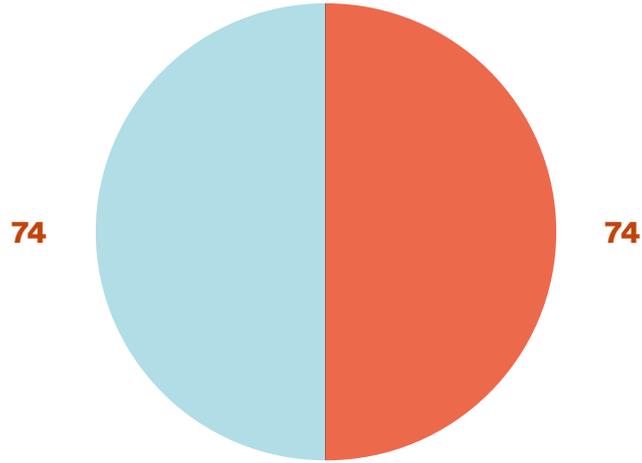
Thanks to Importaco's policies promoting work-life balance, professionals can benefit from different measures designed to improve the way people organise their working time: flexible working hours, the possibility of combining work and study, and the reduction of working hours for legal guardianship. In 2020, a total of 14 women and 1 man benefited from these measures to improve their work-life balance. 64 people enjoyed maternity and paternity leave, 25 of them were women and 39 men. In all cases, the employees returned to their jobs following their leave and they are still working at the company 12 months later.

**WE CAN ONLY CREATE FAIR AND DIVERSE WORK ENVIRONMENTS BY GUARANTEEING EQUAL OPPORTUNITIES IN ACCESSING JOBS AND IN THE COURSE OF PROFESSIONAL FUNCTIONS.**



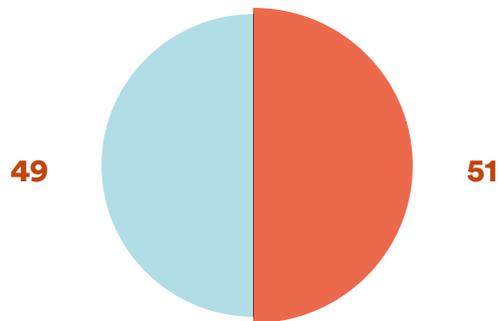
# Sustainable Supply Chain

2019 2020



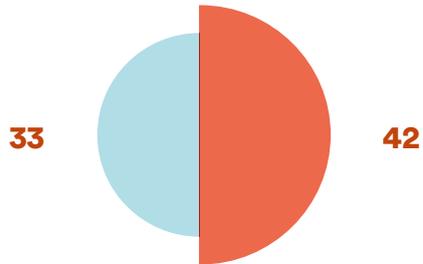
**AMERICA**

United States, Argentina, Chile, Peru, Canada and Brazil



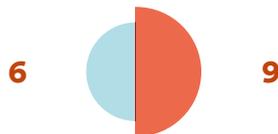
**EUROPE**

Spain, France, Italy, Bulgaria and Portugal



**ASIA**

China, India, Turkey, Israel, Iran, Thailand, Philippines, Sri Lanka and Indonesia



**AFRICA**

Burkina Faso, South Africa and Tunisia

**NUMBER OF SUPPLIERS BY GEOGRAPHICAL AREA**

Collaboration across the entire agri-food chain is key to obtain nutritional and safe food. As part of our sustainable sourcing programmes for dried fruit and nuts, we work alongside farmers and businesses in the agri-food industry. Our common aim is to find the best variety, the best origin, the best product: a level of excellence that will exceed consumer expectations.

## RESPONSIBLE SOURCING

We create value throughout the supply chain, guaranteeing the food safety, quality, and sustainability of all our products. We classify our suppliers as preferred, recurrent and occasional, according to the purchase volume and their level of compliance with our policies. Our long-term relationship with Preferred Suppliers (PPS) allows us to develop projects with them on food safety, quality and sustainability. At present, 80% of our raw materials (in terms of volume) is sourced from these suppliers.

During the health crisis, we focused our work on securing enough stock, but also on guaranteeing that suppliers' production centres met our standards. To do so, a cross-disciplinary team monitored the process from the farming, production and logistic points of view. Also, we shared our COVID-19 prevention procedures with suppliers, we counted on Asian companies to bring over health supplies and, during the first months, the procurement teams took on new functions: buying facemasks and other protective equipment instead of dried fruit and nuts.

## AGRICULTURAL INTEGRATION

The purpose of our Agricultural Best Practices Programme is to ensure the highest standards of food safety, quality and sustainability in growing dried fruit and nuts. Adjusting to the specific needs of both the cultivation process and the farmers, we provide the most efficient support in each case: from our direct collaboration with agricultural projects, to monitoring.

The programme includes peanuts, sunflower seeds, almonds, corn and pumpkin seeds. In total, we have 450 collaboration agreements with farmers aimed at transferring consumer expectations to the technical parameters of crops. In field visits, we draw up a profile for each crop and determine the risks related to the crop's agricultural conditions.

AGRICULTURAL INTEGRATION	2019	2020
Farmers	348	453
Hectares	19,984	19,854
Tonnes	51,889	61,372

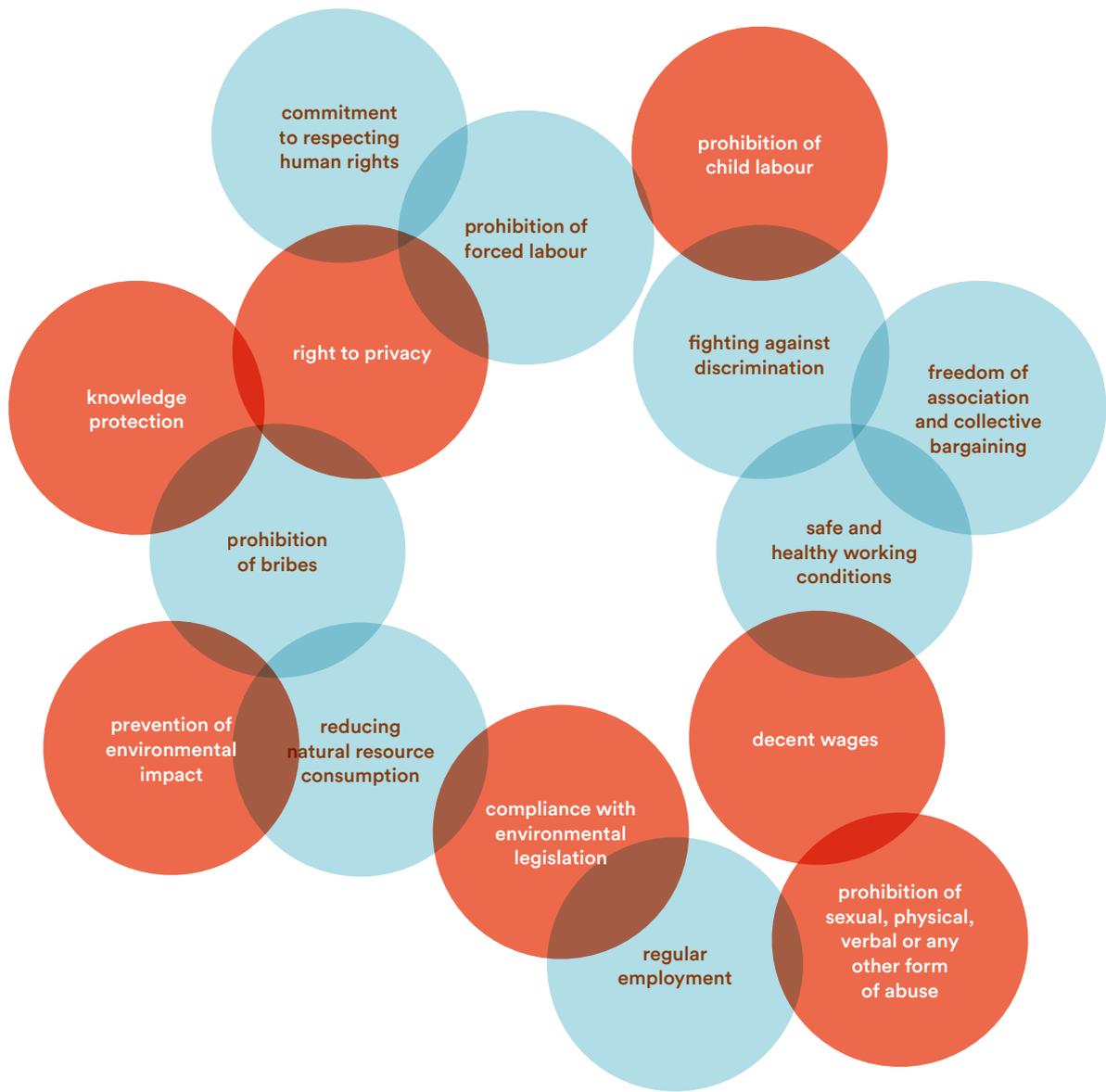
To ensure food safety and quality, we gather information on the varieties used, the growing techniques and the causes of defects in quality. We monitor the critical points throughout the process to produce a product that will meet our standards. And we improve the growing techniques to guarantee top-quality crops. In 2020, we developed new systems to monitor the variety mix and control emerging risks.

At the same time, we worked to minimise the environmental impact caused by farming on the ecosystem and its influence on climate change. To strengthen the actions in our programme, we are part of the Sustainable Agriculture Initiative. We have deployed improvements, such as innovations in farming and harvesting, reducing the use of chemicals on almond and peanut crops.

It is also worth highlighting our own projects to grow peanuts and almonds. On the 480 hectares devoted to peanuts, we test the best farming practices to later apply them to the entire supply chain. In 2020, this crop was of an outstanding quality thanks to the farming practices and agricultural conditions. As for almonds, the Importaco Terra project that now has a total 550 hectares in Portugal and Spain produced its first crop in 2020. With this crop we will be able to test the best sustainability practices derived from analysing the life cycle, for instance, the use of ground cover and organic fertilisers.

## QUALITY FROM THE ORIGIN

In order to fully meet consumer expectations, we develop quality plans for every stage in the chain. The Quality at Origin Programme aims to collaborate with direct suppliers on a common project for quality and food safety. This allows us to standardise the product specifications and processing.



**TOPICS INCLUDED IN OUR CODE OF CONDUCT FOR COMPANY SUPPLIERS**

SUPPLIERS	2019	2020
Within the Quality at Origin Programme	190	153
Certified in Food Safety and Quality (BRC/IFS Food)	111	92
Audits	82	73

Our experts on quality work in all geographical areas to improve the processes in the value chain. In 2020, we worked with 153 companies to bring their quality management systems up to Importaco's standards. We have also validated new suppliers and production processes for sunflower seeds, hazelnuts and mango, to ensure their freshness all year round.

The trust we have built stimulates the business development of the companies who work with Importaco and guarantees prevention in detecting incidents. In assessing risks by product, the common goal is to develop efficient control plans and fix deviations in the physical, chemical and microbiological parameters. When we detect a deviation, we assess it together, we find the cause and we improve the processes to make them more efficient.

We have also formed technical quality teams that specialise in inspecting and detecting physical and organoleptic defects to guarantee an excellent product from its origin. This process is completed with the validation of production processes at the suppliers' factories. With this, we ensure the full implementation of Importaco's quality and food-safety protocols.

Some of the improvements made to our quality-assurance methodologies are also remarkable. On the one hand, the collaboration in implementing procedures to certify food-safety and quality standards (FSC22000 and IFS Food), and on the other hand, ongoing monitoring to directly keep track of the state of the product at different times. In 2020, we conducted 73 audits in total and this helped us adapt procedures and obtain a consistent product that exceeds consumer expectations.

## RESPONSIBLE SOURCING

We are committed to respecting human rights and the international standards established by the International Labour Organization and the OECD. Our Social Compliance Programme began in 2012 to work with suppliers on improving labour conditions according to the ILO's international labour standards, and to protect the environment, according to Importaco's standards.

To date, 68 suppliers have signed their commitment to these principles. The general conditions agreed include social clauses aligned with our social responsibility and environmental standards. The programme is developed globally, applying the due diligence criteria to avoid violations. Its scope has been defined according to the characteristics of each country where our suppliers operate and according to the purchase volume. To evaluate each country's level of risk, we use the national Human Development Index defined by the United Nations Development Programme.

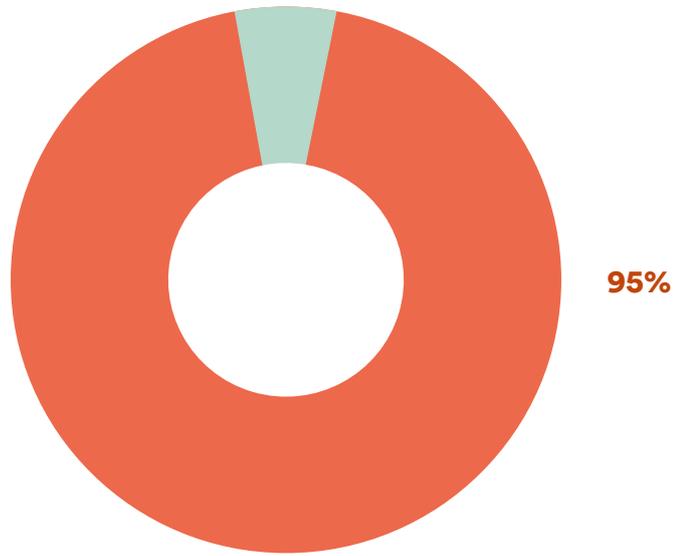
We also conduct audits based on SMETA 4P to check compliance and these are mandatory for companies in countries with a higher risk. In 2020, we audited 37 suppliers under the international standards.

Another important aspect is our support to local producers and the sustainable development of farming and rural areas, reducing the environmental impact caused by the products. The main products produced in Spain are almonds, corn and chickpeas. In 2020, we bought over 20,000 tonnes of dried fruit and nuts from Spanish producers.

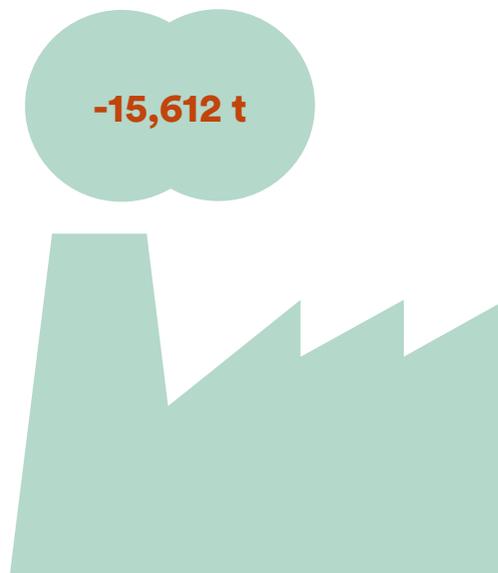
SUPPLIERS	2019	2020
Within the Social Compliance Programme	75	68
Who have signed the Code of Conduct	67	53
Audited	45	37



# Environmental Sustainability



**POWER CONSUMED FROM RENEWABLE SOURCES**



**REDUCTION OF ANNUAL CARBON EMISSIONS**

Climate change, loss of biodiversity and water shortage are some of the threats to the sustainability of our planet. Importaco is well aware that our development must be sustainable. But that's not all: we also want to be part of the solution against those global threats. In order to shrink our environmental footprint, we promote the sustainable use of resources and invest in environmentally friendly technologies.

## ENERGY TRANSITION

Climate change affects our health and the development of many regions in the world. For this reason, we have two missions: getting ahead of its effects and stepping up our efforts to achieve decarbonisation in order to reach the climate goals. With this philosophy in mind, we launched our energy efficiency strategy in 2018, to reduce the power used at our production centres and to foster the use of renewable energy.

In 2020, we reached our goal of reducing our energy consumption by 10% since 2018. This means that we cut down our CO<sub>2</sub> emissions by 1,700 tonnes per year at our production centres in Spain. Also, we gave priority to using clean energy, such as renewable electricity and heat produced by a biomass boiler. By doing this, we cut down our carbon emissions by 15,612 tonnes per year. At present, over 95% of the total electricity consumed comes from renewable sources, and 56% of all the different types of energy used also come from renewable sources. Our goal is to keep increasing this percentage every year.

This plan engages people in supporting a sustainable use of energy and uses technology to reduce consumption that is monitored in real time. Also, it adds environmental sustainability criteria to all projects and promotes a sustainable

and efficient investment in natural resources. The efficiency of the processes and installations has improved dramatically and we can now confirm that we are heading towards a low-carbon economy. With these measures, we cut down our energy consumption by 1,548 MWh.

We also calculated the carbon footprint of the bottling plants and have installed a solar power plant in Finca La Guita (in Terra) that produces the energy needed to pump irrigation to the entire farm. The energy consumed during the year was 84,559 MWh. And the total carbon footprint was 8,982 tonnes of Scope 1 emissions and 1,031 of Scope 2 emissions (data calculated based on the IDEA 2014-2020 Technical Guide).

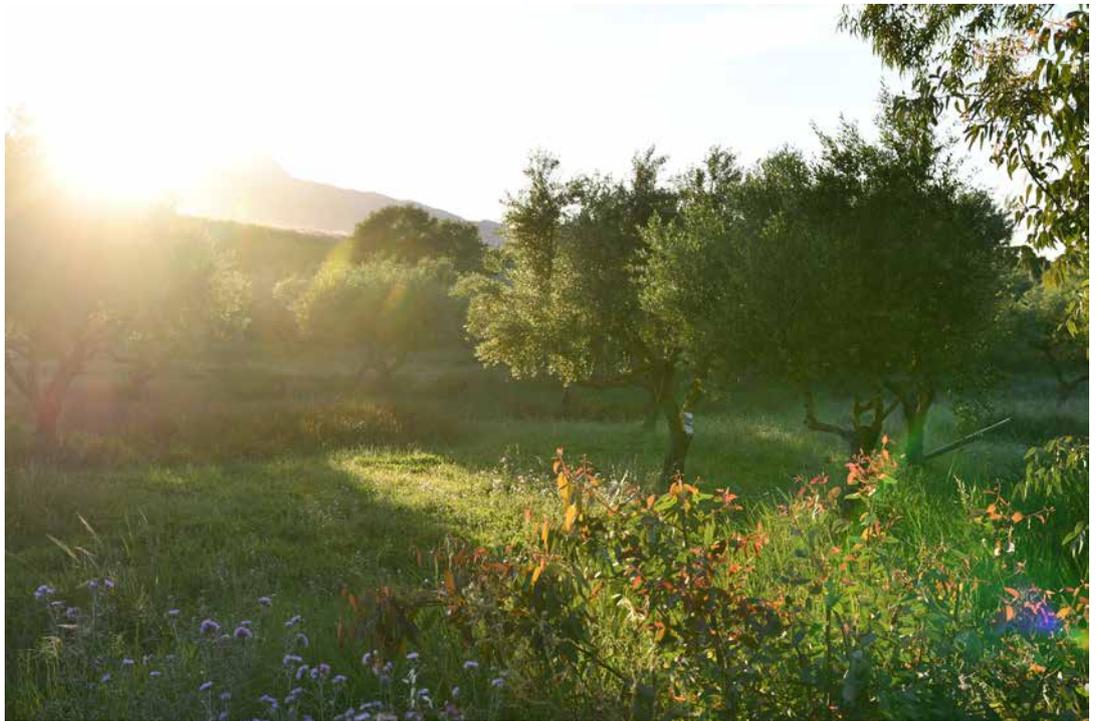
## SUSTAINABLE USE OF WATER

Water is one of the scarcest natural resources on the planet and its availability is marked by shortages and pollution. Using it in a responsible way must be a shared commitment. This reality, along with climate change and population growth, makes it essential to apply environmentally friendly measures. Aware of this, Importaco is determined to protect water resources, reduce pollution and guarantee its efficient use.

In the dried fruit and nuts business, we apply these measures to farming and to industrial processing. We work with farmers to ensure an efficient use of water and guarantee its quality, using fewer chemicals. At our industrial processing plants, we carry out the necessary cleaning tasks efficiently and we are analysing different ways of reusing wastewater. In this regard, we have deployed wastewater recycling systems. Through these systems, we recover 10,308 tonnes of water to produce biogas and we treat 82,752 cubic metres of wastewater, ensuring compliance with water quality standards.

## ENERGY CONSUMPTION AND EMISSIONS BY ENERGY SOURCE

	2019		2020	
	MWh	Tonnes of CO <sub>2</sub>	MWh	Tonnes of CO <sub>2</sub>
Electricity	41,377	0	46,175	1,031
Gas	24,976	6,294	29,167	7,440
Propane	2,553	648	2,850	724
Diesel	1,501	467	2,631	818
Almond shells	4,628	0	3,735	0
Total	75,035	7,409	84,559	10,014



The natural drinks business requires purity of springs and the sustainable use of water throughout the process. Our springs are therefore surrounded by security barriers to protect them and prevent contamination by external factors. During the process, we use systems to monitor the state of the aquifers to increase bottling efficiency. As for the cleaning of the bottling lines, we have CIP (Cleaning in Place) stations at the Agua de Cortes and Font des Teix plants equipped with water recirculation systems to use the least amount of cleaning products and water possible.

#### WATER CONSUMPTION AND WASTE

	2019	2020
Consumption (m <sup>3</sup> )	860,488	891,106
Wastewater (m <sup>3</sup> )	61,814	82,752
Wastewater (t)	8,890	10,308

The water we consume comes from the public supply network (dried fruit and nut business) and from underground collection points (natural drinks business). In 2020, the total water consumed by both businesses together was 891,106 cubic metres. As for the industrial water derived from the production processes, it is treated by authorised operators or at our own premises. The industrial wastewater produced by the process was 82,752 cubic metres and 10,308 tonnes in total.

#### CIRCULAR ECONOMY

Our sustainability strategy includes circular economy criteria. In other words, we support reusing, reducing and recycling waste. This includes all the materials and products derived from producing food with a high added value, in addition to reducing the environmental impact to a minimum in all the stages in the product life cycle, from its design to its consumption.

The packaging, essential to guarantee the food safety and quality of our products, is also a way of communicating with consumers. It gives them information on the ingredients, nutritional properties and recommended use, and it also promotes healthy habits. But it will only be useful if we also guarantee its sustainability.

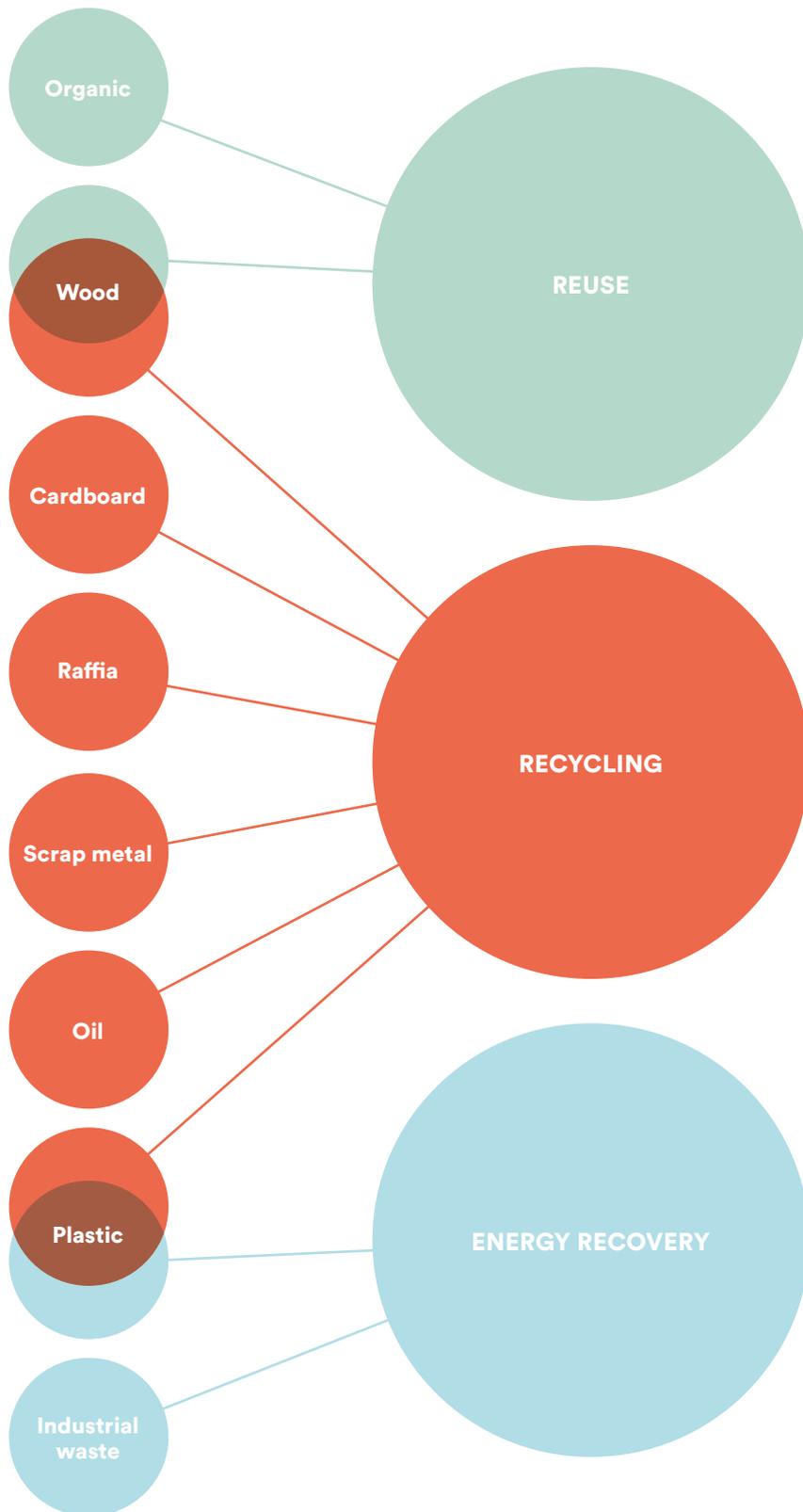
In order to produce sustainable packaging, we activated three action lines: 1. Use fewer materials; 2. Use sustainable materials; and 3. Improve recyclability. With our Sustainable Packaging project, we began to study the composition of all packaging to increase its recyclability and/or compostability. In order to adapt to the European context, we have agreements with the technological institutes, ITENE and AINIA. Thanks to these, we know the recycling policies of every country and can establish the strategic research approach for packaging and circular economy. At the same time, we collaborate with our suppliers to use packaging that combines sustainability, food safety and quality.

In the natural drinks business, 95% of the packaging is already recyclable. And in 2021 we will market products with 25% of rPET. Furthermore, making lighter bottles has saved 1,944 kg of plastic. Regarding the dried fruit and nuts business, the packaging challenge lies in combining its barrier function that keeps the product fresh with the recyclability of the materials used. To achieve this, we are researching smart packaging that will improve product conservation and design it according to the sustainability standards. Our goal is to ensure that all our packaging is entirely recyclable by 2025.

In 2020, the materials used to package and bottle our products were cardboard, plastic, glass and metal. As for the cardboard used, at least 70% is made with recycled materials and 4,415 tonnes come from sustainable forests under FSC certification.

Appropriate waste management produces new raw materials and guarantees economic sustainability, with a positive impact on the ecosystems and the conservation of natural resources. By managing our centres under the zero-waste principles, we guarantee that waste is recovered and recycled appropriately.

With the systems deployed to reduce, classify and recycle the waste produced, we recovered over 5,000 tonnes per year, turning this into energy or materials, such as cardboard or plastic. Likewise, through the Acteco programme that collects bottle tops, we collaborated with Novaterra Foundation to fund the “A journey to dignity” project that reinserts people who are at risk of exclusion into the job market.



**WASTE PRODUCED AND DISPOSAL METHOD**

In 2020, we also took action in the production processes and were able to reduce waste, improve the separation of the industrial fraction and boost recycling. We now reuse industrial waste to produce energy. As for sources of organic waste, we fight against food waste along the entire lifespan of the product: on the one hand, by improving industrial processes and, on the other hand, by collaborating with social entities.

<b>MATERIAL CONSUMPTION (t)</b>	<b>2019</b>	<b>2020</b>
Cardboard	6,131	6,700
Plastic	14,390	15,231
Glass	0.10	10,308
Metal	0.009	42

## SUSTAINABLE PRODUCTS

In order to guarantee the smallest environmental footprint and encourage healthier diets, all our environmental actions are passed on to the end product.

We create a sustainable product, starting with its cultivation. At this stage, our Agricultural Best Practice Programme applies measures that will protect biodiversity, reduce the use of chemicals and keep the soil in good condition. These actions included doubling the number of agreements with farmers devoted to growing organic almonds; working with organic fertilisers from 2021; using ground cover at Importaco Terra; and only using palm oil that has been certified by RSPO (Roundtable on Sustainable Palm Oil) to make sure that it comes from sustainable forests.

In order to ensure continued sustainability, we regularly conduct environmental audits on our raw material and packaging suppliers. Knowing their impact on the environment, we establish plans to improve performance. At present, we work with 68 raw material suppliers to help them comply with environmental standards and 23 suppliers have the ISO 14001 certificate.

At our production centres, the Eco-Efficient Industrial Plan guarantees processing recipes that are sustainable in terms of energy and water consumption. With this project we find out which factors increase consumption in the production process and how to reduce it, with a view to minimising the environmental impact of our products.

<b>WASTE PRODUCED (t)</b>	<b>2019</b>	<b>2020</b>
Cardboard	1,327	1,646
Plastic	400	447
Organic	1,882	2,492
Raffia	237	331
Industrial waste	617	902
Wood	200	193
Scrap metal	59	19
Oil	377	313
<b>Total non-hazardous waste</b>	<b>5,100</b>	<b>5,091</b>
<b>Total hazardous waste</b>	<b>50</b>	<b>65</b>

## ENVIRONMENTAL CULTURE

All our production centres in Spain and Turkey are currently certified with the ISO 14001 environmental management standard. This management system is overseen from the company's corporate divisions, and is implemented at each production centre according to their processes, in order to reduce their footprint. This certification confirms that Importaco complies with all environment-related laws and regulations.

In addition, before implementing any new processes, we assess their effects on the environment in order to avoid a negative impact. Our goal is to always reduce pollution and control emissions, noise and light pollution that may affect our environment.



# Statement of Non-Financial Information

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 report's Table of Contents shows the contents as required by Law 11/2018 and their connection with the GRI standard.

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

#### INCLUSION OF STAKEHOLDERS

The content of the report is based on the stakeholder engagement processes carried out in 2020 (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 topics, we took into account the economic, environmental and social impacts we are exposed to as a company in the food and drinks 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. The data on Besana is an estimate of its performance for the last four months of 2020. 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

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.	YES
Desarrollo Empresarial y Capital, S.L.U.	NO
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.	YES
V. Besana SPA	YES
Besana UK Limited	YES
Uncle Vincent Limited	YES
Helados Estiu, S.A.	NO
Fondo de Energías Renovables, S.A.	NO

GENERAL INFORMATION		
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Outline of the business model	21-23	GRI 102-2
Markets it operates in	10,11	GRI 102-4 GRI 102-6
Organisation's goals and strategies	21-23	GRI 102-14
Main trends that may affect the business	17, 23, 26-37	GRI 102-14 GRI 102-15
Reporting framework used	70	GRI 102-54
Materiality and stakeholder engagement	16, 17	GRI 102-46 GRI 102-47

ENVIRONMENTAL MATTERS		
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Management approach: description and results of related policies implemented	63-67	GRI 102-15 GRI 103-2
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Details of general information		
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Current and expected impact by the company's operations on the environment	63-67	GRI 102-15 GRI 103-2
Assessment procedures and environmental certification	67	GRI 102-11 GRI 102-29
Resources devoted to environmental risks	63-67	GRI 103-2
Implementation of the precautionary principle	67	GRI 102-11
Amount of provisions and guarantees against environmental risks	23, 63-67	GRI 103-2

Pollution		
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Measures to prevent, reduce or remedy emissions and noise and light pollution	63	GRI 103-2
-------------------------------------------------------------------------------	----	-----------

Circular economy and waste prevention and management		
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Measures for waste prevention, recycling, reuse, recovery and disposal	65-67	GRI 103-2 GRI 301-3 GRI 306-1 GRI 306-2
Actions against food waste	67	

Sustainable use of resources		
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Water consumption and supply according to local limitations	63-65	GRI 303-1 GRI 303-5
Raw material consumption and measures adopted for more efficient use	65-67	GRI 301-1 GRI 301-2
Energy consumption, direct and indirect	63	GRI 302-1 GRI 302-4
Measures taken for better energy efficiency	63	GRI 103-2 GRI 302-3 GRI 302-4
Use of renewable energy	63	GRI 302-1

Climate change		
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Greenhouse gas emissions produced by the company's operations	63	GRI 305-1 GRI 305-2 GRI 305-3 GRI 305-4 GRI 305-5
Measures taken to adapt to the consequences of climate change	57-59, 63, 67	GRI 201-2
Voluntary long and medium-term reduction targets to reduce greenhouse gas emissions	63	GRI 103-2 GRI 305-5

Protection of biodiversity		
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Measures taken to preserve and restore biodiversity	67	GRI 304-3
Impact caused by activities or operations in protected areas	N/A	GRI 304-2

## SOCIAL MATTERS AND TOPICS RELATED TO THE WORKFORCE

Management approach: description and results of policies implemented	47	GRI 102-15 GRI 103-2
<b>Employment</b>		
Total number and distribution of employees by country, gender, age and professional category	46	GRI 102-8 GRI 405-1
Total number and distribution of types of employment contracts and yearly average of permanent contracts, fixed-term contracts and part-time contracts by gender, age and professional category	50, 52	GRI 102-8
Number of lay-offs by gender, age, and professional category	Importaco's staff turnover was 3.60% in 2020. 3.15% for men and 2% for women.	GRI 103-2
Average remuneration and its evolution by gender, age and professional category or equal value	53	GRI 405-2
Gender pay gap, remuneration of equal job positions or average remuneration in the company	53	GRI 405-2
Average remuneration of directors and senior managers, including variable remuneration, allowances, severance packages, payments to long-term savings schemes and any other item broken down by gender	Information included in the financial statements	GRI 405-2
Implementation of policies to disconnect from work	51	GRI 103-2
Number of disabled employees	46	GRI 405-1
<b>Organisation of work</b>		
Organisation of working hours	51	GRI 103-2
Number of absentee hours	The Group's absenteeism rate is about 4.71% at Importaco, 3.91% at Besana Italy and 1.16% at Besana UK.	GRI 403-9
Measures to promote work-life balance	53	GRI 401-3
<b>Health and safety</b>		
Occupational health and safety conditions	49	GRI 403-1 GRI 403-2 GRI 403-3 GRI 403-5 GRI 403-6 GRI 403-7
Occupational accidents, in particular their frequency and severity, as well as occupational diseases, broken down by gender	In 2020, there were 73 lost-time injuries and 153 non-lost time injuries	GRI 403-9 GRI 403-10
<b>Social relations</b>		
Organisation of the social dialogue, including procedures to inform or consult staff and negotiate with them	51	GRI 103-2 GRI 102-43
Percentage of employees covered by a collective agreement by country	51	GRI 102-41
Results of the collective agreements, especially in occupational health and safety	51	GRI 403-4
<b>Training</b>		
Policies implemented for training	49	GRI 103-2 GRI 404-2
Total amount of training hours by professional category	48	GRI 404-1
<b>Universal accessibility</b>		
Universal accessibility for disabled people	51	GRI 103-2
<b>Equality</b>		
Measures taken to promote equal treatment and opportunities for men and women	53	GRI 103-2
Equality plans, measures taken to promote employment, protocols against sexual harassment and sorted by gender	53	GRI 103-2
Policy against all types of discrimination and, if any, for diversity management	53	GRI 103-2

INFORMATION DISCLOSURE REQUIRED BY LAW 11/2018	PAGE / RESPONSE	GRI STANDARD
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### RESPECTING HUMAN RIGHTS

Management approach: description and results of policies implemented	58, 59	GRI 102-15 GRI 103-2
<b>Implementation of due diligence procedures</b>		
Implementation of due diligence procedures regarding human rights	58, 59	GRI 102-16 GRI 102-17 GRI 412-1 GRI 412-3
Complaints about human right violations	In 2020, no violations were reported	GRI 406-1
Measures implemented to promote and comply with the fundamental ILO pacts regarding freedom of association and the right to collective bargaining; the elimination of discrimination in employment and occupation; elimination of forced labour and compulsory labour; effective abolition of child labour	58, 59	GRI 103-2 GRI 407-1 GRI 408-1 GRI 409-1

### FIGHT AGAINST CORRUPTION AND BRIBERY

Management approach: description and results of policies implemented	23	GRI 102-15 GRI 103-2
Measures taken to prevent corruption and bribery	23	GRI 103-2 GRI 102-16 GRI 102-17 GRI 205-2 GRI 205-3
Measures to fight money laundering	23	GRI 103-2 GRI 102-16 GRI 102-17
Monitoring of contributions to foundations and non-profit organisations	23, 43	GRI 102-13 GRI 201-1

### INFORMATION ABOUT THE COMPANY

Management approach: description and results of policies implemented	24-38	GRI 102-15 GRI 103-2
<b>Company's commitments to sustainable development</b>		
Impact of the company's operations on employment and local development	24-38	GRI 103-2 GRI 203-2 GRI 204-1
Impact of the company's operations on local villages/towns and the territory	24-38	GRI 103-2 GRI 413-1 GRI 413-2
Relations with leading figures in the local communities and types of dialogue with them	24-38	GRI 102-43 GRI 413-1
Association and sponsorship actions	23, 43	GRI 103-2
<b>Outsourcing and suppliers</b>		
Including social, equality and environmental matters in the procurement policy	58, 59	GRI 308-1 GRI 414-1
Consideration of their social and environmental responsibility in relationships with suppliers and contractors	58, 59	GRI 102-9 GRI 308-1 GRI 414-1
Monitoring systems and audits and results	58, 59	GRI 102-9 GRI 308-2 GRI 414-2
<b>Consumers</b>		
Measures for consumers' health and safety	40-43	GRI 416-1 GRI 416-2 GRI 417-1
Complaint systems	40-43	GRI 103-2
<b>Tax information</b>		
Profit earned by country, tax paid on profit, public subsidies received	Information included in the financial statements	GRI 207-4

The information contained in this report refers to the year 2020. The report is produced annually, with the last one being published on 26 May 2020. As for the changes that took place during the year, the company BESANA was merged into our company in September. Therefore, this report only includes its performance in sustainability matters from September to December 2020. For any query or doubt you may have about the information published herein, please get in touch with our Communications Department.  
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**IMPORTACO**