



**SUSTAINABILITY**  
REPORT

**Sustainability**  
at the center of our decisions



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# Board Letter

We share the tenth edition of our Sustainability Report according to GRI Standards to inform to all stakeholders about our economic, social and environmental activities during the last year.

The beginning of 2020 found all the world affected by the COVID-19 pandemic. Fortunately, our companies dedicated to agro-industrial production were considered essential activities.

Our strength allowed us to successfully face these challenges. We focused on the reorganization of all work teams to protect our employees and the entire value chain, without neglecting quality and production efficiency. We highlight the dialogue and convergence between the different sectorial and government actors to agree on effective protocols to honor our productive activities such as the lemon harvest.

Undoubtedly, the impacts generated by the pandemic forced us to redirect many of the activities planned at the beginning of the period. It was also an opportunity to take new strategic definitions, even the redefinition of our purpose. After a collaborative process with our stakeholders, we ratify this business purpose of contributing, in a sustainable way, to improve the quality of life of people in the world, through natural and healthy food.

Our values, sustainability policies, and integrated management system ensure consistency to honor this business purpose. That is why during 2020 we consolidated our global presence in the most demanding markets of the world as a reliable supplier.

In addition, we confirm our commitment to the productive development of Argentina. We invested more than 3 million dollars in infrastructure, research, and innovation for our company's growth.

We also continue with the incorporation of renewable energies. In 2020 we added wind energy to our energy matrix. This adds up to our energy generation plant from biogas from the treatment of citrus effluents. For all these efforts in clean energy, we were recognized with the Business Citizenship Award, by the United States Chamber of Commerce (AMCHAM) All these achievements would not be possible without the dedication of all our members and our committed network of local suppliers and contractors.

Our entrepreneurial spirit encourages us to handle the increasingly demanding standards of our clients, investors, regulators, and community representatives.

**We invite you to learn about the progress and challenges of our Business Group.**



A handwritten signature in black ink, consisting of a stylized 'P' followed by 'Lucci'.

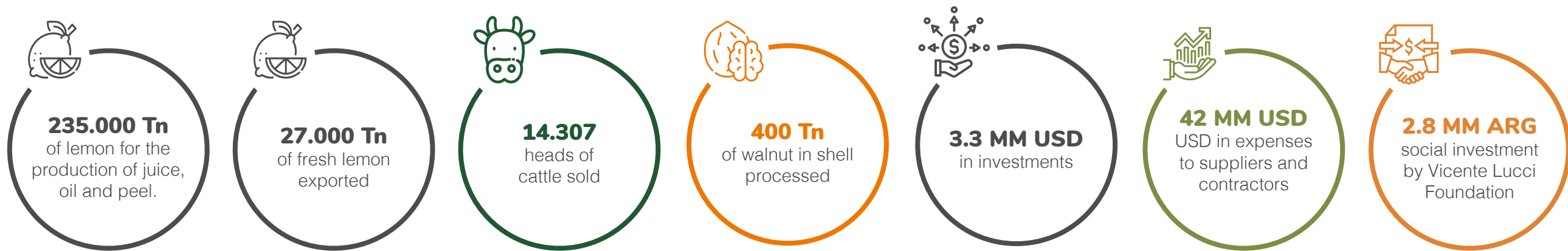
**Pablo Lucci**  
President Grupo Lucci



A handwritten signature in black ink, consisting of a stylized 'D' followed by 'Lucci'.

**Daniel Lucci**  
Vicepresident Grupo Lucci

## 2020 Highlights - Business performance



### Additionally we produce

**67.000 Tn**  
of Corn

**31.000 Tn**  
of Soybeans

**3.400 Tn**  
of Wheat

**3.000 Tn**  
of Colour Beans

**400 Tn**  
of Cotton

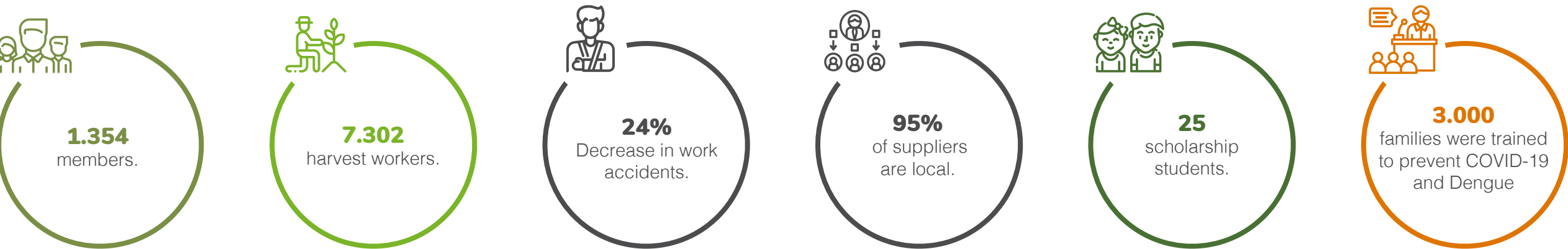
**310 Tn**  
of Chickpea



2020 Highlights - Environmental performance



2020 Highlights - Social performance





### We continue adding renewable energy!

To promote sustainability and a cleaner production, by mid-2020, we purchased electric energy from renewables sources. From 2021 wind energy will cover 30% of our annual electricity demand, comfortably exceeding the requirement of national law 27191 for wholesale consumers in Argentina.

*We reached 3,151 MWh of wind energy, equivalent to 14% of Citrusvil's annual consumption. We plan for the next years to add more than 8,000 MWh of Renewable Energy. This goal represents an estimated of the 35% of our total annual consumption (depending on the grinding of each year).*

This purchase of electricity from a wind source is in addition to the contribution made by our renewable electricity generation plant. This allows us to reduce the impact on climate change, minimize the impact of our effluents, and add renewable energy to the Argentine matrix.

*In 2020 we were recognized by the **United States Chamber of Commerce (AMCHAM)** with its **"Business Citizenship"** award, in its **"Energy use"** category. The award was given for the innovation and value generated by Citrusvil through its renewable electric power plant. We are the first citrus company in the world to produce biogas and generate renewable electrical energy from the treatment of lemon effluent.*

*We injected 3MW of power into the national interconnected system, the equivalent of the consumption of 2,500 homes.*





01

We are **Grupo Lucci**

## 1.1. Who we are

We are a professionalized family business group, committed to the progress of the Argentine Northwest region. We have an entrepreneurial spirit which motivates us to continue investing in this country with transparency and integrity along our value chain.

Our objective is to grow with responsibility, adding value to our stakeholders through the excellence of our products and services, our innovation and our environmental care.

This uncertainty global context during 2020 was a propitious opportunity to redefine our corporate identity. After a collaborative process, we define the purpose of Grupo Lucci:

### PURPOSE

*“Contribute in a sustainable way to improve the quality of life of people in the world, through natural and healthy food”.*

*This purpose inspires our new mission and business vision.*

### MISSION

We produce with enthusiasm and innovation to all over the world. Our agro-industrial and livestock products are based on sustainable processes and ultimate technologies.

### VISION

To be a sustainable agroindustrial group and leader in its sector. Being recognized for the reliability of its products and services, with operations in Argentina and around the world.

### VALUES

**Reliability:** we build effective and long-term relationships with all stakeholders.

**Passion:** we are keen on and dedicated in every action.

**Integrity:** we think, say and act aligned with our corporate values.

**Leadership:** to be a reference in every activity

**Sustainability:** we seek to grow with responsibility.

**Commitment:** we do our best to achieve our goals.

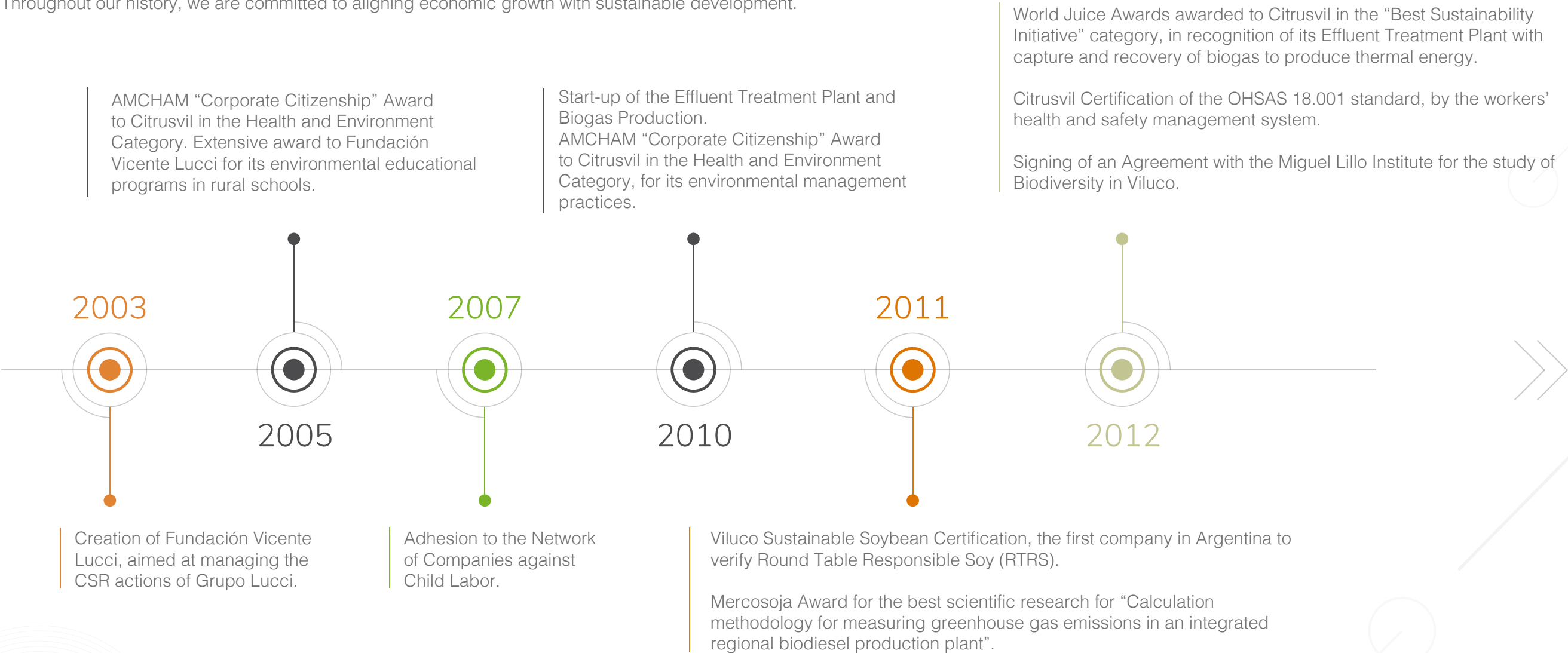
**Excellence:** We reach the highest standards in everything we do.

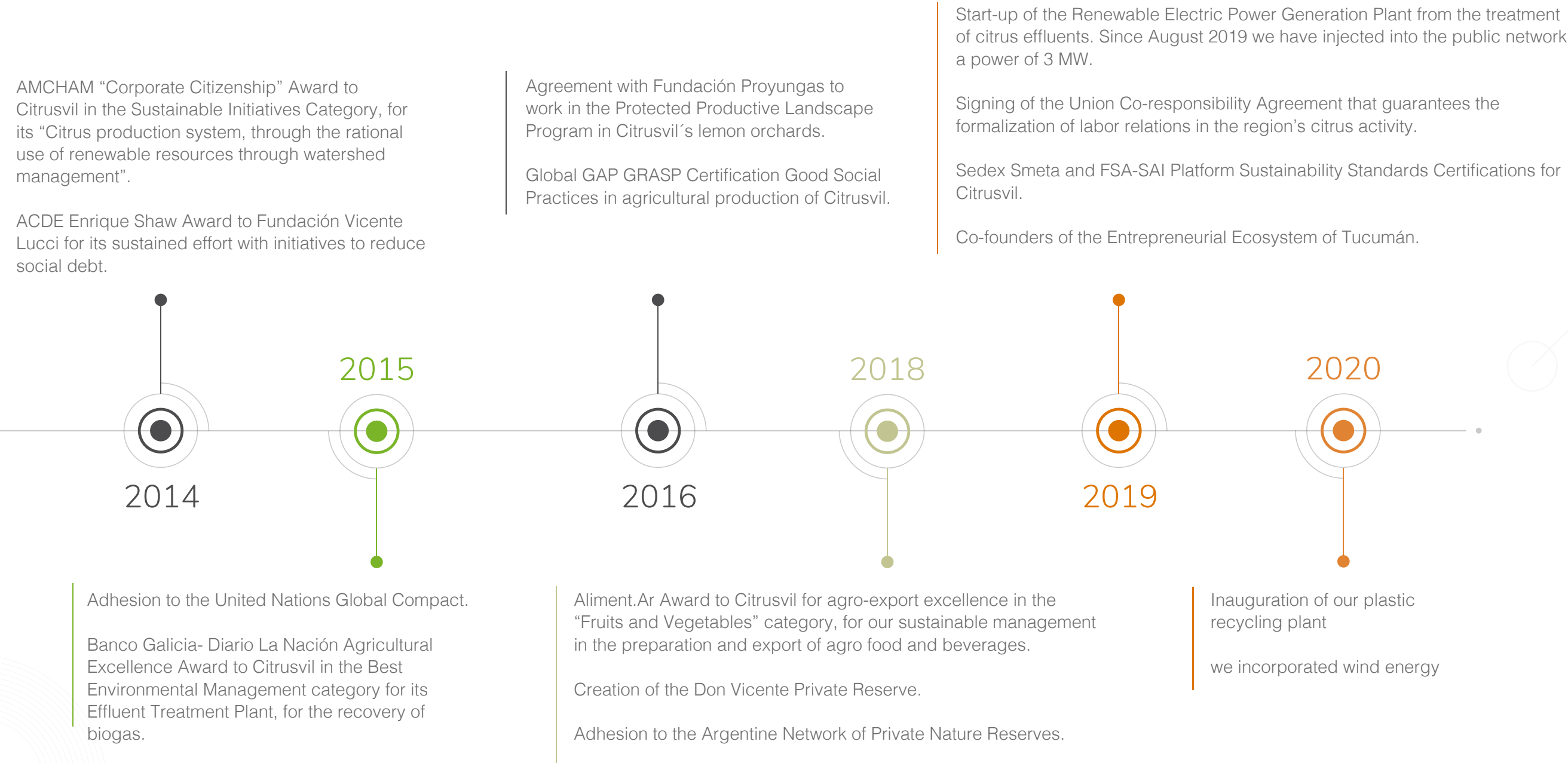




## 1.2. The story of an entrepreneurial vision

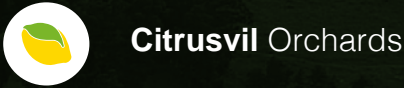
Throughout our history, we are committed to aligning economic growth with sustainable development.







1.3. Business and investment



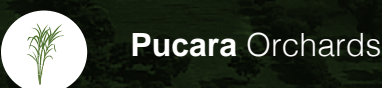
Citrusvil Orchards



Viluco fields



Engordar Places



Pucara Orchards



Citrusvil industrial complex



Nueces de Catamarca Places



### 1.3.2 Organizational Changes

#### Adaptation to the COVID-19 pandemic

At the beginning of 2020, because of the COVID-19 pandemic, the Argentine National Government determined the social, preventive, and mandatory isolation.

Our companies, all dedicated to agro-industrial production and food, were exempted from this regulation as they are essential activities. From that moment on, we have focused on the reorganization of all work teams to protect our employees and the entire value chain. The objective was guaranteeing responsible sourcing, without neglecting quality and production efficiency.

We are proud of our responsible response to the pandemic that allowed us, under strict protocols, to continue all our agribusiness activities, meet our customers' needs and taking care our people.





**We continue with VILUCO diversification**

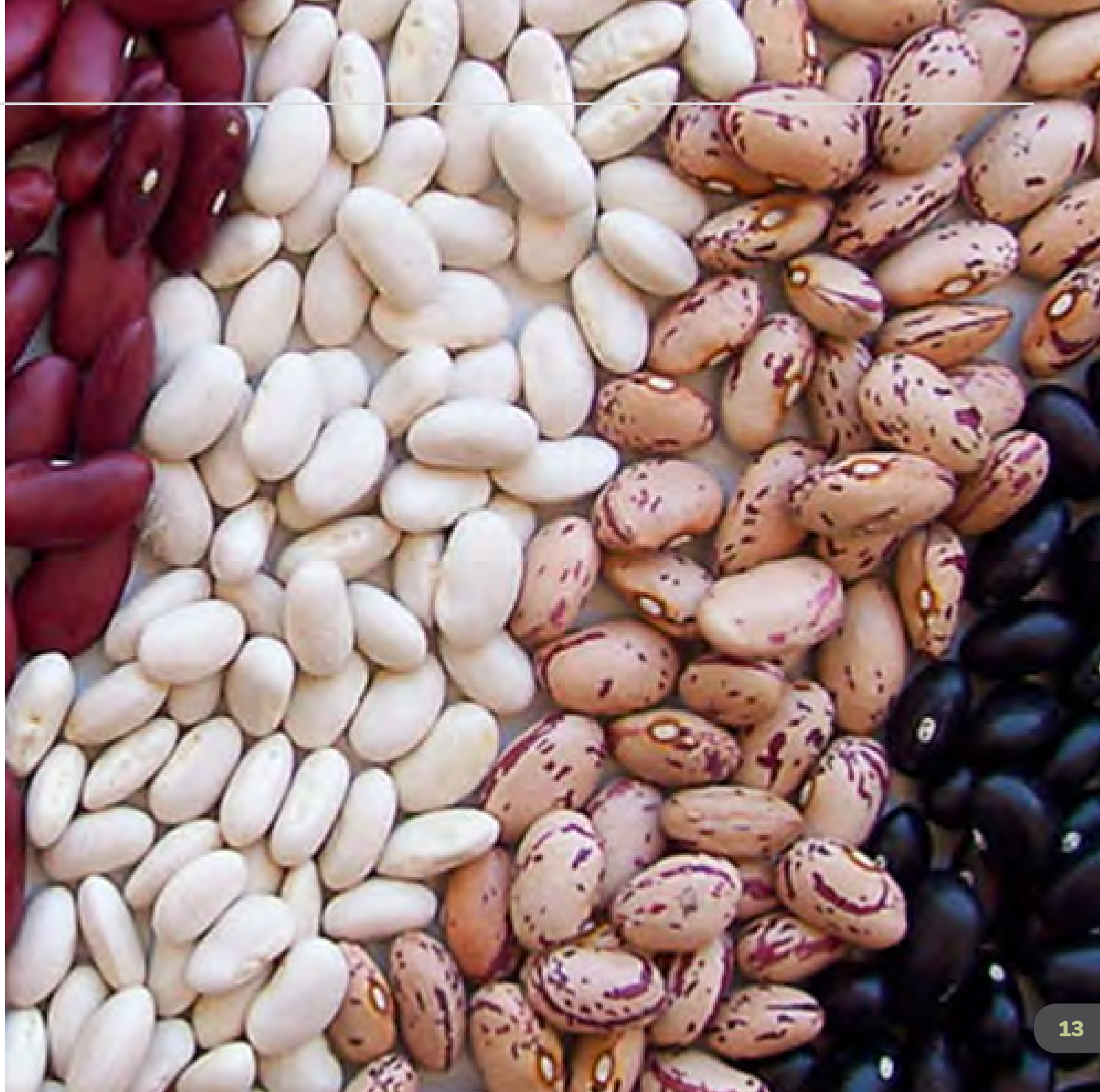
Our agricultural activity is developed in the Northwest of Argentina, along 31,200 productive hectares distributed in 12 own establishments where we produce different types of crops such as: soybeans, corn, wheat, sorghum, and chickpea. The increased global demand for healthy foods is an opportunity for our region to promote legumes production and add value at origin.

Since 2019 we have been working in a strategic partnership with Vines S.R.L, a company recognized for its know-how in legumes production, especially those beans of international demand. This experience had positive results for both companies. It allows us to continue with the exploration of new markets to our international projection.

Our campaign in the provinces of Salta and Santiago del Estero was successful. We obtained a high productivity and good qualities of products. We sow 2,500 hectares of Alubia beans, 500 Has. of Dark and many others of Cranberry and Light red kidney. Besides, we used innovative harvesting processes, and unified the delivery. We had the first experience in the international Specialties market supplying in Colombia, Chile and Jamaica, new places for Viluco.

All the experiences during 2020, encourages our teams to improve their knowledge, incorporate new production processes, and consolidate these new products as part of the Viluco portfolio.

*For 2021 we plan a greater production by doubling the number of hectares in the north of the province of Salta destined to these crops.*



### 1.3.3 Featured investments in 2020

At Grupo Lucci, we continue to invest in the region, achieving forefront and competitiveness in each of our business units.



**2.7 MM USD**

Improvement of facilities and acquisition of equipment



**0.2 MM USD**

Improvements to the Río del Valle Property



**0.4 MM USD**

Improvement of infrastructure and processes





# 1.4 Committed leadership

We have a Board of Directors with four regular members.



**Daniel Alberto Lucci**  
Director



**Pablo Esteban Lucci**  
Director



**Agustina María Lucci**  
Alternate Director



**Horacio Aranguren**  
Director



**Alejandro Reca**  
Director

## Board Committees

**Audit Committee:** responsible for the economical, social, and environmental decision-making of the Board. Ensures the transparency and quality of financial information.

**Crisis Committee:** analyzes and manages any serious situation that may endanger or jeopardize the activities of the organization. The Committee has a risk matrix and is prepared to address critical events in financial, IT, technological, environmental and social aspects.

*Our leaders are elected by he Shareholder’s Meeting.*

*They are elected by the Shareholders’ Meeting, have monthly meetings and have their own Operating Rules.*



## New executive structure

In 2020 we reorganized Grupo Lucci's structure. In September, Martín Carignani joined as CEO of citrus business. Likewise, Pablo Cianci became CEO of the Agricultural-Livestock business.

This restructuring is part of the professional and corporate development plan proposed by the Board. Its objectives is to promote our growth and the consolidation of every business unit in the medium and long term.

In this way, the Lucci Group structure has two CEOs and 7 Managers who respond in a transversal way to the needs of the company. They work synergistically with the Managers who lead each of the productive areas of the group's companies.

Grupo Lucci's structure has two CEOs and 7 Managers. They all respond in a transversal way to corporate needs. They work synergistically with the leaders of every productive area of each company.

- » Martín Carignani, Citrusvil CEO
- » Pablo Cianci, Agricultural Livestock CEO
- » Federico Mena, Finance and COMEX Manager
- » Gustavo Serrano, Shared Services Manager
- » Jose Luis Palacio, HR Manager
- » Agustina Lucci, Sustainability Manager
- » Andrés Ende, System Manager
- » Sebastián Canteli, Logistics Manager

In 2020, the Board and the entire management team worked together with the Operational Committee for Epidemiological Prevention and Surveillance. This committee is made up of different areas of the organization. The aligned process made possible a unified and clear action during the pandemic, guaranteeing our quality production to satisfy customers from all over the world.

*This strategic look from the organization's leaders made it possible to guarantee quality production to satisfy customers from all over the world, even in the most difficult moments of the pandemic.*





## 1.5. Ethics and transparency

We base all our business activity on our corporate values. Our Good Social Practices Code establishes the principles that guide our relationships with all stakeholders. It covers aspects related to:

- » Normative compliance,
- » Business integrity,
- » Responsible management information,
- » Good business practices,
- » Respect for the rights of people.
- » Community and environment care.

We have a public procedure to manage complaints and suggestions with channels open to stakeholders.



Complaints may be related to confidential information theft or transfer, falsification of documentation, embezzlement, ethical misconduct or any other situation against the law and our corporate values.

The system guarantees confidentiality of each interaction. Its committee is integrated by:

- » Ing. Martín Carignani, Grupo Lucci’s CEO.
- » Cdor. Pablo Cianci, Agricultural Livestock CEO.
- » Lic. Agustina Lucci, Sustainability Manager.
- » Lic. José Luis Palacio, HR Manager.
- » Cdor. Fabricio Ruiz, Head of Internal Audit.

This system allows us to guarantee the proper functioning of our operations aligned with our purpose, mission, vision and values, guaranteeing sustainability, transparency and integrity in each link of our value chain, in 2020 we received the following complaints and suggestions:

|             | Ethical behavior | Forgery of documentation | Transfer of confidential information | Administrative | Others |
|-------------|------------------|--------------------------|--------------------------------------|----------------|--------|
| Complaints  | 4                | -                        | -                                    | -              | 1      |
| Suggestions | -                | -                        | -                                    | 1              | 1      |

The suggestions and complaints received in 2020 were dealt with by the Committee managing to resolve them 100%.



## 1.5. We consolidate the internal audit process

We work for an organizational culture based on ethics, honesty and transparency. This requires a proactive and systematic approach to generate a control culture and the assurance of internal processes.

We have an internal control structure that guarantees transparency and transmits reliability to our stakeholders. We monitor compliance with established procedures, rules and policies. We also provide opportunities for improvement through the identification and treatment of relevant risks.

We have an Annual Internal Audit Plan that includes:

- » Process Audits
- » Patrimonial audits
- » Harvest audits

The scope of the audits includes reviews in own fields and third parties. In 2020 we increased the number of audits performed on contractors, reaching 4,555 workers out of a total of 7,302.

We comply with 100% of the Annual Audit Plan established for 2020

|                                | 2020 | Citrusvil | Viluco | Engordar | Pucará | Nueces de Catamarca |
|--------------------------------|------|-----------|--------|----------|--------|---------------------|
| Process Audits                 | 56   | 24        | 7      | 9        | 7      | 9                   |
| Patrimonial/<br>Harvest audits | 244  | 161       | 49     | 16       | 14     | 4                   |
| Total                          | 300  | 185       | 56     | 25       | 21     | 13                  |

### The internal audit strategy



Risks  
evaluation



Control  
activities



Supervision and  
monitoring

### of the group's processes, operations and activities



creating an environment of control



#### Objective view of internal control:

- » Corporate governance
- » Laws and regulations
- » Code of ethics
- » Audit committee

#### Results

- » Adds value to the group
- » efficient operations
- » compliance with laws

# 1.7. Committed to the development of the Argentine Northwest

We create different spaces for articulation between the public and private sectors with the aim of generating work networks that allow, in a strategic way, to develop responsible production, prevent child labor and promote entrepreneurial development in the Northwest of Argentina.

## We are members of:



We joined the World Citrus Organization (WCO). It is a global platform for dialogue and action that brings together all citrus producing countries. Its main objective is to facilitate collective action in the citrus sector, both for fresh fruit categories and processed or industrialized products.

We also actively participate in the main business organizations in the region and the world:



<sup>1</sup> All Lemon sets quality parameters that commit Argentine companies to export a rigorously selected product, guaranteeing the quality of lemons for export.





02

**Sustainability is the basement**  
of our businesses

## 2.1 Our business and its comprehensive approach to sustainability

Grupo Lucci companies are recognized because of their commitment to productive development of the Argentine Northwest. We are convinced that business excellence must fulfill all stakeholders, contribute to environmental protection, guarantee the sustainability of natural resources, and promote the development of society. For all these reasons, we are known by the incorporation of outstanding practices in environmental and social management that raise production and quality standards throughout the region.

Sustainability guides every decision, is transversal in all our operations and extends to the value chain. This conviction is in all the policies, programs and actions that guide our actions to manage the impacts of our operations. Our main reference frameworks for our sustainable management are:

- » Corporate values.
- » Code of ethics.
- » Sustainability Policy.
- » Policy of Good Social Practices.

*In 2020 we created the Sustainability Management that reports directly to the highest authority of Grupo Lucci. Its purpose is to guarantee the consistency of the organization's Business Plan with sustainability criteria, both in the short and long term, as well as with the company's founding values.*

*Its main responsibilities are environmental management, quality, hygiene and safety, as well as the internal and external communications. These broad functions are intended to ensure consistency between the company's actions and corporate messages for stakeholders. It also manages the relation with communities through the implementation of CSR programs.*

Our approach to sustainability works towards the balance of the business and the economic, social and environmental aspects in an integrated way with our stakeholders:

### Economic / Business:

- » Ethics, transparency and accountability
- » Investments for Sustainable Development
- » Sustainable purchase
- » Internal Audit System of processes
- » Good farming practices
- » R&D

### Social:

- » Child labor eradication
- » Decent work
- » Channels of dialogue with stakeholders
- » Welfare, training and development of employees
- » Health care and accident prevention
- » Social and environmental standards required of suppliers
- » CSR Programs

### Environmental:

- » Protection of biodiversity
- » Energy efficiency
- » Zero effluent Program
- » Promotion and generation of renewable energies
- » Environmental management system
- » Measurement of Carbon Footprint and Water Footprint



### 2.2.1 Integrated Management System

Our goal is to guarantee innocuous, safe and legal products with environmental protection and labour respect. In 2020 we upheld the highest international standards according to our clients' external audits.

An organizational culture and our integrated management system demonstrate our commitment to improving customer and employee satisfaction, doing our best every day and, producing quality products while ensuring safety and protection of the environment.



### 2.2.2 A firm commitment to the eradication of child labor

We work responsibly to provide decent work in rural areas, protecting human rights and fighting child labor.



#### Indoor management



Dissemination of the **Code of Ethics** and the **Code of Good Social Practices** to raise awareness among all our employees, service providers and the community.



**Technological access control** at Citrusvil's harvest points.



**Internal audits** at harvest points.



External audits such as **GLOBAL G.A.P GRASP** and **Sedex SMETA** quality standard certifications.



#### COMMUNICATION

#### Outdoor management

Fundación Vicente Lucci develops alliances with educational organizations, governments, universities, the media and other companies:



**Raise awareness** of the problem in rural communities, taking schools as a reference unit.



Design and implementation of programs and actions focused on the **Rights of Children and Adolescents**, and the eradication of child labor.



**Dissemination** of communication materials adapted to different audiences.



Talks with **community leaders**.

### 2.3. Dialogue with stakeholders

We believe that sustainability is built through the active and direct dialogue with stakeholders. When we know their expectations, we can give assertive answers from our management.

| Employees   | Shareholders   | Clients  | Suppliers   |
|---|--|--|---|
| sustainability commitments  |  |  |   |
| Generate a sense of belonging. Value and train people, fundamental for our growth | Honor the legacy of its founder to consolidate a business group with international projection  | Guarantee quality products and services, in Argentina and the world. To be a reliable and sustainable strategic supplier | Build sustainable and efficient business relationships throughout the value chain.                      |
| Trade Unions  | Communities  | Government   | Reference and sectorial institutions  |
| sustainability commitments  |  |  |   |
| Maintain constant dialogue to guarantee the best working conditions for workers.  | Improve the quality of life of people in our areas of incidence. Generate social capital through our programs and strategic alliances for local development. | Maintain reliable and transparent links, at each level of government, to promote the development of the country.         | Generate strategic alliances for local development and the growth of productive activity in the region. |

2 Within this stakeholder group, the criticality of logistics and distribution providers stands out, they are essential actors for the development and growth of Grupo Lucci.



We look for a constant and transparent communication with each stakeholder through the most appropriate and diverse communication channels.

- » Telephone attention
- » Internal communication campaigns
- » Institutional magazine and marketing tools
- » Commercial network
- » Physical and electronic mail
- » Policies, protocols and institutional codes
- » Web and social networks
- » Fairs and international visits
- » Strategic meetings
- » Channel of suggestions and complaints
- » Strategic Alliances
- » CSR programs
- » Performance evaluation for employees
- » Materiality and customer satisfaction survey
- » Visits to the company
- » Provider service
- » Training and participation in events
- » Sustainability Report
- » Internal and external audits





## 2.4. Materiality Matrix

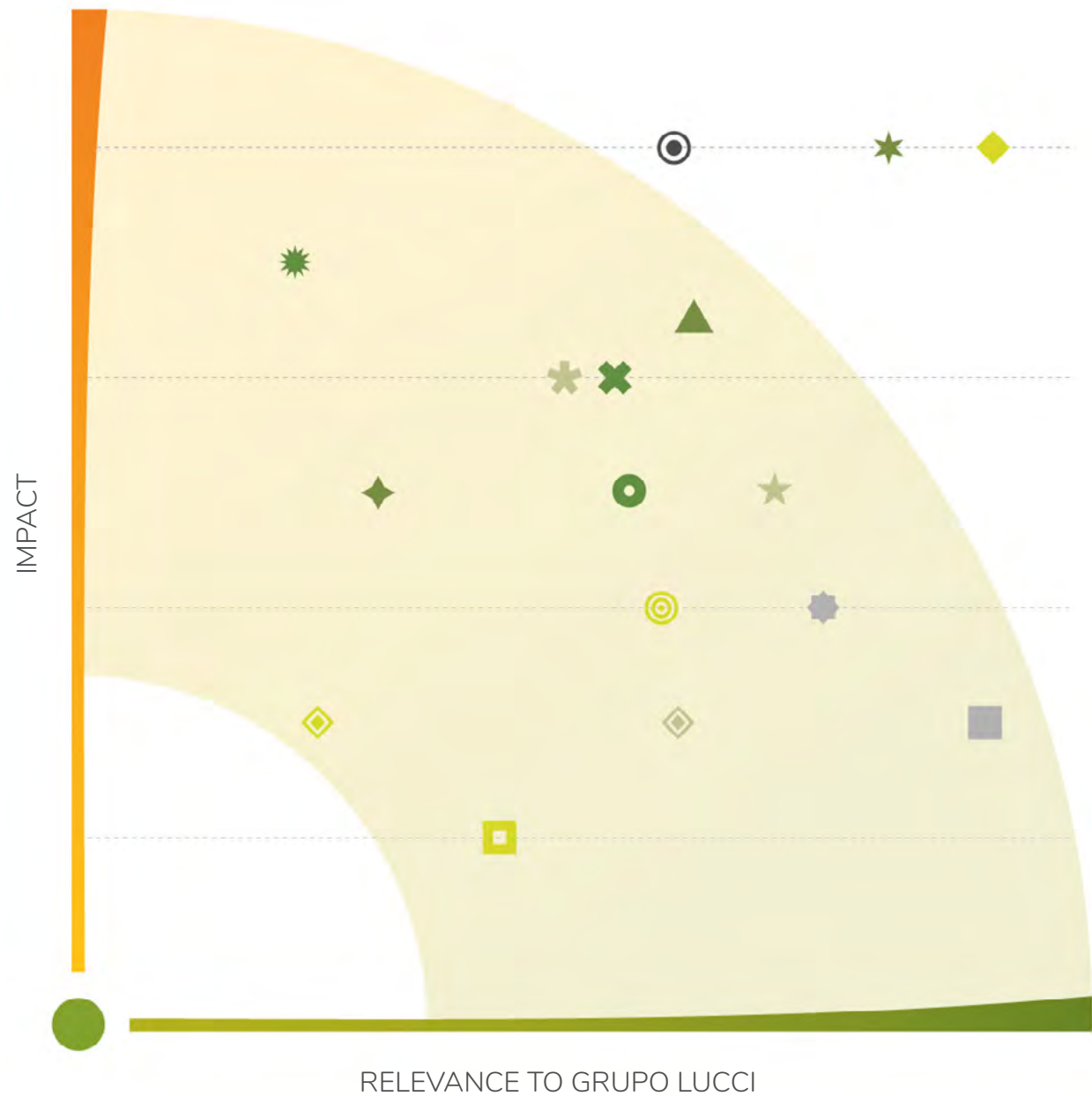
The definition of the economic, social and environmental issues relevant to our activities allows us to identify our priorities and their integration into the policies and procedures of each Grupo Lucci's company.

- » Identification of material topics
- » Prioritization of material topics
- » Validation of the materiality matrix

*In 2020 we incorporated into our analysis the materiality perspective proposed by SASB - Sustainability Accounting Standards Board. This includes specific aspects for certain industries that could affect the financial and / or operational condition of a company. We alignes Grupo Lucci's materiality matrix with the one proposed for the Agricultural products group within the Food & Beverage category.*

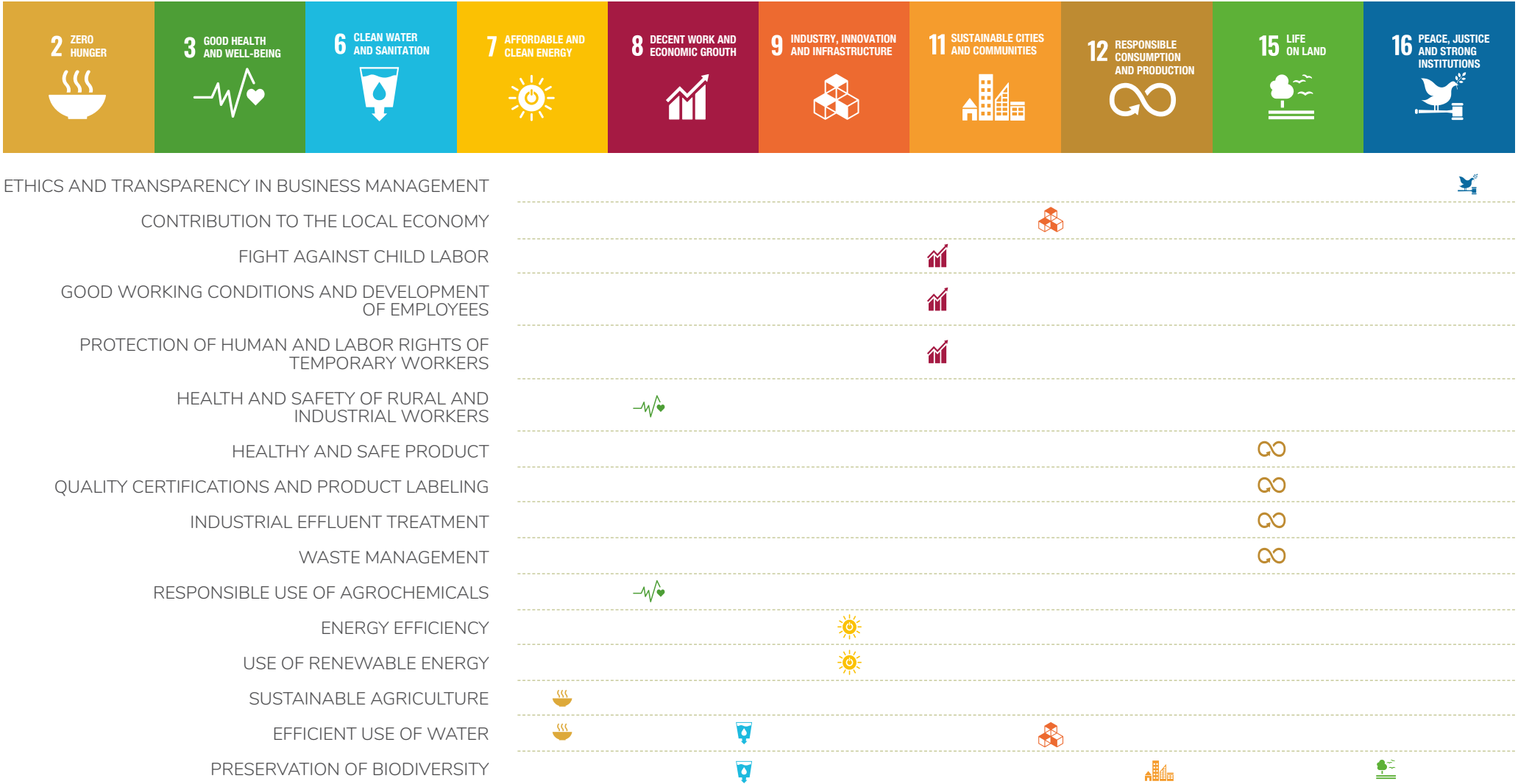






- ◆ Industrial effluent treatment.
- ★ Health and safety of rural and industrial workers.
- ★ Healthy and safe product.
- Ethics and transparency in business management.
- ◎ Efficient use of water.
- Fight against child labor.
- Good working conditions and development of employees.
- ◇ Waste management.
- ▲ Quality certifications and product labeling.
- ✕ Responsible use of agrochemicals.
- ◎ Energy efficiency.
- ✱ Use of renewable energy.
- Contribution to the local economy.
- ✱ Sustainable agriculture.
- ◆ Preservation of biodiversity.
- ✱ Protection of Human and labor Rights of temporary workers.

The Sustainable Development Goals Agenda guides our actions. Its goals allow us to analyze the impacts of our activities and contributions make through our sustainable production.







03

Agribusiness capital  
to **promote regional  
economies**



### 3.1 Citrusvil

Citrusvil is a pioneer company in the southern hemisphere with more than 50 years of experience. It is one of the world's largest producers, processors and exporters of lemon and its derivatives, supplying more than 50 countries.



**60 Years**  
of experience



**200.000**  
Lemon plants produced per year



**23**  
productive units



**+ 7.800 Ha**  
productive hectares



**50.000 Tn**  
2 packing plants  
total capacity per campaign.



**350.000 Tn**  
2 industrial plants  
total grinding capacity  
per season.



**+ 50 Countries**  
en 5 continentes, abasteciendo  
con nuestros productos



**5.700 Ha**  
of preserved native forest



**3 MW**  
of electrical energy power  
from biogas



### 3.1.1 Experienced and committed leadership

Citrusvil’s administrative and management structure is led by a team of professionals with a valuable experience aligned with our corporate values and policies.



**Martín Carignani**  
CEO



**Juan Altamiranda**  
Primary Production  
Manager



**José Luis Taddei**  
Primary Production  
Chief



**Jorge Arce**  
Harvest Manager



**José Luis Velarde**  
Packing Production  
Manager



**Francisco Rotella**  
Fresh Fruit Sales  
Manager



**Alberto Galván**  
Plant A Industry  
Chief



**Marcelo Pérez**  
Plant B Industry  
Chief



**Alex Nolte**  
Industry Sales  
Manager

### 3.1.2 Our Products

#### 3.1.2.1 Fresh fruit

Our lemons are characterized by their excellence, their high juice content, and a perfect state of maturity. They are also recognized for their freshness and good quality preserved throughout the season. They are certified by international standards, which guarantee the properties in terms of safety and quality.

We market our products through world-class brands, according to the requirements of different international markets.

CITRUSVIL



SAN VALENTIN



La Paz



PACARA



Bravo



La Luz





## World presence: our markets

We supply fresh lemon from the southern hemisphere to the whole world.



- » Canada
- » United States
- » Mexico
- » Brazil
- » Western Europe
- » Eastern Europe
- » Far and Middle East

Citrusvil was the main exporter of lemons from Argentina in 2020. We exported 27,000 tons. It represents 11% of the national export. There was a significant increase in shipments to the United States market, where we exported 5,000 tons.

We obtain good quality fruit during last campaign despite the climatic events that occurred, such as hail and high temperatures during flowering.

### 3.1.2.2 Industrial Products

We produce products derived from lemon destined for the beverage, flavor and aroma industries. They are used in the production processes of juices, carbonated beverages, ice creams, pectin and dietary fibers.

We develop specific products in search of satisfying the needs of our clients.

|        |  |
|--------|--|
| Oils   | <div>» Lemon essential oil</div> <div>» Lemon essence</div> <div>» Distilled lemon oil</div> <div>» Lemon terpenes</div> <div>» Concentrated lemon oil</div> |
| Juices | <div>» Concentrated juice</div> <div>» Cloudy concentrated juice</div> <div>» NFC Juice</div>  |
| Shell  | <div>» Seedless shell</div> <div>» Peel with modified pH</div>   |
| Pulp   | <div>» Lemon pulp cells</div>  |





## Our markets for industrial products



- » Canada
- » USA
- » Mexico
- » Costa Rica
- » Brazil
- » Argentina
- » Chile
- » Ireland
- » England
- » Denmark
- » Holland
- » Poland
- » Austria
- » Hungary
- » Germany
- » France
- » Italy
- » Spain
- » Cyprus
- » Israel
- » India
- » China
- » Taiwan
- » Korea
- » Japan
- » Australia
- » New Zealand

An important challenge is to continue consolidating citrusvil as a leader in industrial markets, in addition to growing in new markets.

## Research, Development and Innovation (R + D + I)

The needs of our clients motivate us to innovate and seek solutions that add value to our portfolio.

*From Citrusvil we promote commercial ties with our clients to provide solutions to their needs. We seek to generate sustainable relationships to guarantee the best service.*

In 2020 we move forward with innovative products that add value to our industrial portfolio:

**Lemon essential oil** used in the beverage industry.

**Special juices:** with parameters different from the traditional ones.

**Flavor Boosters:** It is a product that serves as a lemon flavor and aroma enhancer for the beverage industry.

**Lemon Blends:** These are “Taylor made” type preparations, to meet unique specifications, where exclusive lemon ingredients stand out.

**Lemon Puree:** It is a product that has applications as an ingredient for the food industry, it is produced through physical processes and its main characteristics are the typical lemon texture, color and flavor.

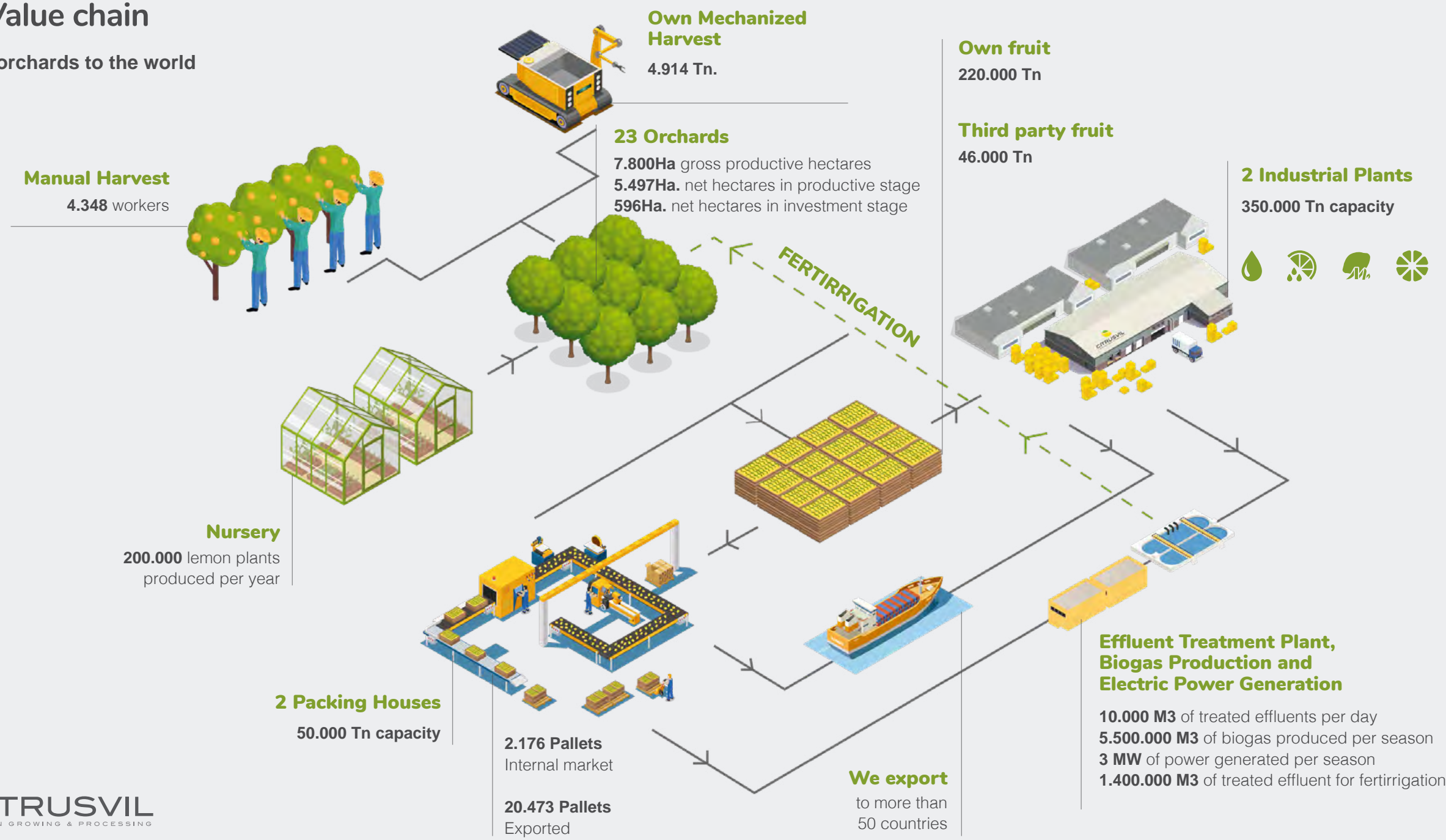
**Lemonade base:** It is a preparation in concentrated form, it consists of lemon juice and different ingredients, so that the diluted product can be used for direct consumption.




















### 3.1.3 Value chain

From our orchards to the world



### 3.1.3.1 Sustainable management system

Citrusvil has an Integrated Quality System to compliance with the most demanding food safety standards in the world. We work to bring healthy and safe products, managing and controlling their quality and safety without neglecting workers safety, environmental protection and respect for the communities.

|   |   |   |   |  |  |
|---|---|---|---|--|--|
|            |                            |               |    |   |   |
| <br>HACCP | <br>GLOBALG.A.P.<br>GRASP | <br>ISO 9001 | <br>ISO 14001   |  |  |
|          |                          |             | <p>In 2020 we incorporated more than 1000 productive hectares of lemon in 8 farms under the standards of good agricultural practices of Global GAP and Global GAP Grasp</p> |  |  |



All certification procedures are coordinated by our Quality Assurance Department. His actions include:

- » Training and qualifications for all employees on quality, safety, environment and sustainability issues.
- » Visits to farms and packaging.
- » Inductions before the production campaign

| Training by sector | Issues   | Employees |
|--------------------|--|-----------|
| Farm               | Waste Management, BPA, sustainability, 5S                          | 170       |
| Industry           | Waste management, ISO 14.001, HACCP, BPM, BRC, customer complaints | 802       |





3.1.3.2 Clients

Our responsible management throughout the value chain provides security to our clients. They trust in our ability to guarantee the supply of safe and quality raw materials, with sustainable practices.

Customer satisfaction

Every year, at the end of the production season, we carry out satisfaction surveys to our Industry and Packaging clients in terms of products, quality of service and administrative management, among other aspects.

| Customer survey | 2018 | 2019 | 2020 |
|-----------------|------|------|------|
| Packing         | 7    | 30   | 58   |
| Industry        | 8    | 15   | 39   |

In 2020 we considerably increased the amount of customer response. Its results include:

- » 90% of Industry customers responded with “Excellent” and “Very Good” their degree of satisfaction with the service, quality of products, delivery and relationship with Citrusvil.
- » 86% of Fruta Fresca customers responded with “Excellent” and “Very Good” their degree of satisfaction with the service, quality of products, delivery and relationship with Citrusvil.



“We are proud of the results obtained. It is a huge teamwork. We want to continue improving our processes for the greater satisfaction of our customers.”.

Lic. Axel Nolte, Citrusvil Industry Commercial Manager



### 3.1.3.3 Suppliers

We have a wide network of local, national and international suppliers.

| Country – Province | Number of suppliers | %   |
|--------------------|---------------------|-----|
| Argentina          | 1.232               | 95% |
| NOA                | 354                 | 27% |
| Rest of Argentina  | 878                 | 68% |
| Internationals     | 66                  | 5%  |

#### Budget distribution

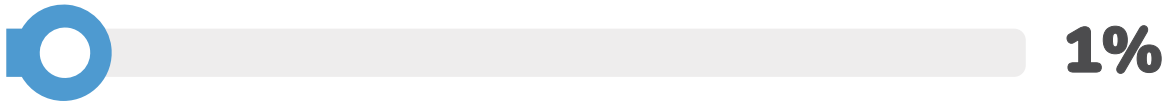
| Concept              | Amount MM USD | %   |
|----------------------|---------------|-----|
| Influence Area (NOA) | 5,7           | 14% |
| Rest of Argentina    | 29,6          | 70% |
| International        | 6,7           | 16% |
| Total                | 42            |     |



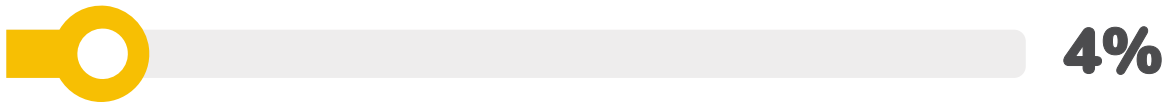
Based on permanent dialogue, especially with local suppliers, we seek tools for greater efficiency, shortening delivery times and improving production volumes. This allows us to have alliances of more than 10 years with many of our suppliers.

The main items are:

Machines and equipment.



Indirect maintenance supplies



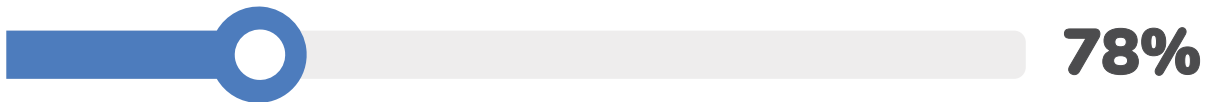
Services



Investments



Direct operating inputs, except lemon



We ask all our suppliers to declare their level of environmental commitment, either with an environmental management system or certifications. Annually, at the end of the campaign, we carry out their performance evaluations to assess their performance in terms of delivery times, quality, presentation and after-sales service.





### 3.1.3.4 Contractors

More than 5,000 workers participate in our production processes, mainly between the months of March and September, when the harvest takes place.

Our contractors have years of experience with our companies. They have a strong commitment to our **Code of Good Social Practices**.

#### We work with 15 contractor companies.

In the cultural tasks of Vivero y Fincas de Citrusvil, we generate employment indirectly by hiring more than 300 collaborators, through 15 contractor companies who provide their services in some cases, for more than 15 years, aligned with our sustainability policies

#### Field

Field cultural tasks include pruning, spraying, fertilizing, and planting, among others. With field workers, training is carried out in:

- » Safety and Hygiene
- » First aid
- » Machinery maintenance
- » Satellite monitoring of spraying machines





Harvest Contractors are indispensable for lemon picking tasks. This work is 100% outsourced, and it is these contractors who provide the necessary labor, guaranteeing its registration and care, to carry out a harvest that can supply the Packaging and the Industry.

We have been working with 6 contracting companies for the last 10 years.



The increase in the number of harvesters is the result of the biometric identification carried out on collaborators at the harvest points. It should be noted that they can work one day, one week or during the entire campaign. In all cases they are registered in the national tax system.





Access control in fields

Harvesting tasks are considered high-risk tasks in relation to informality, child labor and forced labor, due to the large volume of people who operate in the fields each season.

We have an access control system to fields, “Access Man”, implemented to reduce the risk of informality and child labor in harvesting tasks. With this system, each harvester is given an identification card with an RFID system that they must present daily when entering the fields. This procedure is carried out at the beginning of the day and in all the harvest fronts, obtaining the real number of people harvesting each day.



Audits

Our Annual Internal Audit Plan includes reviews in our own fields and those of third parties. In 2020 we increased the number of audits performed on contractors. There were a total of 90 audits that reached a total of 4,555 workers.

Among the inconsistencies found there were specific cases of unregistered personnel. This situations were immediately reversed, and in case of recurrence, sanctions were applied to the contractor.

In 2020, the Union Co-responsibility system was maintained, which allows contracting companies to pay a substitute fee for contributions and contributions from harvest personnel, thus guaranteeing the registration and payment of these concepts.

### 3.1.3.6 Responsible environmental management

We work on the responsible management of natural resources and on the minimization of real or potential impacts of our activities.

#### 3.1.3.6.1 Soil care

Soil is a resource at the service of production and, therefore, is essential for the sustainable development of crops.

Good soil management also ensures its long-term fertility and contributes to higher yields and profitability. That is why at Citrusvil we carry out good management practices in order to maintain or improve its quality, avoiding erosion and the alteration of its characteristics.

- » Implementation of service crops in rest periods, to avoid soil erosion and incorporate nutrients into it.

#### Our practices consist of:

- » Planning and systematization of the plantation, to define the tasks of improvement in water conduction and prevent future soil erosion.
- » Fertilization and fertigation exhaustively monitored, managing to maintain the balance of the physical, chemical and biological characteristics of the soil, without altering its state.
- » Incorporation of pruning remains to the soil as a contribution of nutrients.
- » Maintenance of green coverage between the trails, which helps to slow down the water, minimizing the chances of erosion.

*Citrusvil carries out the reconversion of its nursery with the incorporation of varieties and rootstocks to increase the density of its plantations, optimize the use of the soil, achieving genetic evolution and taking care of health.*



### 3.1.3.6.2 Responsible use of our materials

En la compañía llevamos a cabo un uso eficiente de los recursos. En constante diálogo con nuestras clientes, utilizamos insumos y materiales considerando su ciclo de vida y sus impactos medioambientales asociados.

| Packaging Supplies  | Variation % of the last period | 2020              |                            | 2019              |                            | 2018             |                            |
|---------------------|--------------------------------|-------------------|----------------------------|-------------------|----------------------------|------------------|----------------------------|
|                     |                                | Total Weight (Tn) | Input Tn / Fruit Tn packed | Total Weight (Tn) | Input Tn / Fruit Tn packed | Total Weight(Tn) | Input Tn / Fruit Tn packed |
| Boxes               | ↓ 5                            | 1264,50           | 0,040                      | 1188,53           | 0,041                      | 2198,38          | 0,0675                     |
| Plateau             | ↓ 5                            | 1264,50           | 0,040                      | 1188,53           | 0,041                      | 2198,38          | 0,0675                     |
| Pallets             | ↓ 5                            | 446,87            | 0,0144                     | 520,515           | 0,018                      | 535,34           | 0,0164                     |
| Sulfite Paper       | ↓ 28,4                         | 5,48              | 0,000177                   | 5,58              | 0,00019                    | 5,98             | 0,00018                    |
| Wax                 | ↓ 12,4                         | 30,40             | 0,00098                    | 35                | 0,0012                     | 40               | 0,0012                     |
| Sodium Hypochlorite | ↓ 22,4                         | 44,03             | 0,0013                     | 70,32             | 0.0024                     | 49               | 0,0015                     |
| Sodium bicarbonate  | ↓ 92,3                         | 14,14             | 0,00045                    | 22,52             | 0.00078                    | 15               | 0,00046                    |

We continue to achieve significant improvements for less use of materials. This is possible due to technological improvements in the assembly of boxes that allowed to reduce waste and reuse materials in internal processes.



### 3.1.3.6.2 Uso responsable de nuestros materiales

We are responsible for the responsible management of the materials used. Together with our clients, we consider the use of environmentally friendly packaging.

|   |                                   | 2020              |                               | 2019              |                               | 2018              |                               |
|---|-----------------------------------|-------------------|-------------------------------|-------------------|-------------------------------|-------------------|-------------------------------|
| Industry Supplies   | % de variación del último período | Total Weight (Tn) | Input Tn / Fruit Tn procesada | Total Weight (Tn) | Input Tn / Fruit Tn procesada | Total Weight (Tn) | Input Tn / Fruit Tn procesada |
| Tambores, bidones para jugo, baldes y bolsas plásticas para jugo, pulpa y cáscara | ↓ 9                               | 164,34            | 0,00070                       | 217,1             | 0,00077                       | 268,02            | 0,0044                        |
| Tambores metálicos para jugo, pulpa y aceite                                      | ↑ 29                              | 1212,52           | 0,00517                       | 1.243,63          | 0,0004                        | 1.323             | 0,004                         |
| Carbonato de sodio  | ↓ 7                               | 66,9              | 0,00028                       | 94,47             | 0,0003                        | 129,25            | 0,0004                        |
| Soda caustica   | 0                                 | 153,61            | 0,00065                       | 180,48            | 0,00065                       | 249,1             | 0,0007                        |
| Tierra filtrante  | ↑ 15                              | 55,17             | 0,00023                       | 56,40             | 0,0002                        | 27,22             | 0,0001                        |

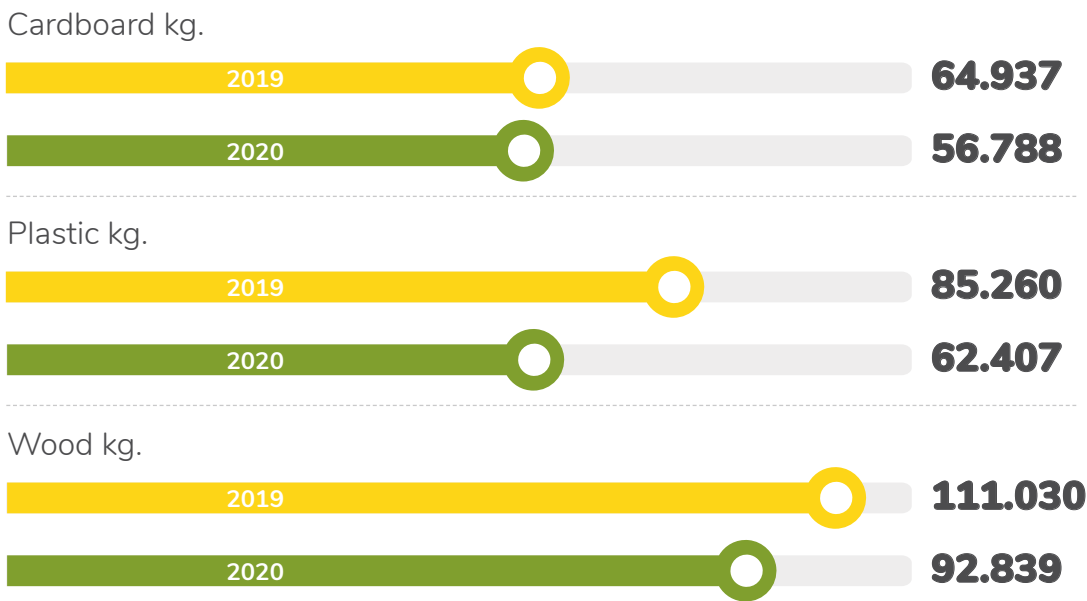
In relation to the packaging of our industrial products, we increased the use of metal drums, 100% recyclable, instead of plastic drums



3.1.3.6.3 Solid waste management

Through our Solid Waste Management program we carry out waste treatment practices, such as reduction, recycling (reuse in the industry or third party sales) and recovery.

In 2020 we recycled 173 tons of materials.



The amount of recyclable waste generated in this last campaign was reduced mainly due to the decrease in grinding in the 2020 campaign, also due to the reuse, in internal processes and in various business units, of the pallets before discarding them, among other actions.

Organic waste from production is treated at the composting beach and after 6 months, it is disposed of as compost in our nursery and in the lemon plantations.

In addition, in 2020 we launched the “Hacete ECO” campaign in order to sensitize all our employees about the efficient use of resources and the protection of the environment. The focus was on promoting energy saving, waste management, paper optimization and water care, spreading through posters, banners, WhatsApp plates and mail plates in this way to reach 100% of our staff.

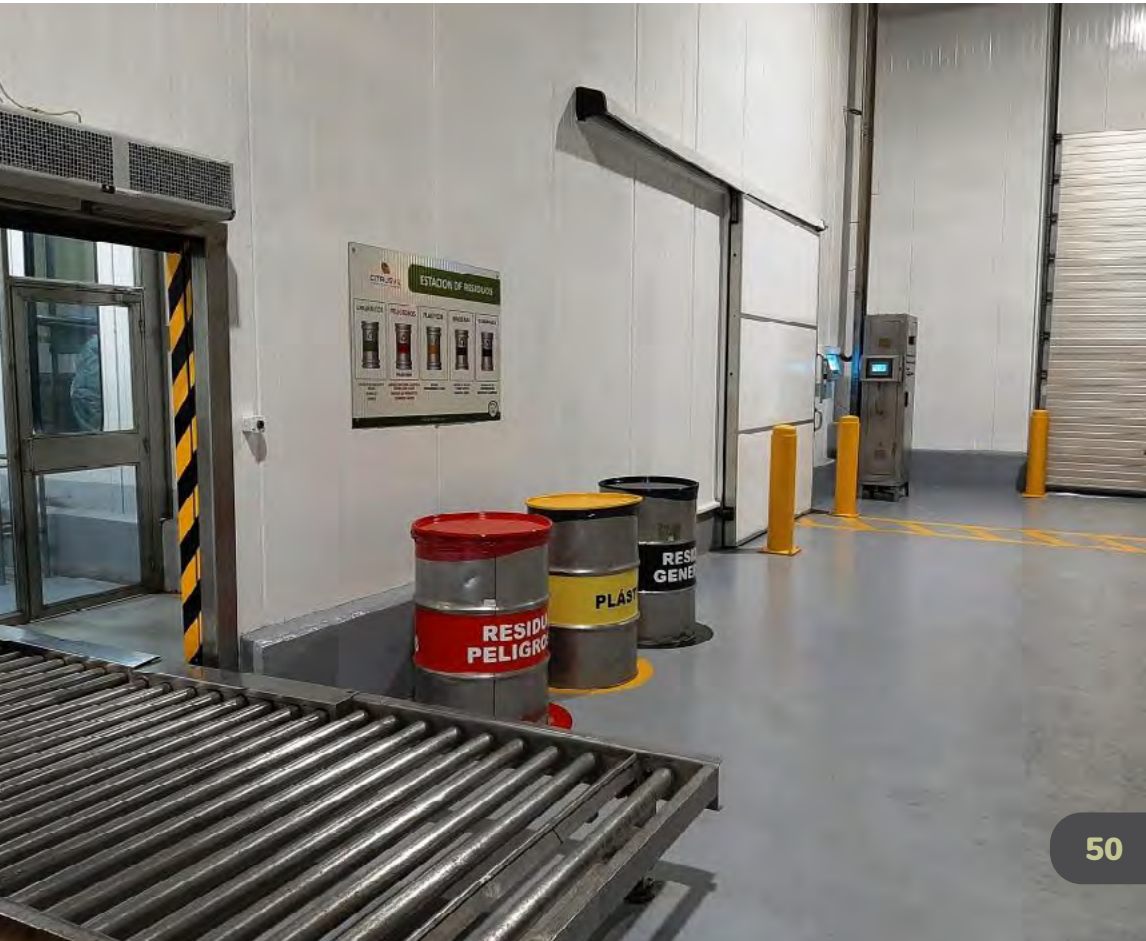
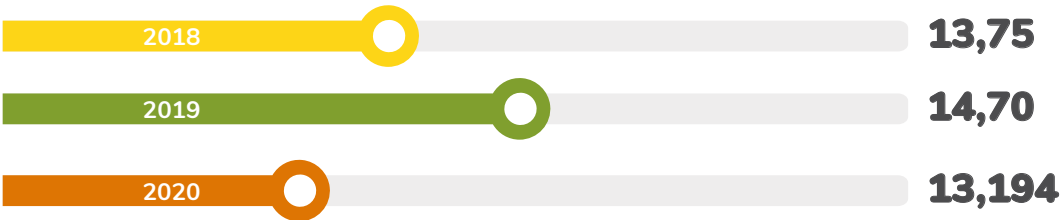
| Tn         | 2020  | 2019  | 2018  |
|------------|-------|-------|-------|
| Compostaje | 1.523 | 2.141 | 2.529 |

The decrease in composting in 2020 was mainly due to the volume of industrial activity

Dangerous residues

|      | Residues Stream  | 2020  | 2019 | 2018 |
|------|--|-------|------|------|
|      |  | Tons  |      |      |
| Y1   | Clinical wastes from medical care  | 0,074 | 0,17 | 0,09 |
| Y8   | Oil waste  | 3,4   | 5,43 | 3,5  |
| Y12  | Waste resulting from the use of colorants, inks, lacquers or varnishes                       | 0     | 0,18 | 0,6  |
| Y29  | Mercury compounds resulting from the disposal of fluorescent tubes                           | 0     | 0,04 | 0,68 |
| Y31  | Lead / lead compounds from battery disposal  | 0     | 0,7  | 4,16 |
| Y34  | Acidic solutions, or acids in solid form, resulting from the disposal of cells and batteries | 0     | 2,6  | 0,26 |
| Y48  | Materials and / or elements contaminated by contact with a dangerous substance               | 6,4   | 4,78 | 3,9  |
| RAEE | Waste resulting from the disposal of electronic scrap  | 0     | 0,8  | 0,56 |

Tons of hazardous waste.





## Livestock agricultural synergy

The unification of the agro-livestock sector offered the possibilities of productive growth of VILUCO and Engordar, adding value through the intensification of activities, the leasing of establishments, the advance in the production of agricultural specialites and the meat chain.

In 2020, administrative, commercial, and operational synergy was achieved, which allowed a joint development of these companies and new business possibilities.

This synergy is led by our CEO and managers through great teamwork.



**Pablo Ciani**  
CEO Agricola  
livestock



**Ramiro Aznar**  
Agricultural  
production manager



**Daniel Navarro**  
Livestock production  
manager

## 3.2. Viluco

### 3.2.1 Innovation and sustainability in agricultural activity

It is a company dedicated to agriculture, which works adding value to Argentine primary production by growing mainly soybeans, corn, wheat, sorghum, cotton, and legumes. Its activity takes place in the Northwest of the country, on a total of 31,200 gross productive hectares distributed in 12 of its own fields.





### 3.2.2.1 Our product

We produce different types of agricultural crops throughout the year, achieving production efficiency



|   |  |
|---|--|
|     | soy, wheat, corn, chickpea Internal market                                     |
|    | black bean: 90% internal market, 10% exports (Brasil and Colombia)             |
|    | Alubia bean, red beans, red light and oranber 90% internal market, 10% exports |
|    | Cotton: 100% Exports   |



**Diversified production at VILUCO**

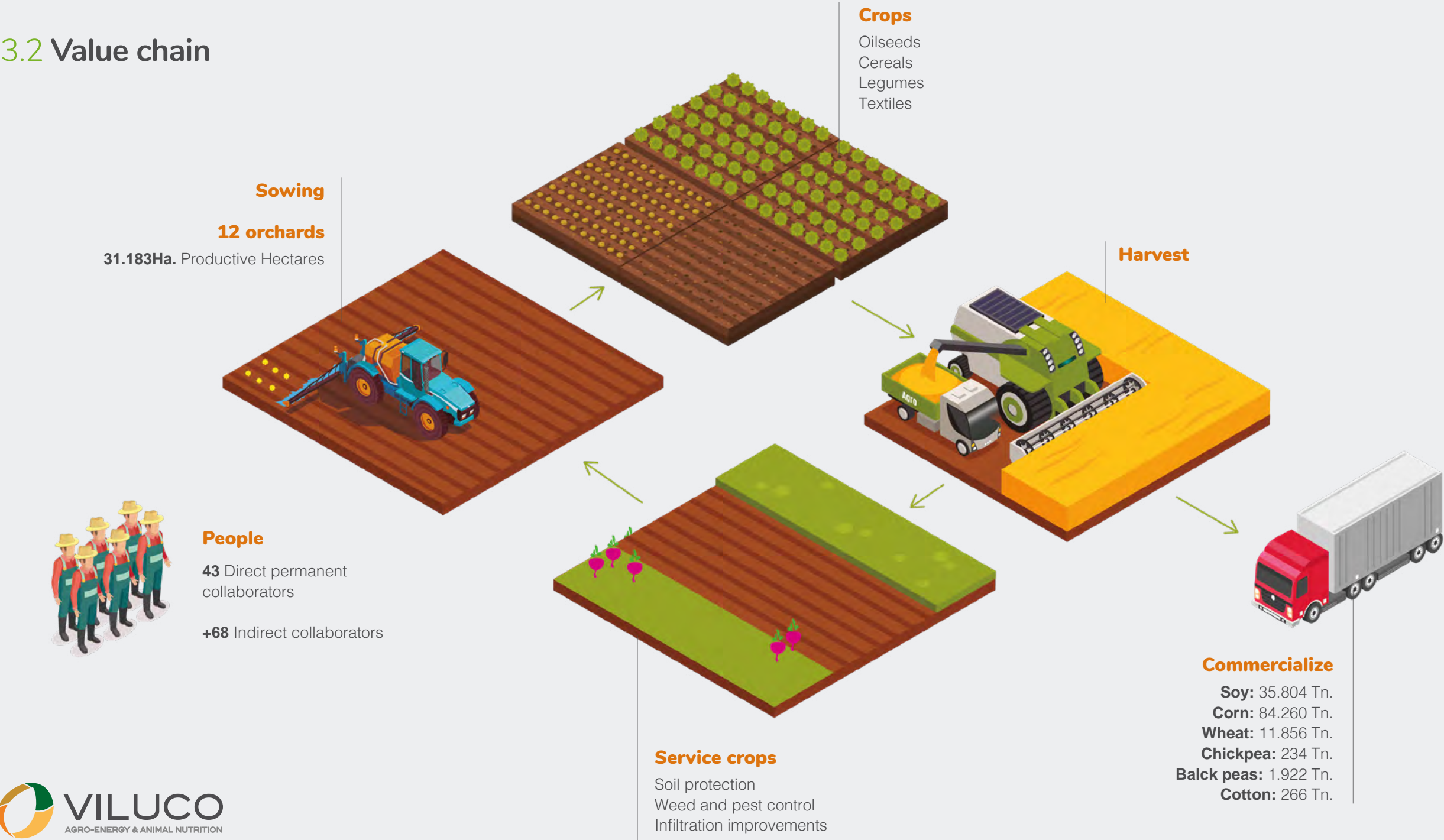
Our campaign was successful, obtaining a high level of productivity and good commercial qualities. We sow 2,500 hectares of Alubia beans, 500 hectares of Dark and as many as Cranberry and Light red kidney, in the provinces of Salta and Santiago del Estero. For this we applied innovative harvesting processes, unifying the delivery of the crop without the use of agrochemicals. We had the first experience in the international market of Specialites supplying markets such as Colombia, Chile and Jamaica, new markets for Grupo Lucci with great potential to develop.

All the experiences lived during 2020 allowed our teams and specialists consolidate knowledge, incorporate new productive processes, ways of working and consolidating the management of these new products that are part of the Viluco portfolio.

*At Viluco we began a path of exploration and interpretation of the international Specialties market, developing new marketing channels with greater projection and global reach. Through our strategic association, we plan for the 2021 campaign to produce around 7,500 hectares together in an Establishment leased for this purpose in the north of the province of Salta.*



### 3.2 Value chain





### 3.2.2.2 Contractors

Viluco works with 8 contractor companies. They carry out fertilization, sowing, harvesting and spraying tasks.

*On average, the seniority of these companies with the organization is 15 years, with some of them maintaining a relationship of more than 20 years. Relationships that we seek to retain contractors, generating long-term relationships and getting involved in the technological improvements required by the new agriculture.*

**80% of contractors are from the Northwest region.**

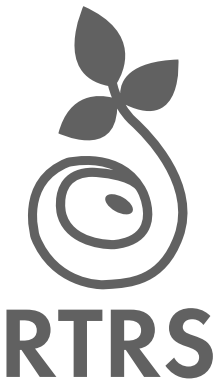
We control that each contractor complies with the required training plan:

- » Handling of agricultural machinery
- » Manual handling of loads
- » Heat stroke and heat stress
- » Safe handling of tractors
- » Handling of agrochemicals
- » First aid
- » Types of fire and use of fire extinguishers
- » How to act in case of accidents





### 3.2.3 Certifications



Viluco was the first company in Argentina to certify the Round Table Responsible Soy standard related to the production of Soybeans.

This certification is about:

- » Laws and regulations
- » Good agricultural and business practices
- » Optimal working conditions
- » Good relationship with the community
- » Responsible Environmental Management

*During 2020, 11,200 ha of Responsible Soy were certified with RTRS.*



#### Strategic Alliance with Grupo ARCOR

We accompany Grupo Arcor in its Sustainable Corn Production and Certified Sustainable Supply Project. This initiative promotes the incorporation of sustainable practices in corn producers, such as Viluco, through a certification program under the SAI-FSA protocol that encourages innovative agricultural practices, in line with the highest sustainability standards, and the improvement continuous in management.



*After all the work process carried out, in 2020 we achieved the FSA-SAI certification for sustainable corn production*



### 3.2.4 Good Practices for a sustainable agriculture

At Viluco we work on the management of a long-term Sustainable Production System, which implies the implementation of specific actions that promote a balance between productivity, profitability and care for the environment.

#### Crops at the service of production

At Viluco we focus on finding solutions to prevent possible problems in the health of the ecosystem, which is why we implement strategies linked to conservation agriculture. Service cultivation, or also called cover cultivation, consists of sowing alternative species, specifically applied to produce eco-systemic services. They are sown with the aim of protecting the soil against water erosion, reducing its compaction and improving its fertility, stimulating nitrogen fixation and controlling weeds and pests, while allowing increasing biodiversity in production systems.

We understand that it is a convenient investment, since, in addition to contributing to the minimization of the environmental impact, it ensures a higher yield on the main crop, and reduces the use of herbicides and the cost that these imply.





The new agriculture

Selective spray technology markedly improved weed control and fertilizer application efficiencies. Innovation in cultural tasks today allows us to make economic and environmentally appropriate decisions for the production of our crops. Resistant and recurrent, weed control during fallow poses the challenge of being efficient, while being sustainable.

In this context, we have the Targeted Spraying System (WEEDIT), whose technology consists of infrared LED sensors that detect the fluorescence of chlorophyll, allowing a variable, specific and concentrated dosage only on plants. This system helps us reduce water consumption and product drift, being able to save between 40 and 70% of agrochemicals in each application.

We also implement the differential application of fertilizers on a specific site that, from the collection and management of information, allows us to recognize and identify variations in soil type, texture, color and productivity within the lots. Thus maps are composed that determine the areas of sufficiency and need for fertilizers for differential application for each area in particular, consequently achieving greater efficiency in the use of resources, thanks to the better distribution of the product, the reduction of nutrient losses. due to over-application, and cost savings.

*Committed to sustainable and productive development, Viluco has been working on the management of a long-term Sustainable Production System, which implies the implementation of specific actions that promote a balance between productivity, profitability and care for the environment.*



**Campaign 2018-2019 = 43%  
reduction in the consumption of  
agrochemicals / Ha**



**Campaign 2019-2020= 60%  
reduction of inputs / Ha.**



### 3.3 Engordar

#### 3.3.1 Livestock activity to enhance productive development

This livestock company is dedicated to the productive activities of breeding, pastoral rearing and fattening in corral. Its production is destined for the Argentine domestic market. It has 34,000 bovine heads in rotation, and a capacity to enclose 12,000 animals in two fattening cycles per year. Its production is distributed in five agricultural-livestock establishments, and two feed-lots, located along 32,000 gross productive hectares, in the provinces of Tucumán, Santiago del Estero and Catamarca.

The company marked a sustained commercial and productive growth in the last decade, positioning itself as a supplier recognized at the regional level for its cattle of excellent genetic quality and high butcher performance.



| Year | heads   |        | kg of beef per head   |     |
|------|---|--------|---|-----|
| 2016 |    | 12.905 |    | 228 |
| 2017 |  | 13.865 |  | 247 |
| 2018 |  | 15.213 |  | 234 |
| 2019 |  | 15.500 |  | 238 |
| 2020 |  | 14.300 |  | 238 |



### 3.3.2.1 Quality product

We supply the local live beef market with high standards of quality and butcher performance. They are the product of intensive dedication from the birth of the animals to the end of their productive life.

Our professionals attend and take care of each of the growth stages, covering all quality aspects valued by customers and consumers, such as safety and nutrition, achieving excellent organoleptic qualities - appropriate color, greater tenderness and optimal marbling level- , and an ideal degree of completion.

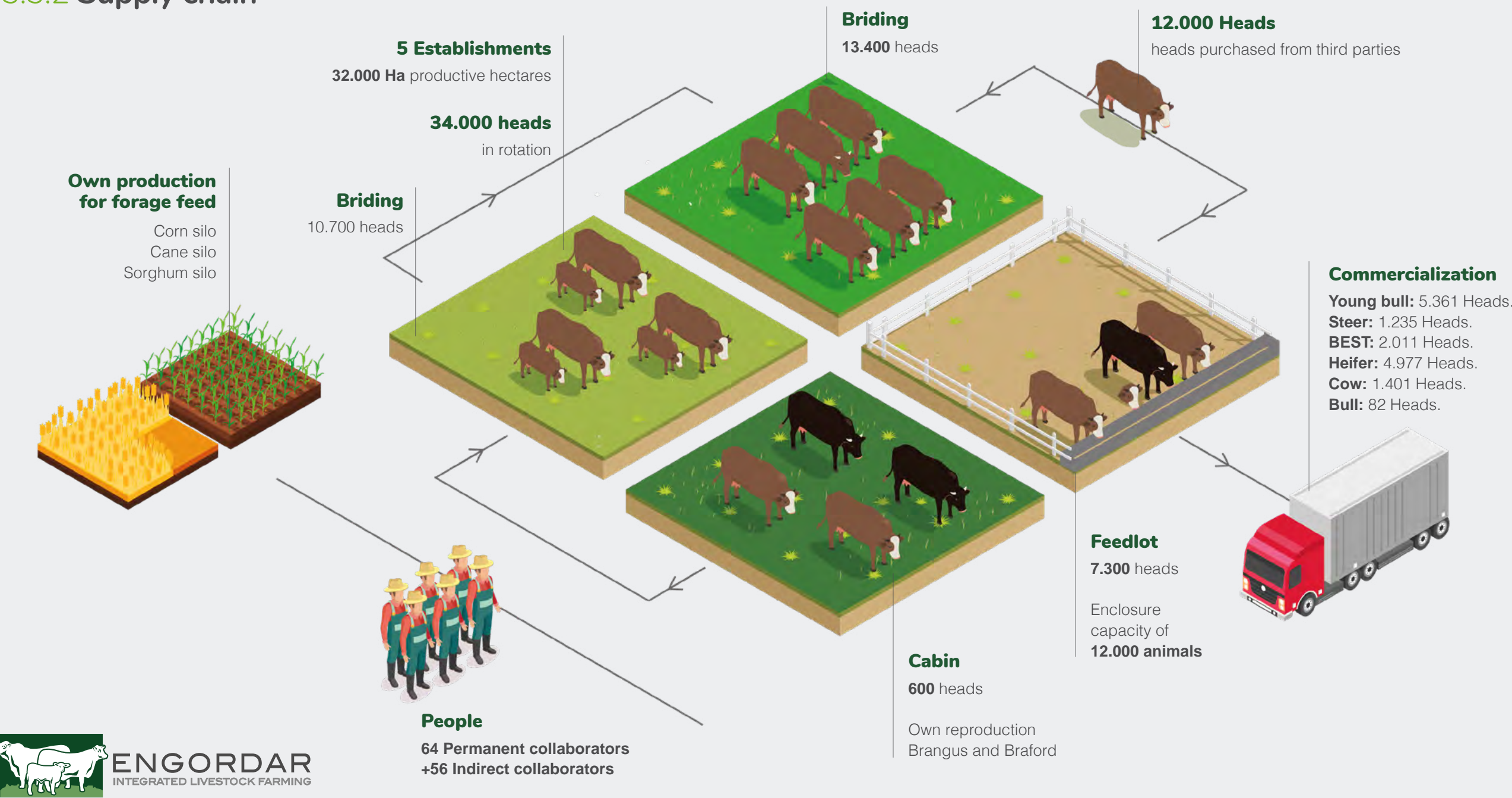
*All livestock production is developed under the pastoral and Feed Lot modality.*

*40% of the production is carried out in a Feed Lot production system, the remaining 60% is a pastoral production system.*





### 3.3.2 Supply chain



### 3.3.2.2 Sustainable Practices

Our goal is to impact production systems in a balanced way.

#### Committed professional teams

The management and efficiency of our project is developed with excellent work teams. We keep our professionals in permanent training and updating. We carry out exchanges with CREA Groups and institutions such as INTA.

#### Contractors

Aligned to the policies of Grupo Lucci, we work with 12 contractors for the areas of Chopping, Veterinary Services, Field Work, Treasury Freight, Electrical or Mechanical Repairs. On average they have been accompanying our organization for 8 years. Its participation involves 97 workers.

#### Good Livestock Practices

In all our establishments we align ourselves with the approach of good livestock practices that lead to an improvement of the practices in the establishments, and help us to guarantee:

- » Food safety.
- » Welfare of the worker.
- » Sustainable management of the environment.
- » Animal care.





### Animal welfare

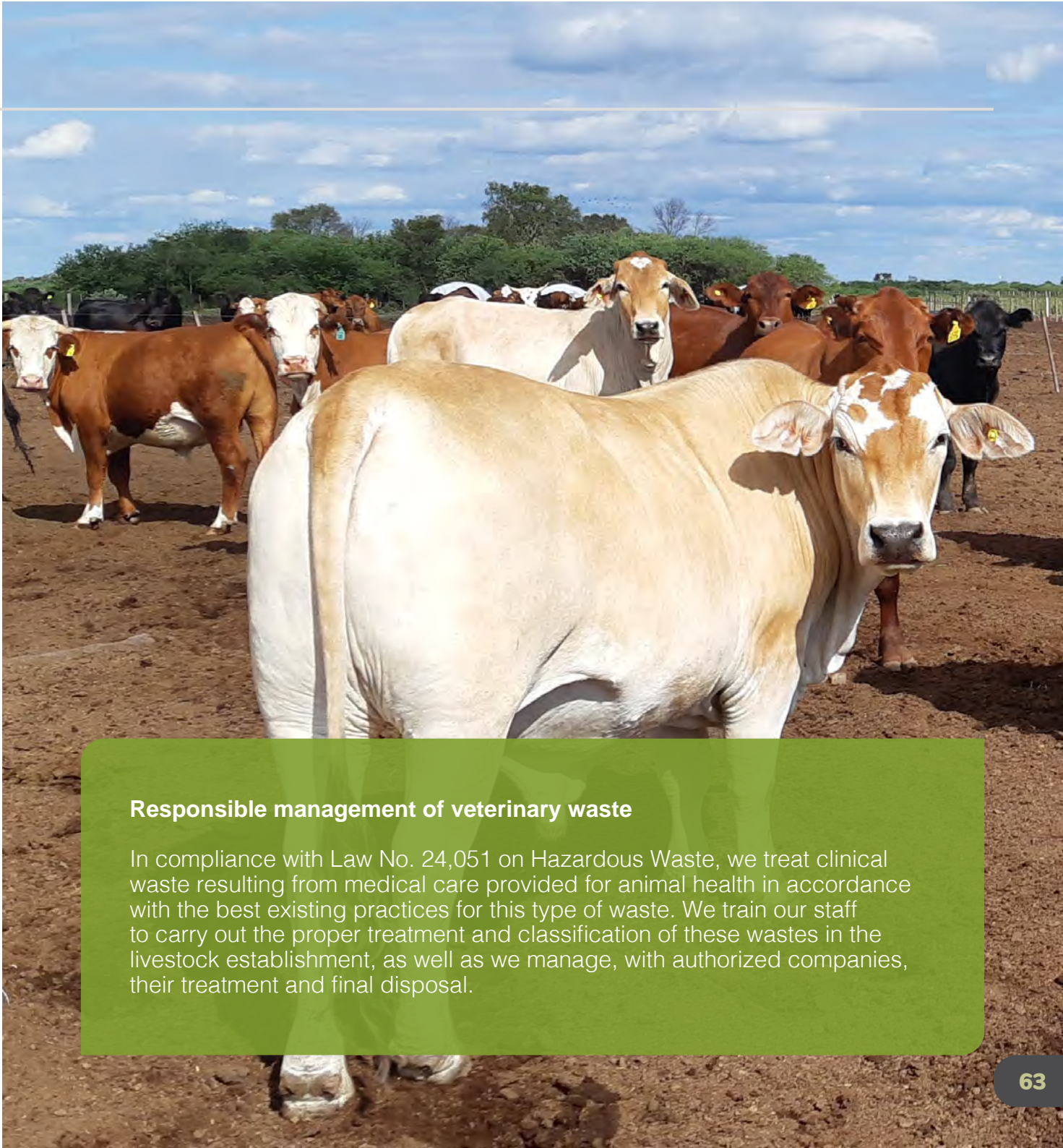
We have Animal Welfare Policies applied in the dehorning (birth), castration and de-plowing stages. The use of antibiotics is only in the case of respiratory and / or digestive infections, or eventual puncture wounds. In some cases, antibiotics and anti-inflammatory drugs are used to reduce pain and discomfort. In the mineral vitamin supplementation, with the premixes in the Feed Lot, monensin is used to correct acidosis problems. Growth promoters are not used, it is not used in any case, or at any stage.

We address animal welfare aspects in processes related to:

- » Transport of animals
- » Repair and Installation Adjustments
- » Mineral vitamin supplementation
- » Selection of Biotypes
- » Balanced Nutrition
- » Natural Shadows

In addition, three years ago we sought to impose on the market, specimens of Young Whole Male. It is a fat calf / heifer without castrating, therefore, not exposed to this suffering. It requires significant commercial work to convince customers of this type of specimen.

**We currently sell 1,800 steers of this type, which represents 23% of the total number of steers sold in 2020.**



### Responsible management of veterinary waste

In compliance with Law No. 24,051 on Hazardous Waste, we treat clinical waste resulting from medical care provided for animal health in accordance with the best existing practices for this type of waste. We train our staff to carry out the proper treatment and classification of these wastes in the livestock establishment, as well as we manage, with authorized companies, their treatment and final disposal.



### Biofertilizers

We detected an opportunity to improve our management by implementing new techniques related to the distribution of manure that make it possible to improve the quality of agricultural soils and the yield of crops.

*At Engordar we ensure that these solid effluents are used as productive inputs, representing an opportunity to take advantage of their components that provide high content of organic matter, phosphorus and nitrogen. For this, we distribute them in batches, being a key nutrient contribution for extensive agricultural production systems, significantly improving the physical properties of the soil.*

In addition, we incorporated a LEC HYDRO machinery, a solid manure thrower, the only one on the market with the tipper made of galvanized steel in order to guarantee greater productivity, competition and homogeneity in the distribution of the effluent in our agricultural areas.



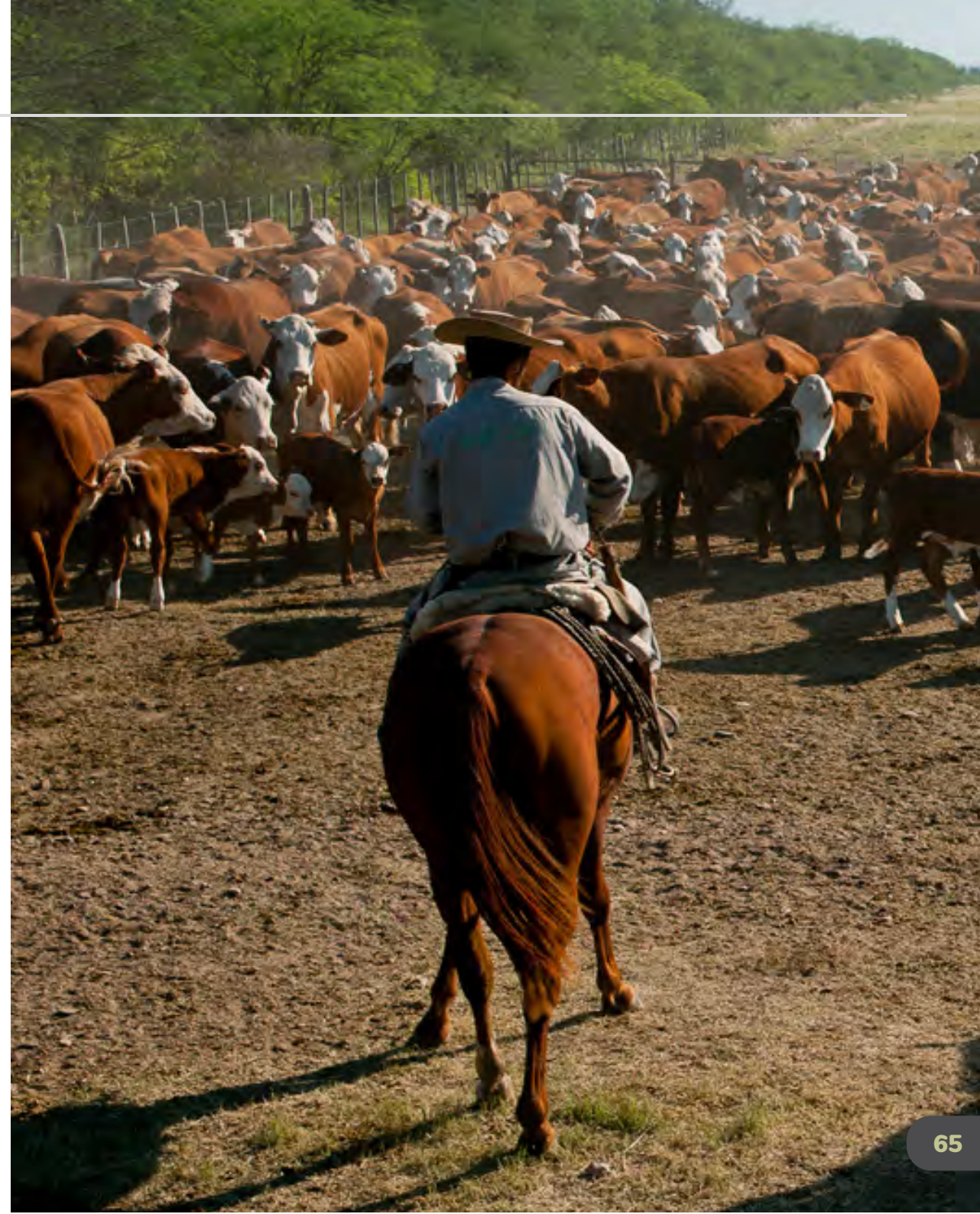


### Pasture sustainability

Our Pastoral System seeks the balance and efficiency of plant production to generate forage for animal feed. This requires the achievement of a correct implantation of the pasture, which begins with the sowing and its initial multiplication. After establishing the plants (fixation to the ground and number of plants per meter) we look for the ideal moment for grazing, in order to try to attack the soil as little as possible with the consumption of animals, which harvest for 8 hours a day.

- » Cutting height: Up to the growth meristems, in order to allow a rapid regrowth.
- » Grazing pressure: Number of heads per hectare and time of permanence, so as not to generate overgrazing.
- » Mechanical cleaning cuts: For even regrowth and weed control.
- » Generation of Cover: All vegetal rest that is generated by the use of the pasture, serves as ground cover, providing nutrients and improving the economy of the water in the soil.
- » Closure: In the rest periods, the pasture can sprout, grow and multiply, all in favor of the best implantation and productivity.
- » Productive design: The size of the paddocks, the location and the number of drinking points, rationalizes grazing and therefore the potential damage to the pastoral system.

*All these 6 aspects are taken care of with great intensity, to maintain a healthy, nutritious and highly productive pasture, sustainable over time.*





## 3.4 Nueces de Catamarca

### Healthy products for international markets

It is Grupo Lucci's company dedicated to the production, processing and commercialization of walnuts in shell. It offers the world a premium quality product, noted for its high pulp yield, optimal size and color.

- » Variety: Chandler
- » Origin: Argentina
- » Intended use: Suitable for direct consumption or raw material for manufactured products

In the framework of the pandemic, the increase in demand for the consumption of walnut has been significant, due to its benefits as a healthy product. Walnuts play a fundamental role in the body as they contain omega 3 fatty acids (polyunsaturated), they are good for coronary units, and also vitamins B and C.





### 3.4.1 Excellence in processes

Nueces de Catamarca is a company dedicated to the cultivation of Chandler variety walnut and the production, packaging, marketing and export of walnuts in the shell. From its establishment located in the valleys of Catamarca at 1,150 meters above sea level, it offers the world a premium quality product that stands out for its high pulp yield, optimal size and color. It has 215 gross hectares of walnut plantations of which 75% are currently productive and 25% are young growing plants.

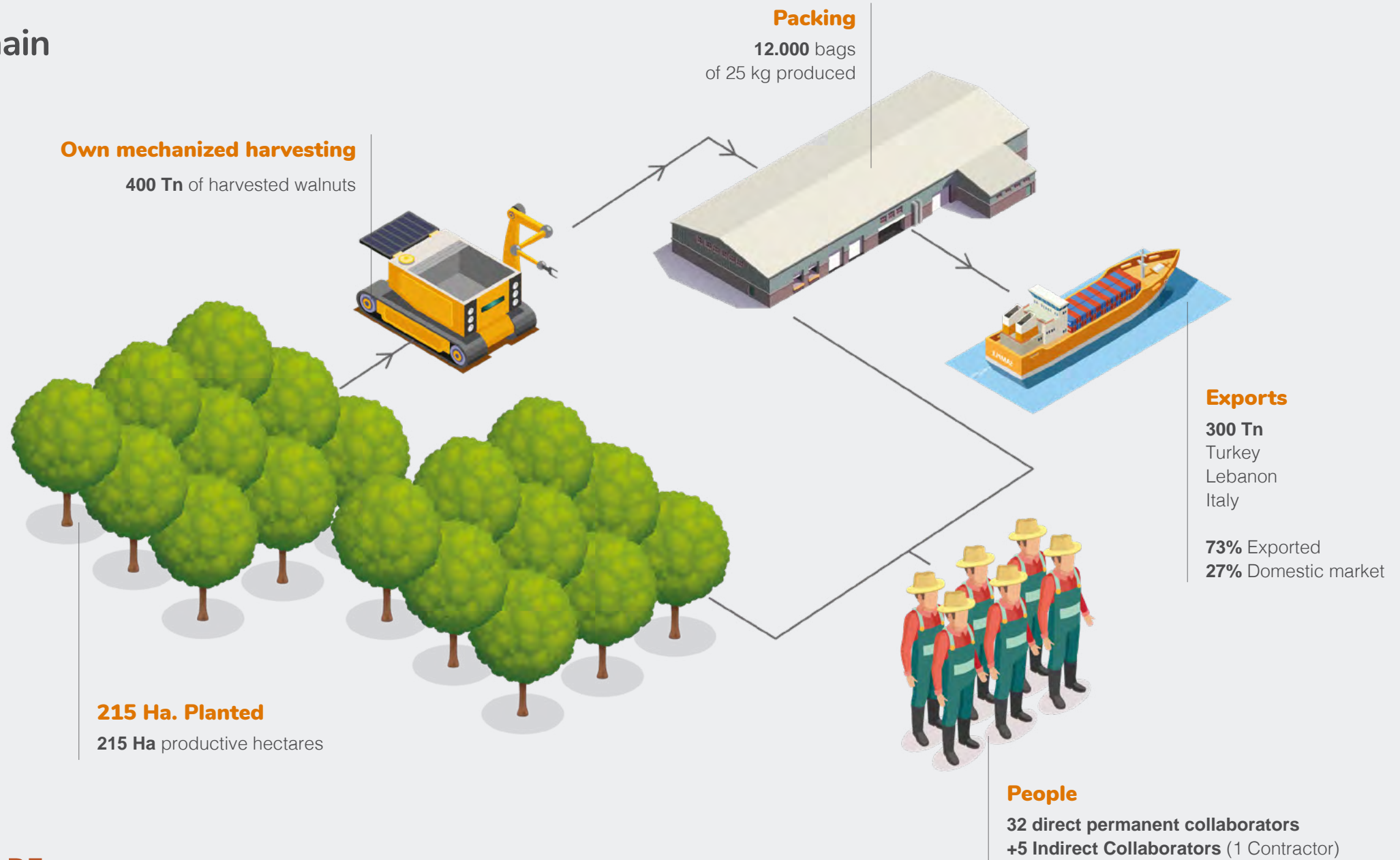
We achieve high standards of productivity and quality because our plants come from certified nurseries and we carry out a sustainable productive management. Our harvest is 100% mechanized, the process is equipped with state-of-the-art technology that includes vibrating, sweeping and collecting machines, which provides us with greater coverage, speed and allows us to achieve optimal quality standards.

These modern and strict control systems allow us to deliver to our clients a product with structurally sound and healthy shells, protected from damage by insects, free of foreign matter and with the highest quality that the market demands.





### 3.4.2 Value Chain





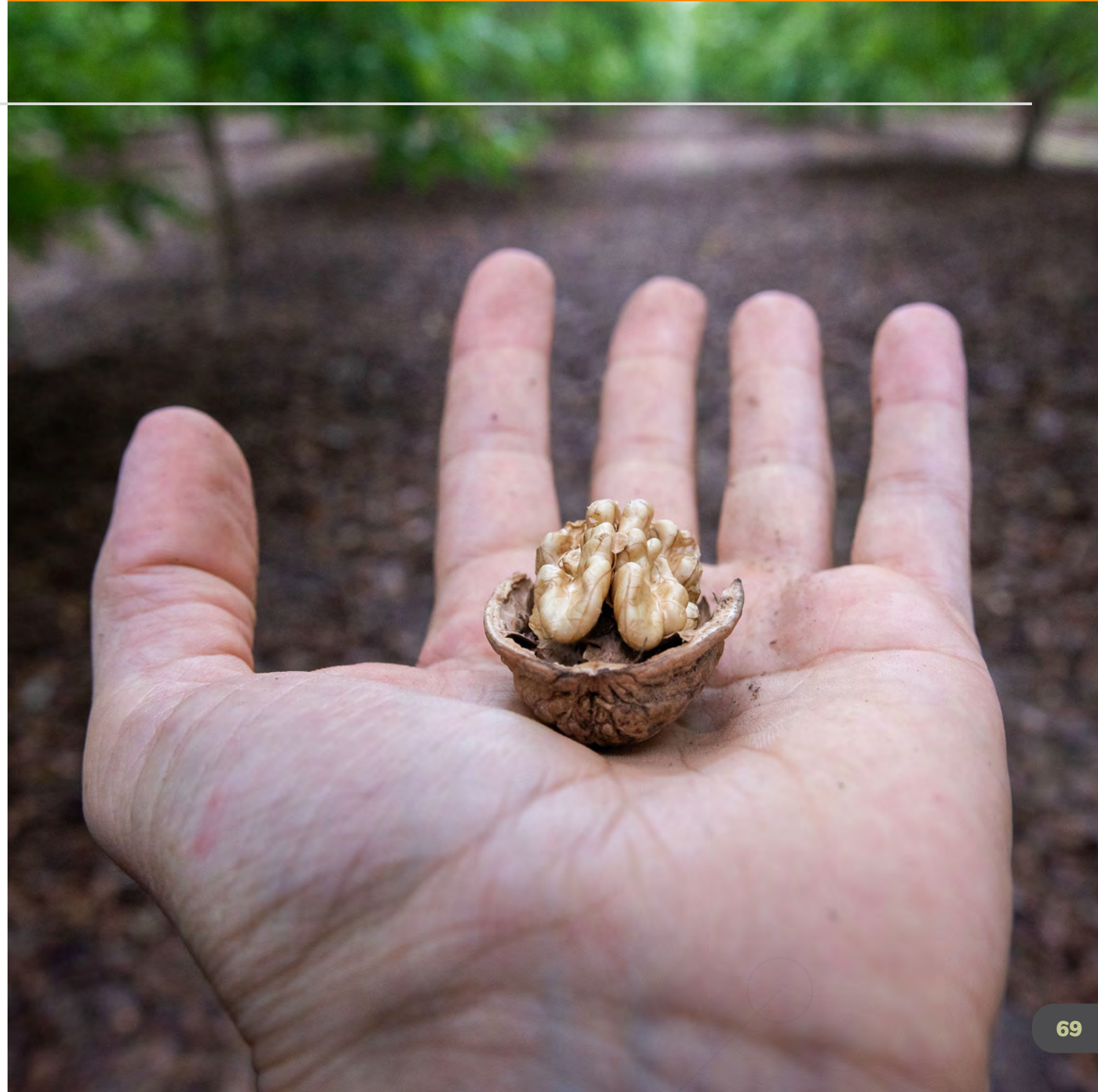
### **Sustainable practices: Good Agricultural Practices (GAP)**

At our farm we use this approach to agriculture of local and international knowledge to develop sustainable agricultural production practices that result in safe and healthy food products.

A GAP approach leads to the improvement of practices on the farm, especially related to:

- » Food safety
- » Labour Welfare
- » Sustainable management of the environment

*We carry out investments and improvements to increase the competitiveness of our operations as well as mitigate the impact on the environment and take care of the health and well-being of our employees.*





### 3.4.2.1 2020 highlights

- » 400 tons produced.
- » Improvement in the quality of the nuts, with high pulp yield, and optimal size and color.
- » We make new investments in the field, such as incorporating a new sweeper to speed up the harvesting system.
- » We implemented a new spraying system with turbines in height to achieve greater coverage and control of diseases in the plants.
- » Incorporate new technology to automate the filling, weighing and sewing processes in the bagging line.
- » New markets in Turkey. Arrival in Lebanon, Dubai and Italy.
- » Positioning as suppliers of premium quality walnuts.

By 2021 we will be awaiting the export protocols of the interested countries as well as the evolution of the consumption of healthy products. In addition, we must analyze the stocks generated by the US and the production of Chile to define our opportunities



### 3.5. El Pucaré

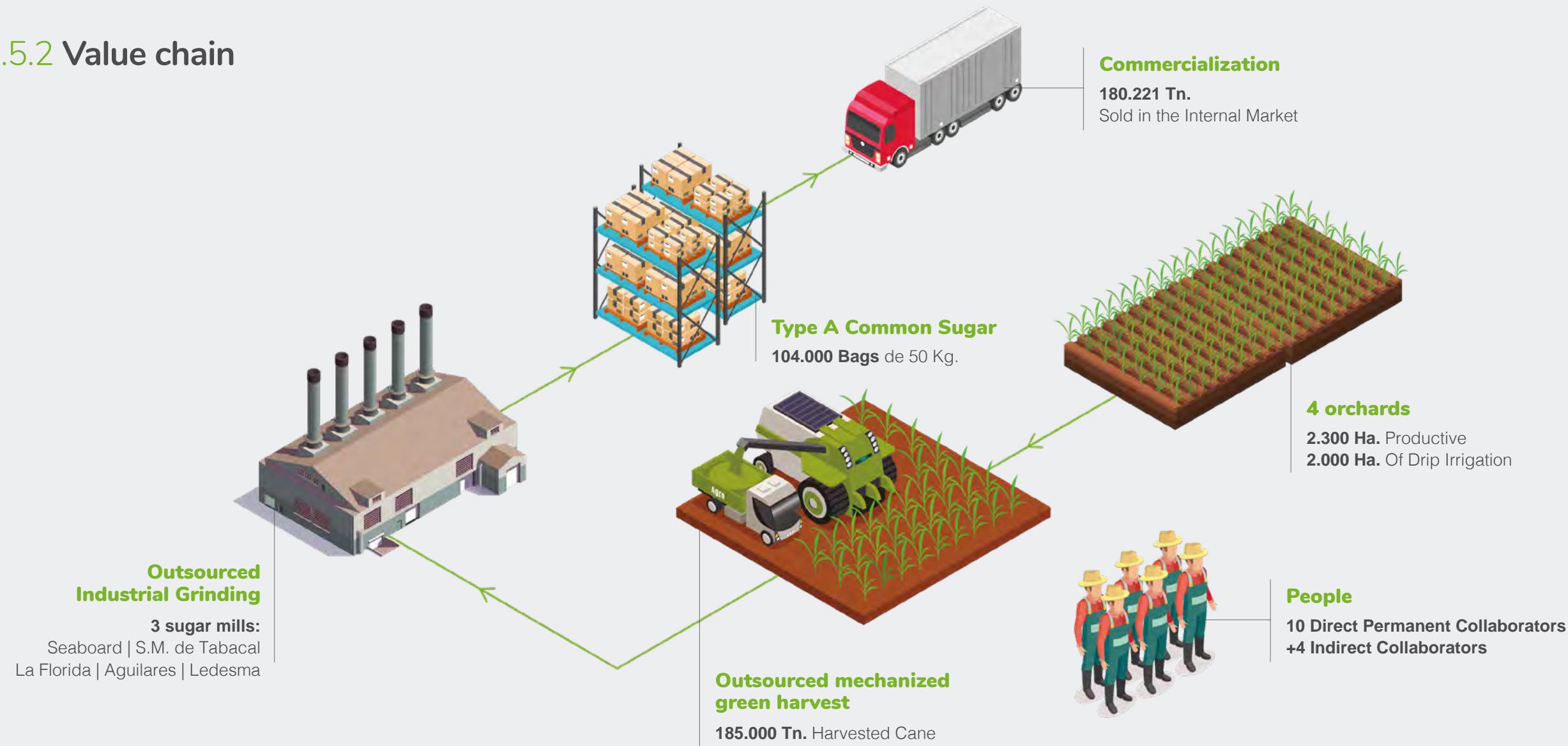
#### 3.5.1 Quality primary production

It is a company dedicated to the production of sugar cane and the commercialization of sugars. The company operates, in three farms, a total of 2,300 gross hectares planted, distributed in fields located in the provinces of Tucumán and Salta. We develop comprehensive production processes, certifying quality and responsible practices, and adhering to the environmental management protocol by harvesting and managing the RAC without the use of fire.





### 3.5.2 Value chain





El Pucará manages its production in a safe, responsible, and sustainable way. Our plantations are certified by the GLOBAL G.A.P standard, a guarantee of our commitment to quality, worker safety and environmental care.

**Production without use of fire**

We adhere to the environmental management protocol in sugarcane crops developed jointly by institutions and producers from Tucumán. It seeks to prevent potential accidental or intentional burns, guaranteeing that the harvesting process is carried out in green, and the handling of cane residues is carried out without the use of fire.

**Good Agricultural Practices (GAP)**

This set of practices applicable in field cultivation results in safe and healthy food products, while respecting environmental, economic and social sustainability. In all our establishments we align ourselves with this approach, since we consider that both the care of the environment and that of natural resources are essential for the sustainable generation of value, and to improve productivity and working conditions. GAPs lead to improved practices in establishments, and help us to ensure:

- » Food safety.
- » Well-being of the worker.
- » Sustainable management of the environment.

**Results in 2020.**

- » 185.000 tons of cane harvested
- » 100% destined for the domestic market





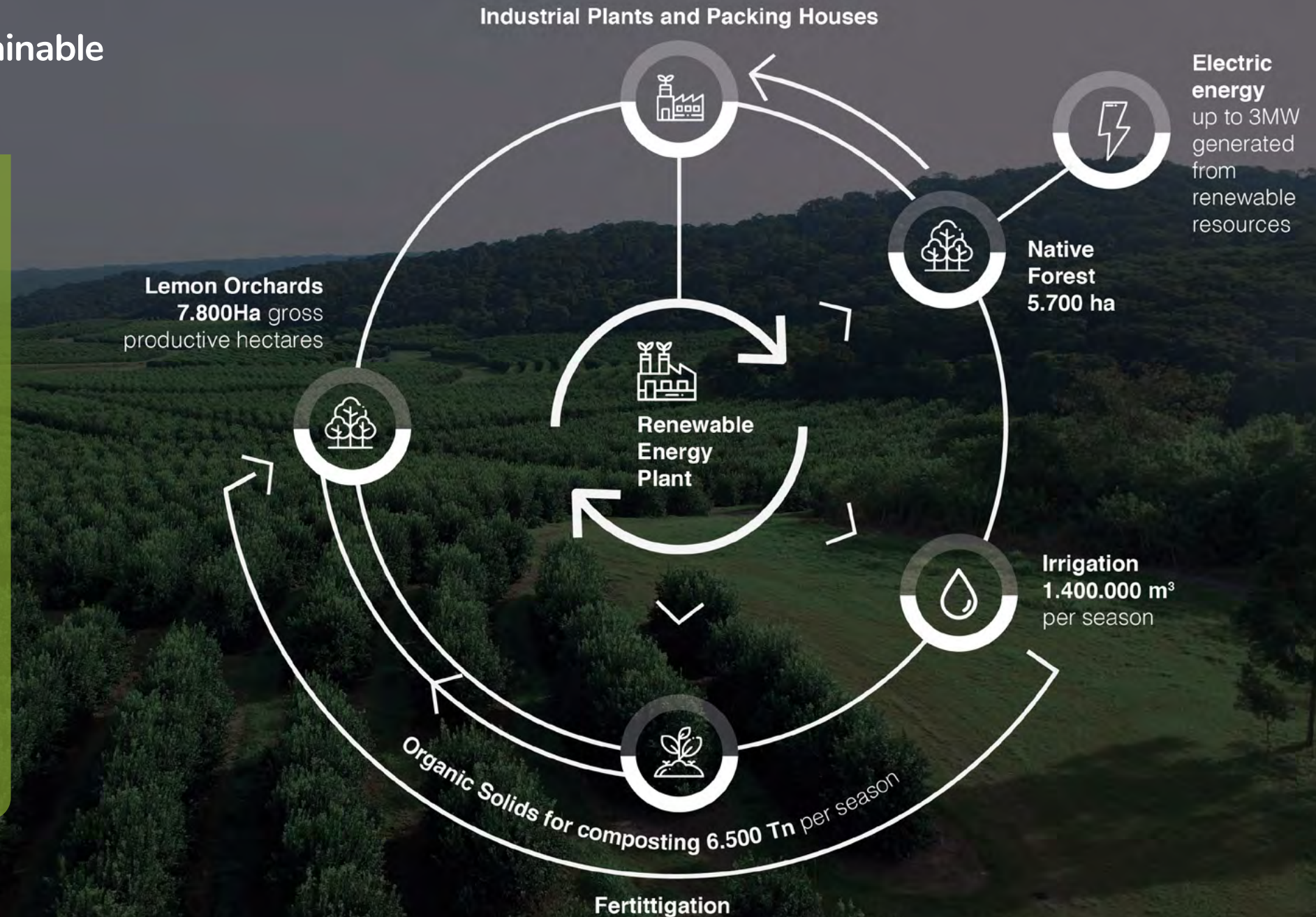
04

We preserve  
**natural resources**



## 4.1 We are leaders with our sustainable production system

- » Citrusvil is the first citrus fruit in the world in producing biogas from its effluent's citrus.
- » In the last decade it generated 20% savings energy in its industrial complex through the replacement of fossil gas by biogas in its boilers.
- » Since 2019 it produces electrical energy renewable from biogas generated in its Effluent Treatment Plant which is injected into the electrical power grid public and allows to supply consumption equivalent average of 2,500 households Argentines.
- » Through our Zero Effluent program, the treated effluent is used for fertigation around 600 ha of plantations of Citrusvil lemon, not only preventing tipping to natural water bodies but also making a mineral vitamin contribution to our plantations.





# Processes in our plant

## Effluent Treatment

### Pretreatment

The solids transported by the liquid effluents generated in the packaging and industrial plants are held back by grates and sieves before entering the biodigesters.

In the 2020 season, 5,075 tons of organic solid waste were retained and sent to the beach for composting. Through an aerobic process we convert it into compost that we use as a contribution of nutrients in our plantations.

### Renewable Electric Power Generation Plant

The plant has 3 anaerobic biodigesters in series where produces the removal of organic matter and the generation of biogas, which is then conducted to the electric power generation plant.

In 2020, 3,832,544 m3 of biogas were generated until August inclusive, when the campaign ended, injecting the network electric power with a power of 3 MW.

### Post-treatment

After anaerobic digestion, the effluent continues the treatment in aerobic lagoons to later be used as fertigation of 600 Ha own.

In 2020, 1,171,437 m3 of treated water were used for the fertigation.



In 2008, we started up the first Limón Effluent Treatment Plant in the world. This project was registered with the United Nations and certified under the ISO 14.001 Environmental Management System.



# We inaugurate our plastics recycling plant

In 2020 we add to the environmental care a Plant of Plastic Waste Treatment, to classify, process and market them. In September we started operating the Plant for the Recycling of Plastic Waste, which adds value to our waste, through its quickly reinserting it into the economic circuit. Is a pioneering initiative for the entire region. It will allow strengthen the plastics treatment ecosystem since it has recycling capacity of 110,000 kilograms per year.





## 4.2. Responsible use of energy

Over the years, we have sought to make efficient use of energy in all our facilities, integrating sources of clean and renewable energy with technologies that reduce considerably our carbon emissions.

We see the positive impact measuring our carbon footprint. It is reflected in the decreasing emissions of the organization, also impacting on the reduction of our product carbon footprint.

### Light Reconversion Program

Since 2016, we have carried out a comprehensive work plan for replacement of all conventional luminaire by led lamps.

*The program was designed with the aim of reducing power installed in lighting by 55% and energy consumption 50% electricity, through the installation of lamps with led technology.*

In 2020 we reached 99% of the reconversion program targets.







Motogeneradores eléctricos



Planta desulfuradora de Biogás



## We add wind energy

In 2020 we carried out the incorporation of electrical energy renewable of wind origin. We acquire the same from the company SAESA, through a renewable energy purchase system between private companies. This is in the framework of National Law 27.191 of renewable energies.

**We reached 3,151 MWh of wind energy, equivalent to 13.8% of the annual consumption of Citrusvil.**

We plan for 2021 and the following years to supply ourselves with 8,000 MWh of Renewable Energy, which would represent between 30 and 35% of our total annual consumption.



## 4.3. Caring water

Our production originates in our nurseries and farms. These places are systematized establishments equipped with systems irrigation and fertigation of latest generation.

### Improvements in the irrigation system in the Nursery

We do a meticulous and precise fertigation management, identifying the need for daily irrigation of each greenhouse. With this we achieve:

- » Greater efficiency in the rational use of fertilizers by an adequate replacement of these.
- » Greater reaction capacity to provide water in time and shape.
- » Optimal plant nutrition in each productive stage.
- » Plant's homogeneity in each stage of production.
- » Lower cost in fertigation operation and optimization of the water use.





### Electrostatic spraying and selective spraying

Spraying is one of the agricultural tasks that has most evolved in recent years. Since 2019 we are advancing studies to use Electrostatic Spraying in our farms.

*By using smaller droplets, this technology would reduce the volume of water required by 65%. In addition, we began to carry out Selective Spray tests that, through specific and directed applications according to the need of each plant, it would allow us to save between 30% and 40% of water and minimize application costs.*

*We also adjust the amount of water to apply according to the volumetry of the treetops using three-dimensional images. With this methodology we prevent an excess or lack of water in the plantations and save between 12% and 35% depending on the time of year.*

### Mulching on our farms

We reduce the evapotranspiration and water demand of our plantations through the use of organic waste generated in cultural tasks. We implement this technique in our new plantations.

### Rainwater catchment

35% of our farms have dams that make it possible to rainwater harvesting for its subsequent use and exploitation in the irrigation of our plantations.



*three-dimensional imaging for selective spraying*



## 4.4. Carbon Footprint and Water Footprint Measurement

From 2019 we began to carry out the measurements related to the carbon and water footprints in Citrusvil and the corresponding to its most outstanding products. It has been a process of much learning that involved all our teams from nurseries, orchards, packaging, and industrial plants, in addition to those responsible from Quality, Energy and Environment areas, among others.

About the Carbon Footprint, each year we assess, and we systematize all the exhaustive information required to define Scope 1 and 2 emission values, and partially Scope 3, related to Citrusvil emissions in general, as well as obtaining the emission values corresponding to the elaboration of our main products: fresh lemon, juices, essential oils, and peels dehydrated lemon.

In this exercise we incorporate into the calculation the contribution of the reduction of emissions, due to the incorporation of energy renewable wind power to our energy matrix.



*We manage our carbon footprint of the entire chain of value and measure the CO2 capture generated by our plantations.*

*This balance shows a net footprint of Citrusvil that represents a CO2 fixation per year of 56,822.85 Tn CO2.*



4.4.1. Carbon Footprint

The measurements of the energy consumption of the entire Citrusvil production chain are the basis for calculating our Carbon Footprint.

|                               | Energy consumption |            |            | Productive stages surveyed   |
|-------------------------------|--------------------|------------|------------|--|
|                               | variation          | 2020       | 2019       |  |
| Electric power [MWh]          | ↓ 7%               | 25.699,13  | 27.508,51  | Nursery (Osmosis plant) / Own orchards (Irrigation) / Packaging (Ischilón Plant and Cevil Pozo Plant) / Production (Plant A and Plant B) / Plant Effluent Treatment. |
| Natural gas [m³]              | ↑ 4%               | 11.448.919 | 10.990.353 | Packaging (Cevil Pozo Plant) / Production (Plant A and Plant B)  |
| Diesel [liters]               | ↓ 2%               | 1.147.766  | 1.166.256  | Own orchards and third parties (machinery and spraying) / Transport of fruit to plants   |
| Petroleum liquid gas [liters] | ↓ 12%              | 216.155    | 244.523    | Packaging (Ischilón Plant and Cevil Pozo Plant) / Production (Plant A and Plant B)   |

Variations in energy consumption between 2019 and 2020 are related to activity of each productive stage. Biogas generated from our effluents was used for 10 years to replace 20% of gas natural consumed in our industrial processes.

In 2020 by transforming this Biogas into Electric Energy Renewable, we increased the consumption of Natural Gas as shown in the table.



CO2 emissions by activity and scope

1

The following sources were used to obtaining indicators and factors of emission:

- » IPCC (Intergovernmental Panel of the Climate Change): “IPCC Guidelines 2006 for National Inventories Greenhouse Gases”/ “Refinement 2019 of the Guidelines 2006 IPCC for Inventories National Greenhouse Gases Greenhouse”
- » Ministry of Productive Development: Secretary of Energy: “Calculation of the factor broadcast of the Argentine Network 2013 to 2018 “
- » ENARGAS- National Regulatory Entity of Gas: “Natural Gas Quality Standard 2019“

| Productive stage                | Activity  | Type of emissions scope |   |   | Emissions 2020 <sup>1</sup> (Tn CO <sub>2</sub> equivalent) |
|---------------------------------|---|-------------------------|---|---|---|
|                                 |   | 1                       | 2 | 3 |   |
| NURSERY<br>99 Greenhouses       | Electric Power Consumption (Osmosis Plant)  |                         | X |   | 6,06  |
|                                 | Fertilization   | X                       |   |   | 3,83  |
| ORCHARDS<br>23 Own Properties   | Fuel consumption in machinery.  |                         |   | X | 2.242,32  |
|                                 | Electric Power Consumption for irrigation   |                         | X |   | 2.206,72  |
|                                 | Fertilization   | X                       |   |   | 3.099,47  |
| THIRD PARTY ORCHARDS            | Fuel consumption in machinery for work  |                         |   | X | 606,84  |
|                                 | Fertilization   |                         |   | X | 838,80  |
| FRUIT TRANSPORT                 | Fuel consumption in the transport of own fruit and fruit from third parties to plants |                         |   | X | 216,82  |
| PACKAGING<br>2 Packing Plants   | Electric Power  |                         | X |   | 475,59  |
|                                 | Natural Gas   | X                       |   |   | 255,14  |
|                                 | GLP   | X                       |   |   | 248,45  |
| INDUSTRY<br>2 Production Plants | Electric Power  |                         | X |   | 8.552,59  |
|                                 | Natural Gas   | X                       |   |   | 26.961,49   |
|                                 | GLP   | X                       |   |   | 93,09   |
| EFFLUENT TREATMENT PLANT        | Electric Power  |                         | X |   | 341,64  |





## Citrusvil Carbon Footprint

In 2020 we managed to reduce our Carbon Footprint by 4%. The result is based on managing and optimizing production processes and incorporation of renewable wind energy into our energy matrix, as part of our sustainability strategy.

**2020**

**46.148,85** CO2 tons equivalent

**2019**

**48.946,68** CO2 tons equivalent









The experience on the quantification of the Carbon Footprint in these two years, allows each sector to rethink new objectives linked to a committed management against the mitigation of climate change.





4.4.2. Carbon footprint by products

Based on the information on the emissions of each sector of the Citrusvil production chain for the annual period 2020, various methodologies were used to assign emissions for the main products.

| Product     | 2020   | 2019   |
|-------------|--|--|
| Fresh Fruit | <div><div><div>56,45 Kg</div><div>CO2 kg equivalent/ton of fresh lemon packed</div></div></div> | <div><div><div>74,33 Kg</div><div>CO2 kg equivalent/ton of fresh lemon packed</div></div></div> |
| Juice       | <div><div><div>825,30 Kg</div><div>CO2 kg equivalent/ton of juice</div></div></div>             | <div><div><div>807,00 Kg</div><div>CO2 kg equivalent/ton of juice</div></div></div>             |
| Oil         | <div><div><div>806,41 Kg</div><div>CO2 kg equivalent/ton of oil</div></div></div>              | <div><div><div>1.008,55 Kg</div><div>CO2 kg equivalent/ton of oil</div></div></div>            |
| Lemon Peel  | <div><div><div>1.916,85 Kg</div><div>CO2 kg equivalent/ton of peel</div></div></div>          | <div><div><div>1.993,52 Kg</div><div>CO2 kg equivalent/ton of peel</div></div></div>          |

The variations in interannual emissions in different items and stages of the chain had an impact on the products as can be seen in the table, respecting the methodology established in 2019. It is possible to observe the impact generated by the incorporation of new cold chambers for the storage of juice, and its consequent consumption of energy, increasing this year its carbon footprint for this product.



By achieving the measurement of the Carbon Footprint for two consecutive years allows us identify consumption variations in a specific way

|   | Activity  | Difference between 2020 and 2019 |
|---|---|----------------------------------|
| NURSERY<br>99 Greenhouses                 | Electric Power Consumption (Osmosis Plant)  | -                                |
|   | Fertilization   | ↓ -43%                           |
| ORCHARDS<br>23 Own Properties             | Fuel consumption in machinery for cultural work                                       | ↑ 52%                            |
|   | Electric Power Consumption for irrigation   | ↓ -5%                            |
|   | Fertilization   | ↓ -49%                           |
| THIRD PARTY ORCHARDS                      | Fuel consumption in machinery for work  | ↑ 47%                            |
|   | Fertilization   | ↓ -21%                           |
| FRUIT TRANSPORT                           | Fuel consumption in the transport of own fruit and fruit from third parties to plants | ↓ -37%                           |
| PACKAGING<br>2 Fresh Fruit Packing Plants | Electric Power Consumption  | ↓ -9%                            |
|   | Natural Gas Consumption   | ↓ -2%                            |
|   | GLP Consumption   | ↓ -11%                           |
| INDUSTRY<br>2 Production Plants           | Electric Power Consumption  | ↓ -13%                           |
|   | Natural Gas Consumption   | ↑ 4%                             |
|   | GLP Consumption   | ↓ -11%                           |
| EFFLUENT TREATMENT PLANT                  | Electric Power Consumption  | ↓ -2%                            |

- » In January 2020, a flowmeter was installed in the Nursery, allowing to differentiate the consumption of this stage from consumption of the effluent treatment plant.
- » Through monitoring in the application of fertilizers, we managed to reduce its application on our farms and in the nursery.
- » The increase in days with drought in the period has led us increase the volume of irrigation, therefore, we increase the consumption of electrical energy in the farms.
- » The installation of new cold chambers reduced the decrease in emissions from energy consumption electricity from renewable sources in Plant B.
- » In 2020, by transforming our Biogas into Electric Energy Renewable injected into the grid, we increased the consumption of Natural Gas necessary to carry out our processes productive.
- » The consumption of LPG was reduced since it is strongly linked to production, specifically to the movement of forklifts for the operations of industry and packaging.



### Our Carbon Sink

In 2019, together with the ProYungas Foundation, we carried out the calculation of the carbon stock present in the citrus plantations of our Don Vicente farm, of 107 hectares.

The study used a random sampling technique, weighted by the age of the plantation and the area associated, non-destructive. To determine biomass and subsequent carbon calculation we followed suggested methodologies of the IPCC, since until the moment there is no precise information about of carbon sequestration by plantations citrus.

From these field measurements and detailed calculations were obtained the value of the annual rate of absorption for our plantations.

*This value is 16.90 tons of CO<sub>2</sub> / Ha per year. Considering the 6,093 net hectares with plantation citrus owned by Citrusvil, we estimate a capture of 102,971 tons of CO<sub>2</sub> in our orchards.*

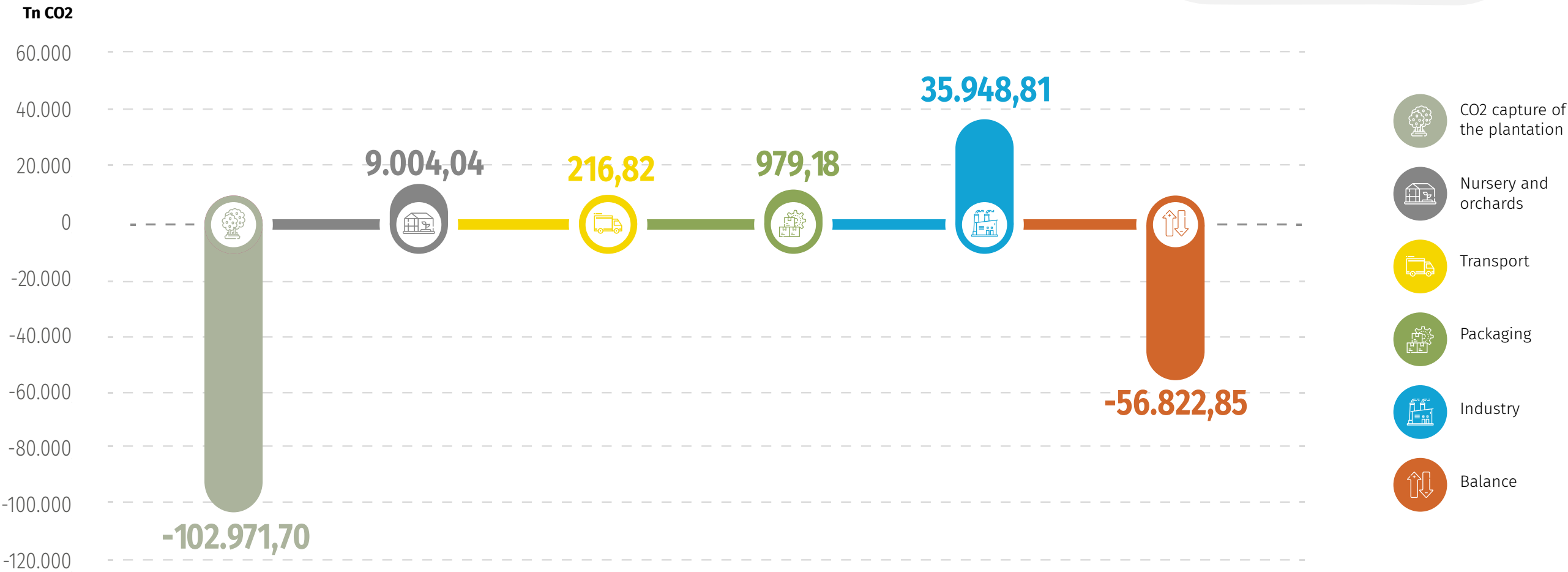




Our contribution against climate change

We manage the carbon footprint of our value chain and measure the CO2 capture generated by our plantation.

Citrusvil has an annual net footprint of 56,822.85 Tn CO2, which means that it can offset all the emissions from its activities and contributes to the mitigation of climate change by being a true sink for CO2.





### 4.4.2. Water Footprint

Water is a critical resource for our productive activity. That is why the responsible use of it not only benefits our business but to all our communities.









|                        | Activity  | Description  | Variation | Consumption 2020 m³ | Consumption 2019 m³ |
|------------------------|---|--|-----------|---------------------|---------------------|
| NURSERY                | Irrigation  | Water consumption for irrigation in the seedling production.               | 100%      | 22.789              | 0                   |
| OWN ORCHARDS           | Irrigation  | Water consumption for irrigation in plantations of citrus itself.          | ↑ 27%     | 6.112.894,4         | 4.821.600           |
|                        | Use of water for applications                     | Water consumption for spraying and applying fertilizers on own farms       | ↑ 31%     | 224.606,8           | 171.456             |
| 2 FRESH FRUIT PACKGING | Cevil Pozo Plant                                  | Water in fruit washing equipment   | ↓ 15%     | 29.493,6            | 34.750,90           |
|                        | Plant in Ischilón                                 |  | ↑ 35%     | 10.347,0            | 7.680               |
| 2 INDUSTRIAL PLANTS    | Industrial Plant A                                | Water consumption in industrial equipment to produce peel, juice and oils. | ↓ 12%     | 538.289,3           | 609.111             |
|                        | Industrial Plant B (and Effluent Treatment Plant) |  | ↓ 7%      | 564.434             | 608.247             |

2020: 7.502.854,13 m³      2019: 6.252.845 m³

In 2020 we could survey direct water consumption in all stages of the production chain. It represented 20% of variation with respect to the previous year. The main increase in water consumption was observed on our farms, where we saw forced to reinforce drip irrigation due to the notable droughts that affected the region.



4.4.2. Water footprint per product

| Product     | 2020  | 2019  |
|-------------|---|---|
| Fresh fruit | <div><b>35,53 m<sup>3</sup></b><br/>m3 / ton of fresh lemon packed</div> | <div><b>20,10 m<sup>3</sup></b><br/>m3 / ton of fresh lemon packed</div> |
| Juice       | <div><b>195,23 m<sup>3</sup></b><br/>M3/ton of juice</div>               | <div><b>134,19 m<sup>3</sup></b><br/>M3/ton of juice</div>               |
| Oil         | <div><b>63,96 m<sup>3</sup></b><br/>m3/ton of oil</div>                 | <div><b>60,21 m<sup>3</sup></b><br/>m3/ton of oil</div>                 |
| Lemon peel  | <div><b>405,77 m<sup>3</sup></b><br/>m3 / ton of peel</div>            | <div><b>273,13 m<sup>3</sup></b><br/>m3 / ton of peel</div>            |

The interannual variations in water use in the different stages of the chain had an impact on the products as observed in the table respecting the methodology established in 2019. It can be observed that for the industrial oil product, the highest water consumption observed in the company did not impact on the water footprint for this product.



Due to the closure in the export of lemons from Tucumán towards the EU, the packaging of Cevil Pozo reduced the number of days operating, which led to a reduction in their annual consumption. In compensation, the Ischilón packaging had a higher quantity of operating days compared to the 2019 period, which is reflected in the increased water consumption.



On the other hand, the region went through a significant drought in the last months of 2020, so the volume of water used for irrigation and fertilizer application increased compared to consumption in other periods. This is reflected in the increase in the water footprint of each product, despite of the reductions obtained in the consumption of the productive stages:

|                         | Activity  | Difference between 2020 and 2019 |
|-------------------------|---|----------------------------------|
| Own orchards            | Irrigation  | ↑ 27%                            |
|                         | Use of water for applications                     | ↑ 31%                            |
| 2 fresh fruit Packaging | Plant Cevil Pozo                                  | ↓ -15%                           |
|                         | Plant Ischilón                                    | ↑ 35%                            |
| 2 Industrial Plants     | Industrial Plant A                                | ↓ -12%                           |
|                         | Industrial Plant B (and Effluent Treatment Plant) | ↓ -7%                            |



## 4.5 We protect habitats

Citrusvil's properties are in an ecotone region between the Yungas ecoregion and the nearby flatland productive areas. They make up a landscape where cultivated hectares coexist with remnant forest patches and in contact with large areas of native forests located on upper slopes, corresponding to the Selva Montana and Montano de Yungas Forest floor.

In 2016 we began to work with the ProYungas Foundation in the **Protected Productive Landscape Program**. Its purpose is to reconcile the conservation of biodiversity and its habitat, with agricultural production in territories of high environmental value.

Citrusvil has 23 productive units, of which 5,400 hectares are preserved as native forests, and 7,800 hectares are plantations that produce 235,000 tons of lemon per season.



Orchards of **high environmental value**

**6.147 Ha**

The 3 properties added

**68%**

Natural environments

**32%**

Productive environments



The highest percentage of its own natural environments is found on the Don Vicente farm, that is the reason we created our Private Natural Reserve.



**Don Vicente Private Nature Reserve**

Don Vicente orchard is in the Burruyacú department, in the north of the province of Tucumán. Understands a total area of 3,151 ha. of which 1,411 hectares make up the Don Vicente Private Reserve. It is in a transition zone of two large ecoregions: Las Yungas and the Chaqueña region, presenting wooded areas with a high conservation value.

*We decided to create a protected environment under the requirements of the Network Argentina of Natural Reserves.*

*Don Vicente Private Natural Reserve has 1,411Ha and a forest classified as Category 1 according to the Territorial Planning of Forests Natives (TPFN) of the province, which does not allow the change of use, nor a productive management of the area.*

*After defining it as a Private Reserve and conducting a survey exhaustive of vegetation and animals, we designed the Management Plan Environmental, which establishes a monitoring of biodiversity with a frequency not older than 3 years.*





Nature at the center of our decisions

With Fundación ProYungas, we integrate our production with biodiversity conservation. Preserving nature helps generate many benefits, including improvements in biodiversity, water quality, flood protection and media of life.

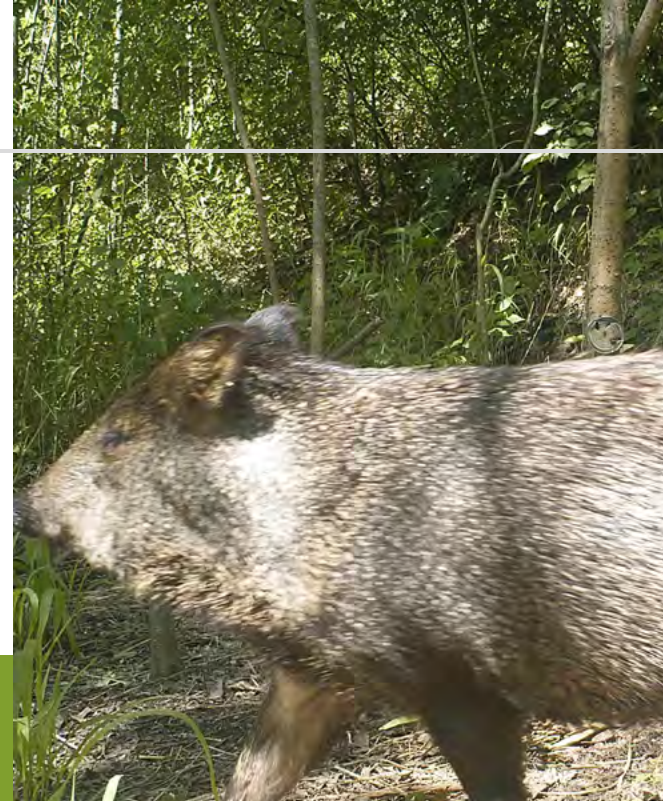
To achieve a strict level of conservation, two lines were defined. Priorities for action:

Investigation and monitoring

- » Biodiversity monitoring with a frequency no greater than 3 years.
- » Survey of mammals with camera traps and bird registration.
- » Vegetation survey.

Control and surveillance

- » Control of induced impacts such as hunting of wild animals or the extraction of illegal wood and firewood.
- » Access control with posters and periodic visits by security agents.
- » Restriction of access to higher risk areas.
- » Complaints to enforcement authorities.
- » Action protocol against events with damage to the environment.
- » Training for field staff.
- » Strategic linkage with local actors: municipalities, provincial government, and neighbors.





## We protect habitats

*According to the guidelines of the Protected Productive Landscape Program, we continue to implement various actions to strengthen our commitment.*

### Bird Monitoring at Finca Don Vicente

It was carried out in June 2020. All species seen were recorded with different tools, and evidence such as tracks, feces, integumentary remains and abandoned nests. The samplings were carried out in three different sectors or types of coverage of the farm, with different characteristics, to contemplate the greater number of environments.

A total of 81 species belonging to 32 families were detected, among them, the **Talking Parrot stands out as threatened species in Argentina.**

### Training for our collaborators on the protection of biodiversity

We are convinced of the need to sensitize and involve our teams in the care of natural environments, aligned to the commitments acquired by the company for the care of biodiversity.





## Challenges 2021 for our Protected Productive Landscape Program

### » Evaluation of ecosystem services: Pollinators

Pollination is one of the most important ecosystem services relevant to humans, by which they are produced much of the food and biodiversity is maintained.

### » Carbon Stock Assessment in Native Forests

This study will be carried out through a forest inventory, to assess the amount of carbon stored in forests considering the different natural environments.

### » Environmental Restoration Plan

It is intended by accelerating successional processes natural resources, achieve the recovery of a degraded ecosystem regarding its health, integrity, and sustainability.

### » Internal training

To staff at different levels of the company on issues such as protection of biodiversity and fire prevention measures.

With all these actions we renew our commitment to the environmental management on our orchards.







05

We Care People



## 5.1 We promote development and well-being

Our values and our Policy of Good Social Practices inspire us to work for the well-being and growth of all Grupo Lucci employees.

In 2020 we continue working on the organizational change process to rethink management, focus on results, and innovation management, to adapt to the growing challenges of our businesses.

Main indicators in 2020

- » 1534 employees.
- » Turnover rate of 1.4%.
- » 9,400 hours of training delivered.
- » 80% employees of union members.
- » 24,2% reduction of work accidents.
- » 100% of the members achieved their performance evaluation.





## 5.2. Our active response to the impacts of the pandemic.

Because of the Preventive and Obligatory Social Isolation, we formed the Committee for Prevention and Epidemiological Surveillance to coordinate all actions with the aim of minimizing the effects of the pandemic.

As the activities of the Grupo Lucci's companies were classified as essential, we had to adapt immediately to guarantee face-to-face activity in our plants and livestock farming establishments, as well as to adapt to virtuality all the members of the administrative areas.

The role of the Committee, an interdisciplinary team led by the CEOs of the different business units in coordination with the HR, Hygiene and Safety, Occupational Health, Quality and Sustainability departments was essential. He was able to define all the prevention, monitoring and dissemination measures of the sanitary protocol established within the operational facilities of our company, dynamically according to the challenges of each moment of the year. With this commitment from the organization, we were able to guarantee our operations and consolidate our position as a responsible supplier to our customers.

### The contingency plan implemented focused on the following actions:

- » Formation of an Epidemiological Prevention and Surveillance Committee, including a medical service with permanent 24-hour care.
- » Definition and implementation of 12 protocols for the different activities, adapted to the different stages of the pandemic.
- » Awareness campaigns with preventive information and good practices for inside and outside the company.

- » Reorganization of production processes and common spaces to respect a minimum social distance of 2 meters.
- » Implementation of a daily temperature control and smell test system for our staff, as well as the sanitation of work tools and vehicles.
- » Deep cleaning and disinfection of work spaces and common circulation spaces.
- » Execution of hand hygiene protocols guaranteeing the permanent supply of water, soap and alcohol.
- » Delivery to each employee of personal protection items such as chinstraps, gloves and glasses.
- » Implementation of remote work enabling the necessary technology for meetings, conferences and other instances of virtual interaction.





5.3. Our People

We create our collaborators are the basis of our growth. This motivates us to create the best conditions for well-being, training, and professional development of our people. During 2020 our payroll increased by 14%.

We share the distribution of the entire payroll according to gender criteria and hiring modality, as well as the list of unions that represent the workers of our organization and the detail of training provided during 2020.

|       | Employees |       |       |
|-------|-----------|-------|-------|
|       | 2020      | 2019  | 2018  |
| Women | 63        | 53    | 64    |
| Men   | 1.471     | 1.301 | 1.535 |
| Total | 1.534     | 1.354 | 1.599 |

| Distribution by gender      |       |       |
|-----------------------------|-------|-------|
|                             | Women | Men   |
| Directors and Managers      | 1     | 16    |
| Supervisors and Bosses      | 11    | 88    |
| Analysts and Administrative | 27    | 123   |
| Operators                   | 25    | 1.244 |





| 2020          |           |       |        |      |          |      |                     |      |           |      |
|---------------|-----------|-------|--------|------|----------|------|---------------------|------|-----------|------|
| Work contract | Citrusvil |       | Viluco |      | Engordar |      | Nueces de Catamarca |      | El Pucará |      |
|               | Female    | Male  | Female | Male | Female   | Male | Female              | Male | Female    | Male |
| Permanent     |           | 161   |        |      |          |      |                     | 3    |           |      |
|               | 38        | 466   |        | 33   | 4        | 70   |                     | 23   |           | 3    |
|               |           | 0     | 4      |      |          |      |                     |      |           |      |
| Temporary     |           | 3     |        |      |          | 1    |                     |      |           |      |
|               |           | 2     |        |      |          |      |                     |      |           |      |
|               | 9         | 167   |        |      |          |      |                     | 1    |           |      |
|               | 7         | 410   |        |      |          | 2    |                     |      |           |      |
| Building      | 1         | 90    |        | 35   |          |      |                     |      |           |      |
| Total         | 55        | 1.299 | 4      | 68   | 4        | 74   | 0                   | 27   | 0         | 3    |



Due to the different nature of our activities we interact with the following unions:

### Unions

- » Union of Food Industry Workers (STIA)
- » Argentine Union of Rural Workers and Longshoremen (UATRE)
- » Union Obrera de la Construcción de la República Argentina (UOCRA)
- » Union Obrera de la Construcción de la República Argentina (UOCRA)
- » Argentine Union of Rural Workers and Longshoremen (UATRE) - National Agrarian Labor Commission



| Trainings by Topic                | Hours 2020   |            |              | Hours 2019    |              |               |
|-----------------------------------|--------------|------------|--------------|---------------|--------------|---------------|
|                                   | Men          | Women      | Total        | Men           | Women        | Total         |
| Hygiene and Safety                | 1.765        | 110        | 1.875        | 2.620         | 110          | 2.730         |
| Quality and environment           | 1.100        | 40         | 1.140        | 1.578         | 42           | 1.620         |
| Management tools                  | 1.320        | 145        | 1.465        | 2.098         | 250          | 2.348         |
| IT                                | 87           | 0          | 72           | 600           | 24           | 624           |
| Languages                         | 0            | 0          | 0            | 1.220         | 719          | 1.939         |
| Specializations and Postgraduates | 1400         | 580        | 1.980        | 3.640         | 864          | 4.504         |
| Inductions                        | 2.810        | 35         | 2.845        | 1.776         | 21           | 1.797         |
| <b>Total</b>                      | <b>8.467</b> | <b>910</b> | <b>9.337</b> | <b>13.532</b> | <b>2.030</b> | <b>15.562</b> |

In 2020, due to the pandemic, the hours of training decreased. The focus was on internal training. We emphasized “conversation skills” to improve interactions. The focus was on managing emotions and the ability to work as a team from a distance. This project was intended for leaders who transmitted and applied what they learned among their teams.



## 5.4 We work for safe environments

Caring for the health and safety of all workers is a priority aspect of our management. This issue also extends to our contractors. Since 2016 we have implemented the 5'S method. It is a technique based on five pillars in Japanese:

- » Seiri (Classification),
- » Seiton (Order),
- » Seiso (Cleaning),
- » Seiketsu (Standardization)
- » Shitsuke (Discipline).

Its aim is to achieve permanently better organized, tidier and cleaner workplaces for higher productivity and a better work environment.

*In 2020 we participated in the 5S National Award, being distinguished with the BRONZE Award in the category “Great Organization”. This award is organized by AOTS (Japan’s largest private-based international economic cooperation organization) and its aim is to promote self-improvement and corporate pride in work and quality.*



The award was attended by leading companies from Argentina. It included a demanding audit and a prestigious evaluation committee made up, among others, by the Japanese Chamber of Commerce and Industry in Argentina and the National Institute of Industrial Technology (INTI).

This recognition fills us with pride and encourages us to continue deepening this organizational culture based on order, care and safety. In addition, during 2020 we promoted this process with:

- » 66 5S internal audits, 70% more than in 2019
- » The average satisfactory compliance with audits was 84%, being higher compared to 2019 (78%)
- » In industrial areas, substantial improvements were made on visual management, improvements in workstations and use of space in the spaces.



### Constant training

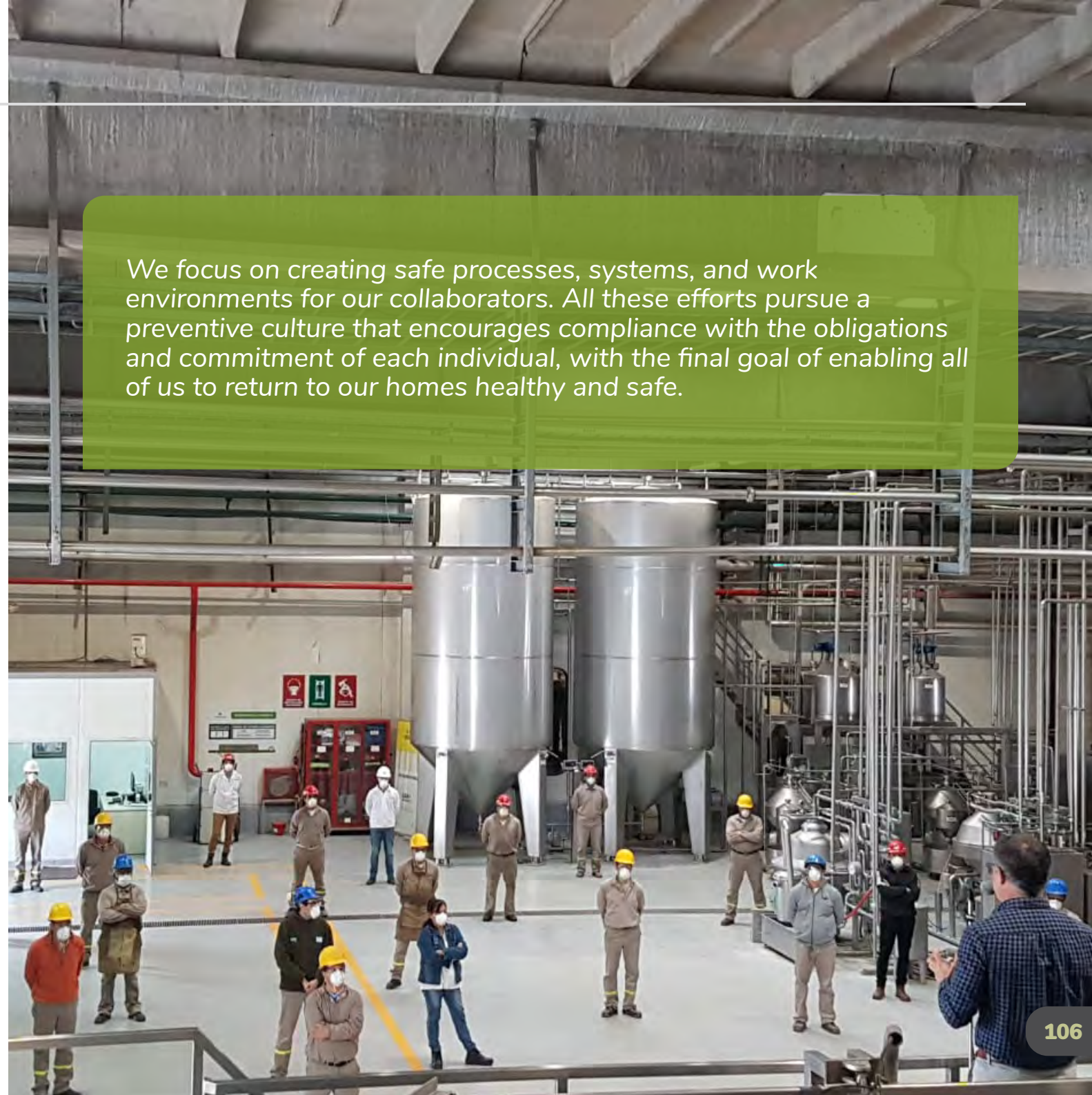
Being an agribusiness company, we have an exhaustive risk matrix to identify priorities in terms of safety. Among the main risks to which workers may be exposed in the different operations of Grupo Lucci, are:

- » Use of ammonia,
- » Excess noise within the industry and packaging,
- » Risks of collision with forklifts and trucks, especially within packing areas.
- » Entrapment risks,
- » In field areas, falls from a height, blows with tools and objects, and trapping with the cardan of tractors.

*We are convinced that the prevention of these risks is only possible with instances of permanent training for those employees of the organization exposed to these various risks. Among the trainings carried out during 2020, the following stand out:*

- » Vehicle defensive driving
- » Inductions on GL operation policy / processes
- » Emergency response brigade: training in firefighting, use of autonomous breathing equipment and emergency response with ammonia
- » Responsible handling of forklifts
- » Electrical Risk Prevention
- » Safe handling of chemicals
- » Foguistas (boiler operators)
- » First aid.

We focus on creating safe processes, systems, and work environments for our collaborators. All these efforts pursue a preventive culture that encourages compliance with the obligations and commitment of each individual, with the final goal of enabling all of us to return to our homes healthy and safe.





Safety Indicators

We see the results of these efforts in our performance indicators.  
All Lucci Group companies are above the average for their respective industry.

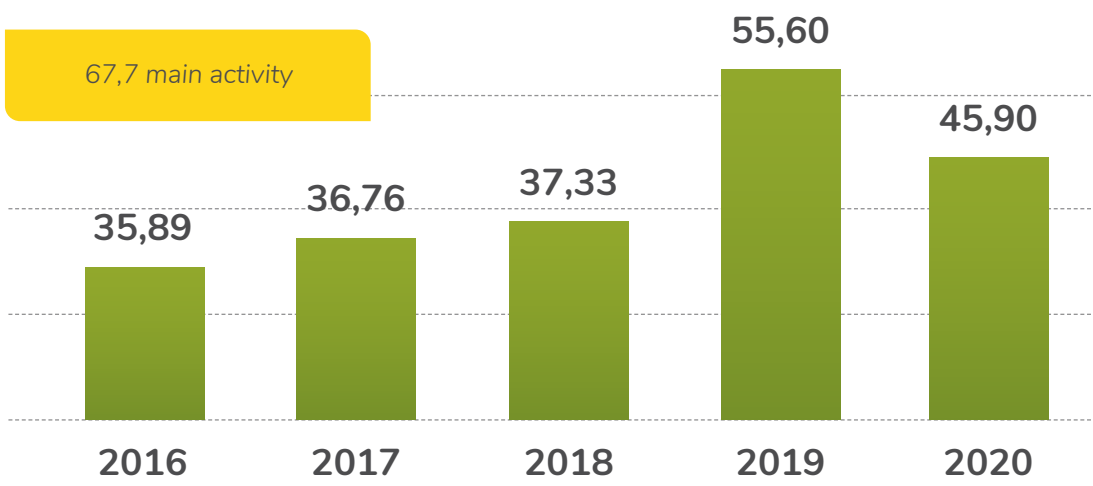
| Company             | Company incidence rate <sup>1</sup> | Activity incidence rate at the national level | Activity according to the SRT classification | Difference with respect to the value of the national activity |
|---------------------|-------------------------------------|---|--|---|
| Citrusvil           | 46,5                                | 78,9  | Manufacturing industries                     | -32.4%  |
| Engordar            | 80,4                                | 113,4   | Cattle breeding                              | -33%  |
| Nueces de Catamarca | 35,7                                | 98,8  | Growing nuts and dried fruits                | -63.1%  |

Agriland (Viluco) and El Pucará did not register accidents in the organization's own personnel during 2020.





Historical Index of Contractors



The graph shows a decrease in the incidence rate of 17.5% compared to 2019. To accomplish with our strategic goal of achieve healthy and injury-free work

| Economic Sector   | Incidence rate <sup>1</sup> |
|---|-----------------------------|
| Agriculture, livestock, hunting, forestry and fishing                               | 67,7                        |
| Mining and quarrying  | 41,6                        |
| Manufacturing industry  | 58,8                        |
| Electricity supply, gas, steam and air conditioning                                 | 37,6                        |
| Water supply, sewers, waste management, recovery of materials and public sanitation | 93,7                        |
| Construction  | 88,5                        |

environments, while ensuring that our contractors return to healthy home at the end of each working day is a fundamental premise for the company.

<sup>1</sup> Defined as established by the Superintendency of Occupational Risks:  $II = [(number\ of\ reported\ cases:\ accidents\ at\ work,\ occupational\ diseases,\ commuting\ accidents\ and\ readmissions,\ with\ at\ least\ one\ day\ off\ work) / Workers\ covered] * 1,000$





GRUPO LUCCI  
CRECIENDO RESPONSABILIDAD

06

We develop  
communities



## 6.1. Our commitment: Education and regional economies development

Vicente Lucci Foundation works to empower rural communities of northwestern Argentina through programs for education and wellness of children, youth and adults.

We are inspired by our values, Grupo Lucci's sustainability policy and the United Nations Sustainable Development Goals (SDG) Agenda for 2030.

It is our purpose to improve people's capacities by promoting their autonomy, training and insertion in society through our focus on:

- » Education
- » Labor insertion
- » Citizen participation.

### Our commitment to the progress of communities is through:

- » Design and implementation of educational programs focus on boys, girls, and young people from rural schools in communities next to our operations.
- » Development of tools to promote job opportunities and entrepreneurial spirit to increase employability in the region.
- » Generation of alliances with government agencies, companies, educational entities and social organizations to strengthen local development in communities close to our operations.
- » Promotion of corporate and citizen volunteering.





In 2020 we reviewed our stakeholder's opinion and knowledge about the actions of Vicente Lucci Foundation. Among the results, the following stand out:

- » Positive opinion about its actions.
- » The almost unanimous agreement about the positive contribution of our actions to the schools.

In addition, it was an opportunity to raise expectations about new topics for the development and management of our educational programs. Among the most worrying problems were mentions about bullying, sexual education, good treatment and care of children, responsible use of technology, prevention of gender violence, home care and incentives to orchards.

The pandemic deepened cultural and structural differences of rural populations. It is our challenge to mobilize communities for their progress.





## 6.2. We work to relieve the impacts of the pandemic

During the context of pandemic, we were present in the communities close to our operations through “Cuidarte es cuidarnos” (“Taking care of yourself is taking care of ourselves”) program. The objective was to be close to these communities, most of them in isolated and remote rural areas, without internet access. We facilitated communication and training actions on COVID 19 and Dengue to minimize the risks of contracting these diseases.

However, we take into consideration the serious limitations to internet access in rural communities. That is why we guarantee the delivery of printed manuals, under strict sanitary protocols, to each family. All of this was possible thanks to the commitment of Grupo Lucci's volunteers who organized the action.



### Results:

- » 3,000 boys and girls and their families were trained on the subject and received information material.
- » 32 rural school authorities participated as facilitators of the training and dissemination actions.
- » 11 volunteers from Grupo Lucci were responsible for the delivery of training and protection material for COVID 19 and Dengue to the communities.
- » Our communication tools for prevention, such as the Educational Manual “Taking care of yourself is taking care of ourselves”, are available on the website of the Ministry of Education of Tucumán.





### 6.3. Our Program “Education in Values”

Every year, this initiative aims to strengthen the educational and social integration of boys, girls, and youth from rural schools in the communities of closed to our operations. It offers different content with materials for teachers and for each participant.

The program involves members of Grupo Lucci as volunteers, teachers, and students (as its professional practices) in the delivery of its workshops.

| Niños   |  | Jóvenes   |  |
|---|--|---|--|
|    | <b>6 años</b><br>Respeto por la Diversidad.        |    | <b>12 años</b><br>Ciudadanía Cívica y Responsable. |
|    | <b>7 años</b><br>Comunidades Sostenibles.          |    | <b>13 años</b><br>Prevenir es Vivir, Adicciones 1. |
|    | <b>8 años</b><br>Salud Ambiental.                  |    | <b>14 años</b><br>Prevenir es Vivir, Adicciones 2. |
|  | <b>9 años</b><br>Escuelas Verdes.                  |  | <b>15 años</b><br>Rural Rural, Emprendedurismo.    |
|  | <b>10 años</b><br>Prevención del Trabajo Infantil. |  | <b>16 años</b><br>Proyección Laboral.              |
|  | <b>11 años</b><br>Valores e Identidad.             |  | <b>17 años</b><br>Educación por y para el Trabajo. |

Based on the surveys carried out in the community and new topics detected, in 2020 we worked on the development of new materials in accordance with social and environmental problems such as diversity and environmental education.



We also adapted contents of the 12 manuals used in the program to virtuality. All materials and publications are available on the digital platform within the Vicente Lucci Foundation website. However, we consider the serious limitations of internet access in rural communities. That is why we guarantee the delivery of printed manuals, under strict health protocols, in each family. All this was possible thanks to the commitment of Grupo Lucci volunteers who organized the operation.



### 6.4. Scholarships to promote education

Since 2011 we have been providing scholarships and tutoring young secondary school students from rural areas. We work in alliance with the BBVA Financial Education Program, an initiative that promotes financial inclusion.

In 2020, 25 young boys and girls participated in the scholarship program, 4 of them graduated. In addition, we managed to digitize 100% of recruitment, training, and support process.

“The scholarship allowed me to continue studying despite the pandemic. By digitizing the content, we were able to continue studying at home. I am the second scholarship recipient in my family. Thanks to that, my brother and I were able to finish high school”.

**Alvaro Tomas Sosa, 17. Graduated of Barrio Aeropuerto School.**





## 6.5. We transfer the Livestock Entrepreneur Program

This program works in the agricultural and livestock development of small producers. It was a direct response to employment problems and productive development in rural communities, but also to the great regional deficit in the production and supply of animals for family consumption. This forces animals to be brought in from other provinces, generating a disproportionate increase in prices and directly affecting family economies.

After 3 years of work in 4 municipalities of Tucumán and Santiago del Estero, with more than 300 trained producers, in 2020 we transferred the management of this initiative to the Municipality of La Cocha as part of its Productive Development Plan. The objective is to professionalize the animal management plan and promote swine artificial insemination. This transfer was an expectation of the Program from its design stage, to guarantee the commitment of local government entities.

*From the Vicente Lucci Foundation we celebrate this programmatic transfer that allows incorporating all the knowledge developed by this program into local public policies. We will be monitoring and accompanying the municipality in its management.*

*“The development of pig entrepreneurs along with the Lucci Foundation, the Albigasta Region and the Municipality of La Cocha became a project of production development of great impact for the municipality, and for the region.*

*The goal is to generate genuine jobs, highlighting the agenda of new public policies on the subject of social programs. In the future we have planned the creation of a new plant, it is one of the most important links; it will allow us to add value to primary production. In this way we will continue to articulate efforts from the province, the municipality and the private sector so that this activity works and generates more work ”.*

**Comments Daniel Baytala, Albigasta Region Coordinator and part of the Productive Development team of the Municipality of La Cocha.**





## 6.6. We fight against child labor

Based on our commitment to Zero Tolerance to child labor, we work in communities to discourage any type of activity that could threaten health, personal development and / or schooling of children and young boys and girls.

In 2020 we continue to disseminate the communication campaign generated in the Network of Companies against Child Labor.





# 6.7. We participate in spaces for dialogue

We commit and participate in the main initiatives for dialogue and promotion of sustainable development in the region.

We are also part of the group of 15 founding institutions of the Entrepreneurial Ecosystem of Tucumán, a local chapter of an international initiative that promotes youth entrepreneurship on six continents.



In addition, we were speakers at the following virtual international events:

- » “The proactive teacher in times of pandemic” Roberto Lucas Saltos. Ecuador
- » “Entrepreneurship, technology and education combining in the current challenges”. Liliana McCann, Winton International Academy, United States.
- » “Lessons from working in the Network. Strengthening the articulations and links to face the challenges”. RedEAmerica Colombia.





| GRI Standards   | ISO 26.000  | Page   |
|---|---|--|
| GENERAL DISCLOSURES   |   |  |
| 102-1 Name of the organization  | 6.3.10; 6.4.1-6.4.2; 6.4.3;<br>6.4.4; 6.4.5; 6.8.5; 7.8 | 8  |
| 102-2 Activities, brands, products, and services  |   | 8; 32  |
| 102-3 Location of headquarters  |   | Route 302 Km 7 - Cevil Pozo, province of Tucumán. It also has offices in the City of Buenos Aires located at Carlos Pellegrini 1163, P.3 Of.A. |
| 102-4 Number of countries where the organization operates, and the names of countries where it has significant operations and/or that are relevant to the topics covered in the report. |   | 8; 33  |
| 102-5 Ownership and legal form  |   | 15   |
| 102-6 Markets served  |   | 8; 33; 35; 51; 67; 71  |
| 102-7 Scale of the organization   |   | 4 a 6  |
| 102-8 Information on employees and other workers  |   | 5; 98 a 108  |
| 102-9 Supply chain  |   | 37; 54; 61; 68; 72   |
| 102-10 Significant changes to the organization and its supply chain   |   | 12 a 13  |
| 102-11 Precautionary Principle or approach  |   | 21-26  |
| 102-12 External initiatives   |   | 19   |
| 102-13 Membership of associations   |   | 19   |



|  |                   |  |
|--|-------------------|--|
| 102-14 Statement from senior decision-maker  | 4.7; 6.2; 7.4.2   | 3  |
| 102-15 Key impacts, risks, and opportunities   |                   | 21-26  |
| 102-16 Values, principles, standards, and norms of behavior                          | 4.4; 6.6.3        | 8  |
| 102-17 Mechanisms for advice and concerns about ethics                               |                   | 17-18  |
| 102-18 Governance structure  | 6.2; 7.4.3; 7.7.5 | 15-16  |
| 102-19 Delegating authority  |                   |  |
| 102-20 Executive-level responsibility for economic, environmental, and social topics |                   |  |
| 102-21 Consulting stakeholders on economic, environmental, and social topics         |                   | 24-28  |
| 102-22 Composition of the highest governance body and its committees                 |                   | 15-16  |
| 102-23 Chair of the highest governance body  |                   |  |
| 102-24 Nominating and selecting the highest governance body                          |                   | The Chairman of the Board does not occupy another executive position.  |
| 102-25 Conflicts of interest   |                   | The appointment and selection processes are carried out through the Shareholders' Meeting. The criteria are established by the shareholders. |
| 102-26 Role of highest governance body in setting purpose, values, and strategy      |                   | 17-18  |
| 102-27 Collective knowledge of highest governance body                               |                   | 15-16  |
| 102-28 Evaluating the highest governance body's performance                          |                   | 15-16  |
| 102-28 Performance evaluation of the highest governance office.                      |                   | 15-16  |



|  |                   |  |
|--|-------------------|--|
| 102-29 Identifying and managing economic, environmental, and social impacts  | 6.2; 7.4.3; 7.7.5 | The function of the Board of Directors in the identification and management of economic, environmental and social issues is to request from each relevant sector information on issues that have implications; if they were not previously treated in the monthly meetings that each sector has with the Board of Directors.   |
| 102-30 Effectiveness of risk management processes  |                   | 21-26  |
| 102-31 Frequency of the highest governance body's review of economic, environmental, and social topics and their impacts, risks, and opportunities.  |                   | On a monthly basis, the Board meets with the different areas.  |
| 102-32 Highest governance body's role in sustainability reporting  |                   | The contents of the Sustainability Report are validated by the Board of Directors.   |
| 102-35 Remuneration policies   |                   | We have external consultants to work on remuneration issues in the organization. In 2019 we carried out an administration by objectives exercise within the framework of the Organizational Redesign process, to advance in 2020 with a variable remuneration policy for hierarchical positions, which integrates business objectives, individual performance and the management of its work team. |
| 102-36 Process for determining remuneration  |                   |  |
| 102-37 Stakeholders' involvement in remuneration   |                   | For confidentiality reasons we do not report this indicator  |
| 102-38 Ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country   |                   |  |
| 102-39 Ratio of the percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country |                   | The annual increase in the organization's highest-paid person was 45% versus 46% organization average  |
| 102-40 List of stakeholder groups  | 5.3               | 24-28  |
| 102-41 Collective bargaining agreements  |                   | 44; 103  |
| 102-42 Identifying and selecting stakeholders  |                   | 24-28  |



|   |  |   |
|---|--|---|
| 102-43 Approach to stakeholder engagement                         | 5.3  | 24-28; 40; 111  |
| 102-44 Key topics and concerns raised                             |  | 24-28   |
| 102-45 Entities included in the consolidated financial statements | 5.2;7.3.2; 7.3.3; 7.3.4; 5.3; 7.5.3; 7.6.2 | 8   |
| 102-46 Defining report content and topic Boundaries               |  | 24-28   |
| 102-47 List of material topics                                    |  | 26-28   |
| 102-48 Restatements of information                                |  | There were no restatements.   |
| 102-49 Changes in reporting                                       |  | Since 2018, we have prepared the Sustainability Report according to the GRI Standards.  |
| 102-50 Reporting period   |  | This is the 10th Sustainability Report covering the period from January 1st, 2020 to December 31, 2020.   |
| 102-51 Date of most recent report                                 |  | Sustainability Report 2019  |
| 102-52 Reporting cycle  |  | Anual   |
| 102-53 Contact point for questions regarding the report           |  | comunicacion@grupolucci.com.ar  |
| 102-54 Claims of reporting in accordance with the GRI Standards   |  | This Report has been prepared in accordance with the Comprehensive option of the GRI Standards and its correspondence with the Principles of the ISO 26,000 Standard. |



| ECONOMIC ASPECTS   |  |  |
|--|--|--|
| 201-Economic Performace  |  |  |
| 103-1 Explanation of the material topic and its Boundary                             | 6; 7.3.1; 7.4.3; 7.7.3; 7.7.5            | 14; 41   |
| 103-2 The management approach and its components                                     |  |  |
| 103-3 Evaluation of the management approach  |  |  |
| 201-1 Direct economic value generated and distributed                                |  |  |
| 201-2 Financial implications and other risks and opportunities due to climate change |  | 21-26  |
| 201-3 Defined benefit plan obligations and other retirement plans                    |  | The organization does not have this type of benefits.  |
| 202-Market Presence  |  |  |
| 103-1 Explanation of the material topic and its Boundary                             | 6; 7.3.1; 7.4.3; 7.7.3; 7.7.5            | 24-26  |
| 103-2 The management approach and its components                                     |  | 15-16; 21-26   |
| 103-3 Evaluation of the management approach  |  |  |
| 202-1 Ratios of standard entry level wage by gender compared to local minimum wage   | 6.3.7; 6.3.10; 6.4.3; 6.4.4; 6.8.1-6.8.2 | The salary in the initial remuneration category, for both men and women of the Lucci Group companies, is 40% above the living and mobile minimum wage. |
| 202-2 Proportion of senior management hired from the local community                 | 6.4.3; 6.8.1-6.8.2; 6.8.5; 6.8.7         | 82% of the Directors belong to the provinces where Grupo LUCCI carries out its operations.   |



| 203-Indirect Economic Impacts   |  |                |
|---|--|----------------|
| 103-1 Explanation of the material topic and its Boundary  | 6; 7.3.1; 7.4.3; 7.7.3; 7.7.5                                | 24-26          |
| 103-2 The management approach and its components  |  | 21-26; 14; 41  |
| 103-3 Evaluation of the management approach   |  |                |
| 203-1 Infrastructure investments and services supported   |  |                |
| 203-2 Significant indirect economic impacts   | 6.3.9; 6.6.6; 6.6.7; 6.7.8; 6.8.1-6.8.2; 6.8.5; 6.8.7; 6.8.9 |                |
| 204-Procurement Practices   |  |                |
| 103-1 Explanation of the material topic and its Boundary  | 6; 7.3.1; 7.4.3; 7.7.3; 7.7.5                                | 24-26          |
| 103-2 The management approach and its components  |  | 41-45; 55; 62; |
| 103-3 Evaluation of the management approach   |  |                |
| 204-1 Proportion of spending on local suppliers   |  |                |
| ESP- Percentage of purchase volume acquired from suppliers that have complied with the organization’s sourcing policies |  |                |
| ESP- Percentage of purchase volume acquired from suppliers that meet international production standards.                |  |                |
| 205-Anti-corruption   |  |                |
| 103-1 Explanation of the material topic and its Boundary  | 6.6.1-6.6.2; 6.6.3; 6.6.6                                    | 24-26          |
| 103-2 The management approach and its components  |  | 17-18          |
| 103-3 Evaluation of the management approach   |  | 17-18          |



|   |                               |   |
|---|-------------------------------|---|
| 205-1 Operations assessed for risks related to corruption                             | 6.6.1-6.6.2; 6.6.3            | 100% of the operations have been evaluated in this regard. Includes all establishments belonging to the Lucci Group companies                 |
| 205-2 Communication and training about anti-corruption policies and procedures        | 6.6.1-6.6.2; 6.6.3; 6.6.6     | 17-18   |
| 205-3 Confirmed incidents of corruption and actions taken                             | 6.6.1-6.6.2; 6.6.3            | 17-18   |
| 206-Anti-competitive Behavior   |                               |   |
| 103-1 Explanation of the material topic and its Boundary                              | 6; 7.3.1; 7.4.3; 7.7.3; 7.7.5 | No such actions were recorded in the period.  |
| 103-2 The management approach and its components                                      |                               |   |
| 103-3 Evaluation of the management approach   |                               |   |
| 206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices |                               |   |
| ENVIRONMENTAL ASPECTS   |                               |   |
| 301- Materials  |                               |   |
| 103-1 Explanation of the material topic and its Boundary                              | 6; 7.3.1; 7.4.3; 7.7.3; 7.7.5 | 24-26   |
| 103-2 The management approach and its components                                      |                               | 21-28; 47-48  |
| 103-3 Evaluation of the management approach   |                               | 47-48   |
| 301-1 Materials used by weight or volume  |                               | 47-48   |
| 301-2 Recycled input materials used   |                               | Due to the food safety requirements of the products, and also because they are export products, no materials or production inputs are reused. |



|  |                               |   |
|--|-------------------------------|---|
| 301-3 Reclaimed products and their packaging materials           | 6; 7.3.1; 7.4.3; 7.7.3; 7.7.5 | Due to the food safety requirements of the products, and also because they are export products, no materials or production inputs are reused. |
| 302- Energy  |                               |   |
| 103-1 Explanation of the material topic and its Boundary         | 6; 7.3.1; 7.4.3; 7.7.3; 7.7.5 | 24-26   |
| 103-2 The management approach and its components                 |                               | 21-28; 75-79  |
| 103-3 Evaluation of the management approach                      |                               | 75-79   |
| 302-1 Energy consumption within the organization                 |                               | 82-89   |
| 302-2 Energy consumption outside of the organization             |                               |   |
| 302-3 Energy intensity   |                               |   |
| 302-4 Reduction of energy consumption                            |                               |   |
| 302-5 Reductions in energy requirements of products and services |                               | Does not apply  |
| 303- Water   |                               |   |
| 103-1 Explanation of the material topic and its Boundary         | 6.5.4                         | 24-26   |
| 103-2 The management approach and its components                 |                               | 21-28;  |
| 103-3 Evaluation of the management approach                      |                               | 21-28   |
| 303-1 Water extraction by source                                 |                               | 90-92   |



|   |              |           |
|---|--------------|-----------|
| 303-2 Water sources significantly affected by water extraction  | 6.5.4        | 90-92     |
| 303-3 Recycled and reused water   |              |           |
| <b>304- Biodiversity</b>  |              |           |
| 103-1 Explanation of the material topic and its Boundary  | 6.5          | 24-26     |
| 103-2 The management approach and its components  |              | 21-28; 93 |
| 103-3 Evaluation of the management approach   |              | 93        |
| 304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas                                       |              | 93-97     |
| 304-2 Significant impacts of activities, products, and services on biodiversity   |              |           |
| 304-3 Habitats protected or restored  |              |           |
| 304-4 Total number of IUCN Red List species and national conservation list species with habitats in areas affected by the operations of the organization, by level of extinction risk |              |           |
| <b>305- Emissions</b>   |              |           |
| 103-1 Explanation of the material topic and its Boundary  | 6.5.3; 6.5.4 | 24-26     |
| 103-2 The management approach and its components  |              | 21-28     |
| 103-3 Evaluation of the management approach   |              | 82-89     |



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|---|---------------------------|---|
| 305-1 Direct (Scope 1) GHG emissions  | 6.5.3;6.5.4; 6.5.5; 6.5.6 | 82-89   |
| 305-2 Energy indirect (Scope 2) GHG emissions   |                           |   |
| 305-3 Other indirect (Scope 3) GHG emissions  |                           |   |
| 305-4 GHG emissions intensity   |                           |   |
| 305-5 Reduction of GHG emissions  |                           |   |
| 305-6 Emissions of ozone-depleting substances (ODS)                                   |                           |   |
| 305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions |                           | NOx emissions were considered in the process of calculating the Carbon Footprint of the most relevant activities of Citrusvil. They were expressed as CO2 equivalent, as determined by the methodology. |
| 306- Effluents and Waste  |                           |   |
| 103-1 Explanation of the material topic and its Boundary                              | 6.5.3; 6.5.4              | 24-26   |
| 103-2 The management approach and its components                                      |                           | 21-28; 75-77  |
| 103-3 Evaluation of the management approach   |                           | 75-77   |
| 306-1 Water discharge by quality and destination                                      | 6.5.3                     | 49-50   |
| 306-2 Waste by type and disposal method   |                           |   |
| 306-3 Significant spills  |                           | Grupo Lucci had no cases of significant spills in any of its activities within the analysis period.   |



|  |                     |  |
|--|---------------------|--|
| 306-4 Weight of waste transported, imported, exported or treated that is considered dangerous under Annexes I, II, III and VIII of the Basel Convention, and percentage of waste transported internationally | 6.5.3               | Lucci Group does not export any type of waste. |
| 306-5 Water bodies affected by water discharges and/or runoff  | 6.5.3; 6.5.4; 6.5.6 | 90-92  |
| 307- Environmental Compliance  |                     |  |
| 103-1 Explanation of the material topic and its Boundary   | 4.6                 | There were no non-compliances.                 |
| 103-2 The management approach and its components   |                     |  |
| 103-3 Evaluation of the management approach  |                     |  |
| 307- 1 Non-compliance with environmental laws and regulations  |                     |  |
| 308- Supplier Environmental Assessment   |                     |  |
| 103-1 Explanation of the material topic and its Boundary   | 6.3.5; 6.6.6; 7.3.1 | 24-26  |
| 103-2 The management approach and its components   |                     | 21-28;   |
| 103-3 Evaluation of the management approach  |                     | 41-45; 55; 61                                  |
| 308-1 New suppliers that were screened using environmental criteria  |                     |  |
| 308-2 Negative environmental impacts in the supply chain and actions taken   |                     |  |



| SOCIAL ASPECTS   |                     |   |
|--|---------------------|---|
| 401- Employment  |                     |   |
| 103-1 Explanation of the material topic and its Boundary   | 6.4.3; 6.4.4; 6.8.7 | 24-26   |
| 103-2 The management approach and its components   |                     | 21-28; 99-102   |
| 103-3 Evaluation of the management approach  |                     | 99-102  |
| 401-1 New employee hires and employee turnover   |                     | 99-102  |
| "401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees" |                     | We have benefits related to special licenses such as birthday, gifts for special occasions, discount cards and commercial benefits, insurance, medical services and discounts with educational entities for undergraduate and graduate careers. |
| 401-3 Parental leave   |                     | 100% return of men and women to work  |
| 402- Labor/Management Relations  |                     |   |
| 103-1 Explanation of the material topic and its Boundary   | 6.4.3               | The changes are agreed with the employees involved. Notification is made at least 30 days in advance.   |
| 103-2 The management approach and its components   |                     |   |
| 103-3 Evaluation of the management approach  |                     |   |
| 402-1 Minimum notice periods regarding operational changes   |                     |   |

| 403- Occupational Health and Safety  |              |  |
|--|--------------|--|
| 103-1 Explanation of the material topic and its Boundary                                   | 6.4.6; 6.8.8 | 24-26  |
| 103-2 The management approach and its components   |              | 21-28; 99-102; 105   |
| 103-3 Evaluation of the management approach  |              | 99; 102; 105   |
| 403-1 Representation of workers in formal worker-company health and safety committees      |              | 105-108  |
| 403-3 Workers with high incidence or high risk of diseases related to their activity       |              |  |
| 403-4 Health and safety issues covered in formal agreements with unions                    |              | All the companies that make up the Lucci Group comply with National Law 19,587 and its regulatory decree 351. Consequently, all agreements related to health and safety are covered. |
| 404-Training and Education   |              |  |
| 103-1 Explanation of the material topic and its Boundary                                   | 6.4.7; 6.8.5 | 24-26  |
| 103-2 The management approach and its components   |              | 21-28; 99-102  |
| 103-3 Evaluation of the management approach  |              | 104  |
| 404-1 Average hours of training per year per employee                                      | 6.4.7        | 104  |
| 404-2 Programs for upgrading employee skills and transition assistance programs            | 6.4.7; 6.8.5 | 104-105  |
| 404-3 Percentage of employees receiving regular performance and career development reviews | 6.4.7        | In 2020, a total of 311 Grupo LUCCL employees received their performance evaluation, being 281 men and 36 women.   |



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| <b>405-Diversity and Equal Opportunity</b>                     |   |  |
| 103-1 Explanation of the material topic and its Boundary       | 6.2.3; 6.3.7; 6.3.10; 6.4.3; 6.4.4                  | 24-26  |
| 103-2 The management approach and its components               |   |  |
| 103-3 Evaluation of the management approach                    |   |  |
| 405-1 Diversity of governance bodies and employees             | 6.2.3; 6.3.7; 6.3.10; 6.4.3                         | 15-16  |
| 405-2 Ratio of basic salary and remuneration of women to men   | 6.3.7; 6.3.10; 6.4.3; 6.4.4                         | “In operational positions there is no difference in wages between men and women.<br>We do not have information about the rest of the organization” |
| <b>406-Non-discrimination</b>                                  |   |  |
| 103-1 Explanation of the material topic and its Boundary       | 6.3.6; 6.3.7; 6.3.10; 6.4.3                         | 24-26  |
| 103-2 The management approach and its components               |   | 21-28; 17-18   |
| 103-3 Evaluation of the management approach                    |   | 17-18  |
| 406-1 Incidents of discrimination and corrective actions taken |   | There were no cases of discrimination in any of the group companies.   |
| <b>407- Freedom of association and collective bargaining</b>   |   |  |
| 103-1 Explanation of the material topic and its Boundary       | 6.3.3; 6.3.4; 6.3.5; 6.3.8; 6.3.10;<br>6.4.5; 6.6.6 | 24-26  |
| 103-2 The management approach and its components               |   | 21-28; 17-18   |
| 103-3 Evaluation of the management approach                    |   | 17-18  |

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| 407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk | 6.3.3; 6.3.4; 6.3.5; 6.3.8; 6.3.10; 6.4.5; 6.6.6 | 17-18   |
| <b>408- Child Labor</b>  |  |   |
| 103-1 Explanation of the material topic and its Boundary   | 6.3.3; 6.3.4; 6.3.5; 6.3.7; 6.3.10; 6.6.6; 6.8.4 | 24-26   |
| 103-2 The management approach and its components   |  | 21-28; 17-18; 43-45   |
| 103-3 Evaluation of the management approach  |  | 17-18; 43-45  |
| 408-1 Operations and suppliers at significant risk for incidents of child labor                                      |  |   |
| <b>409- Forced or compulsory labor</b>   |  |   |
| 103-1 Explanation of the material topic and its Boundary   | 6.3.3; 6.3.4; 6.3.5; 6.3.10; 6.6.6               | 24-26   |
| 103-2 The management approach and its components   |  | 21-28; 17-18; 43-45   |
| 103-3 Evaluation of the management approach  |  | 17-18; 43-45  |
| 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor                       |  |   |
| <b>410-Security practices</b>  |  |   |
| 103-1 Explanation of the material topic and its Boundary   | 6; 7.3.1; 7.4.3; 7.7.3; 7.7.5                    | Grupo LUCCI directly hires the security personnel required to care for its facilities. In 2020 there were 50 people. All have received training on Human Rights and Child Labor, among other topics specific to their task. |
| 103-2 The management approach and its components   |  |   |
| 103-3 Evaluation of the management approach  |  |   |



|  |                               |   |
|--|-------------------------------|---|
| 410-1 Security personnel trained in human rights policies or procedures  | 6.3.4/6                       | Grupo LUCCL directly hires the security personnel required to care for its facilities. In 2020 there were 50 people. All have received training on Human Rights and Child Labor, among other topics specific to their task. |
| <b>411-Rights of indigenous peoples</b>  |                               |   |
| 103-1 Explanation of the material topic and its Boundary   | 6; 7.3.1; 7.4.3; 7.7.3; 7.7.5 | This indicator does not apply to any operating location of the Lucci Group.   |
| 103-2 The management approach and its components   |                               |   |
| 103-3 Evaluation of the management approach  |                               |   |
| 411-1 Incidents of violations involving indigenous peoples rights  | 6.3.4/8; 6.6.7; 6.8.3         |   |
| <b>412-Human rights assessment</b>   |                               |   |
| 103-1 Explanation of the material topic and its Boundary   | 6.3.3; 6.3.4; 6.3.5           | 24-26   |
| 103-2 The management approach and its components   |                               | 21-28; 17-18  |
| 103-3 Evaluation of the management approach  |                               |   |
| 412-1 Operations that have been subject to human rights reviews or impact assessments  |                               | The matter has not yet been addressed by the organization.  |
| 412-2 Employee training on human rights policies or procedures   | 6.3.5                         | 17-18   |
| 412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening | 6.3.3; 6.3.5; 6.6.6           | 40  |

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|--|---|--|
| <b>413-Local communities</b>   |   |  |
| 103-1 Explanation of the material topic and its Boundary                                       | 6.3.9; 6.5.1-6.5.2; 6.5.3; 6.8                | 24-26  |
| 103-2 The management approach and its components   |   | 21-28; 110-111   |
| 103-3 Evaluation of the management approach  |   | 110-117  |
| 413-1 Operations with local community engagement, impact assessments, and development programs |   |  |
| 413-2 Operations with significant actual and potential negative impacts on local communities   | 6.3.9; 6.5.3; 6.8                             |  |
| <b>414- Supplier social assessment</b>   |   |  |
| 103-1 Explanation of the material topic and its Boundary                                       | 6; 7.3.1; 7.4.3; 7.7.3; 7.7.5                 | 24-26  |
| 103-2 The management approach and its components   |   | 21-28; 17-18   |
| 103-3 Evaluation of the management approach  |   | 17-18  |
| 414-1 New suppliers screened using social criteria   | 6.3.5; 6.6.1-6.6.2; 6.6.6; 6.8.1-6.8.2; 7.3.1 | There were no such incidents   |
| 414-2 Negative social impacts in supply chain and actions taken                                |   | There were no such incidents   |
| <b>415- Public policy</b>  |   |  |
| 103-1 Explanation of the material topic and its Boundary                                       | 6.6.1-6.6.2; 6.6.4                            | Lucci Group does not make financial contributions to political parties |
| 103-2 The management approach and its components   |   |  |



|   |  |  |
|---|--|--|
| 103-3 Evaluation of the management approach   | 6.6.1-6.6.2; 6.6.4                           | Lucci Group does not make financial contributions to political parties |
| 415-1 Political contributions   |  |  |
| <b>416- Customer health and safety</b>  |  |  |
| 103-1 Explanation of the material topic and its Boundary  | 6; 7.3.1; 7.4.3; 7.7.3; 7.7.5                | 24-26  |
| 103-2 The management approach and its components  |  | 21-28  |
| 103-3 Evaluation of the management approach   |  | 38-40; 42  |
| ESP- Percentage of production volume produced in certified sites according to international standards for Food Safety Management Systems. |  |  |
| 416-2 Incidents of non-compliance concerning the health and safety impacts of products and services                                       | 4.6; 6.7.1-6.7.2; 6.7.4; 6.7.5; 6.8.8        |  |
| <b>417- Marketing and labeling</b>  |  |  |
| 103-1 Explanation of the material topic and its Boundary  | 6; 7.3.1; 7.4.3; 7.7.3; 7.7.5                | 24-26  |
| 103-2 The management approach and its components  |  | 21-28  |
| 103-3 Evaluation of the management approach   |  | 21-28  |
| 417-2 Incidents of non-compliance concerning product and service information and labeling   | 6.7.1-6.7.2; 6.7.3; 6.7.4; 6.7.5; 6.7.9      | 38-40  |
| 417-3 Incidents of non-compliance concerning marketing communications   | 4.6; 6.7.1-6.7.2; 6.7.6                      | There were no such incidents   |
| 417-3 Incidentes de incumplimiento en relación con las comunicaciones de marketing  | 4.6; 6.7.1-6.7.2; 6.7.3; 6.7.4; 6.7.5; 6.7.9 | There were no such incidents   |

| 418- Customer privacy  |                                 |   |
|--|---------------------------------|---|
| 103-1 Explanation of the material topic and its Boundary   | 6.7.1-6.7.2; 6.7.7              | There were no complaints about the violation of privacy and the leakage of customer data. |
| 103-2 The management approach and its components   |                                 |   |
| 103-3 Evaluation of the management approach  |                                 |   |
| 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data |                                 |   |
| 419- Socioeconomic compliance  |                                 |   |
| 103-1 Explanation of the material topic and its Boundary   | 6.3.6; 6.6.1-6.6.2; 6.8.1-6.8.2 | There were no such incidents  |
| 103-2 The management approach and its components   |                                 |   |
| 103-3 Evaluation of the management approach  |                                 |   |
| 419-1 Non-compliance with laws and regulations in the social and economic area                     |                                 |   |



# SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB)

Productos Agrícolas

| Topic                    | Accounting Metric   | Code         | Chapter |
|--------------------------|---|--------------|---------|
| Greenhouse Gas Emissions | Gross Global Scope 1 emissions  | FB-AG-110a.1 | 4       |
|                          | Discussion of of long-term and short-term strategy or plan to manage Scope 1 emissions, reduction targets, and an analysis of performance against those targets | FB-AG-110a.2 | 2 & 4   |
|                          | Fleet fuel consumed, percentage renewable   | FB-AG-110a.3 | 4       |
| Energy Management        | (1) Operational energy consumed, (2) percentage grid electricity, (3) percentage renewable  | FB-AG-130a.1 | 4       |
| Water Management         | (1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress                            | FB-AG-140a.1 | 4       |
|                          | Description of water management risks and discussion of strategies and practices to mitigate those risks  | FB-AG-140a.2 | 4       |
|                          | Number of incidents of non-compliance associated with water quantity and/or quality permits, standards, and regulations   | FB-AG-140a.3 | 4       |
| Food Safety              | Global Food Safety Initiative (GFSI) audit (1) non-conformance rate and (2) associated corrective rate for (a) major and (b) minor non-conformances             | FB-AG-250a.1 | 3       |
|                          | Percentage of agricultural products sourced from suppliers to a Global Food Safety Initiative (GFSI) recognized food certification program                      | FB-AG-250a.2 | 3       |
|                          | (1) Number of recalls issued and (2) total amount of product recalled   | FB-AG-250a.3 | 3       |

|   |  |              |          |
|---|--|--------------|----------|
| Workforce Health & Safety                                 | (1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR) for (a) direct employee and (b) seasonal and migrant employees | FB-AG-320a.1 | 3 & 5    |
| Environmental & Social Impacts of Ingredient Supply Chain | Percentage of agricultural products sourced that are certificated to a third-party environmental and/or social standard, and percentages by standard                 | FB-AG-430a.1 | 3        |
|   | Suppliers' social and environmental responsibility audit (1) non-conformance rate and (2) associated corrective actions for (a) major and (b) minor non-conformances | FB-AG-430a.2 | 3        |
|   | Discussion of strategy to manage environmental and social risks arising from contract growing or commodity sourcing  | FB-AG-430a.3 | 2, 3 & 4 |
| Ingredient Sourcing                                       | Identification of principal crops and description of risks and opportunities presented by climate change   | FB-AG-440a.1 | 2 & 3    |
|   | Percentage of agricultural products sourced from regions with High or Extremely High Baseline Water Stress   | FB-AG-440a.2 | 2        |





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