Importaco

Sustainability report 2023

Importaco

Importaco is an international company specialising in the food sector, which focuses its activity on the production and distribution of nuts and mineral water. Founded in 1940, it currently occupies a prominent position as one of the main producers of nuts and dried fruit in Europe and the second most important group in the mineral water market in Spain.

The core of Importaco's business lies in its commitment to improving people's health and wellbeing by promoting responsible production and consumption. Throughout its more than 80 years of history, Importaco has demonstrated its ability to adapt to the demands of the market, the industry, its customers and consumers, which is clearly reflected in its continuous growth and the great diversity of products it offers. Quality, sustainability and innovation are the three fundamental pillars that guide Importaco's development.

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Letter from the President ①

Toño Pons Casañ
President of Importaco

Food is one of the fundamental pillars of wellbeing in our society. It provides us with enjoyment, energy and the nutrients we need to feel good. At Importaco, we want to help create the future of food by providing high quality, sustainable and affordable products for everyone. In 2023 we have demonstrated that through commitment and passion we can achieve excellent growth, while delivering on our principles of excellence, quality and sustainability.

We live in an environment of great complexity and uncertainty; however, thanks to the trust of our customers, our integrated supply chain and the excellent work of our teams, we have been able to overcome these difficulties. As a result, our Group grew by 9 % to 810 million euros.

This increase is mainly due to the significant growth we have experienced in the Spanish retail market. This development has also been accompanied by the increase in our profit margins and the progress made in efficiency, which has enabled us to recover our profitability with EBITDA levels similar to those obtained before the pandemic.

At Importaco, we are very committed to the wellbeing of our employees, and it is a priority for us to offer them opportunities for their personal and professional development. In 2023, we have reached a workforce of 2321 people, of 11 different nationalities. In addition, we have reached a level of more than 40 % of women in middle and senior management positions, which allows us to continue to grow as an inclusive company committed to equality.

These extraordinary results have been accompanied by the approval of a reinvestment plan of 33 million euros by 2024, an amount exponentially higher than the investments of previous years. The new investment plan will be mainly aimed at incorporating new production lines and technologies in line with our strategic pillars: excellence, innovation, sustainability and talent. The most important actions will be those that will be carried out to increase the production capacity of the centres and continue with the Digitalisation and Industry 4.0 Plan.

Importaco has an innovation strategy based on science and knowledge generation through which it develops new products and improvements in collaboration with its customers. In 2023, the company launched more than 230 new products on the market, and the turnover associated with these launches reached 40 million euros. The lines of innovation that Importaco is working on at its Technology Centre are aligned with the latest food trends. Its latest innovations are associated with both health and wellness trends, as well as those for pleasure.

In 2023, Importaco completed its 21-23 Energy Saving and Efficiency Plan, achieving the objective of reducing its emissions by 20 %. Thanks to the investment of 4 million euros in self-consumption installations and the implementation of energy efficiency measures, 12 800 MWh are saved per year. The company also applies Zero Waste Policies in its production centres and has 7 centres certified with the Zero Waste standard. We have also developed a decarbonisation strategy aligned with the standards defined by the SBT (Science Based Targets) Alliance, with the aim of setting ambitious targets. To this end, we have presented our Short-Term Commitment Statement for 2030, in accordance with the SBTi Forest, Land and Agriculture (SBTi FLAG) guidelines, with a strong commitment to reduce our total emissions by 30 % by 2030.

Importaco is firmly committed to advancing and adapting to new European sustainability regulations, which offer a valuable opportunity to stand out in the market and consolidate a greener and more resilient supply chain. Recognising that the regulatory framework is constantly evolving, especially at the EU level, Importaco is leading its efforts towards the forefront of trends related to disclosure and transparency on environmental, social and governance issues with the CSRD, the Due Diligence Directive and the Climate Change and Energy Transition Act.

We have ambitious development plans that will enable us to consolidate our market leadership. Our aim is to improve people's health and wellbeing through responsible production and consumption.

Finally, I would like to express my deep gratitude to each and every member of the Importaco team for their tireless work and dedication. Your commitment drives our progress and cements our position as an industry leader, not only for the quality of our products, but also for the ethical principles that guide us. Their contribution is critical to Importaco's continued success, and I am sincerely grateful to them for making our corporate vision a reality.

2023 Milestones ②

January

Importaco joins the Board of Trustees of the Chair of Entrepreneurial Culture of the University of Valencia

The University of Valencia, through its Chair of Entrepreneurial Culture (CEE), has announced the inclusion of Importaco in its Board of Trustees. This development represents a significant milestone in our active participation in initiatives that promote entrepreneurship among university students. The CEE's main objective is to provide students with first-hand experienced entrepreneurs with a long and established track record. The participation of our president, Toño Pons, in this project reflects our commitment to sustainable business development and the transmission of knowledge through real and human experiences. With more than 80 years of experience in the industry, we hope that our track record will serve as an inspiration for university students, while helping to foster an entrepreneurial and visionary spirit. We hope that our achievements and company values will inspire new generations and contribute to the economic and social growth of our region.

February

Forbes Diamonds Award for Importaco Poland

Importaco Poland has been included in the prestigious Forbes Diamonds group, an annual ranking that evaluates the growth experienced by companies in Poland over the last three years. This recognition highlights the work carried out in our factory specialising in the production of peanuts, pistachios, almonds and cashew nuts. Equipped with the latest technology and IFS (International Featured Standards) and BRC (British Retail Consortium) certifications, our factory demonstrates a firm commitment to innovation, food safety and sustainable growth in all production processes. In addition, our products are SMETA 4P, Kosher and Halal certified. We would like to congratulate our entire team in Poland on this achievement and express our thanks to Forbes Polska for this special recognition. This recognition is a testament to the hard work and dedication of everyone involved at Importaco Poland.

March

Donation of water to fight the fire in Castellón

During the month of March, we closely followed the situation of the forest fire that broke out in the province of Castellón, especially in the towns of San Vicente de Piedrahita and Cortes de Arenoso, where one of our bottling plants is located. Within hours of the fire, it was reported that the fire had affected a dozen towns in Alto Mijares and forced the evacuation of more than 1800 people. It is estimated that the forest fire devastated 4700 hectares of inland Castellón. In response to this emergency, Agua de Cortes, a company belonging to the Importaco Group, made a donation of 6156 bottles of water, equivalent to 4698 litres, to support the crews that were helping to extinguish the fire.

April

Participation in the study on European regulations and sustainability of Valencian companies

We have participated in the report entitled "Impacto e implicaciones de la normativa europea de sostenibilidad en el tejido empresarial valenciano" promoted by the Department of Sustainable Economy, Productive Sectors, Trade and Labour of the Generalitat Valenciana. This study aims to analyse how companies in the Valencian Community are adapting to the requirements of European regulations on key issues such as sustainability, investment and technological development. We recognise that we have great challenges ahead of us, but we are confident that, working together, we will achieve an exemplary transition towards a more sustainable business model that complies with European regulations.

May

Importaco and Besana take part in the 40th World Nut Congress in London

From 22nd to 24th May, around 1300 professionals from more than 60 countries gathered in London to participate in the 40th World Nut Congress, organised by the International Nut and Dried Fruit Council (INC).

It was to participate in this event, which was sponsored by our brand Besana, contributing our experience in the sector through Amancio Muñoz, Importaco's general manager of nut purchasing. Amancio had the privilege of participating in the "Pistachios Round Table" together with leading industry representatives. This 40th edition was marked by an extensive programme in which attendees discussed topics of great relevance to the sector, including market trends, nutrition and the latest scientific advances in nut consumption.

June

Recognition at the Eneragen Awards: National "honourable mention" award category

Importaco has been awarded with a runner-up prize in the "honourable mention" category at the Eneragen Awards. This award highlights our outstanding thermal and electrical self-consumption policy implemented at Importaco. Over the years, we have maintained a firm commitment to energy transition in all our facilities, investing 3.6 million euros to achieve 14 % self-consumption in our production centres. This initiative has had a positive impact on the overall decarbonisation of the Group.

Thanks to the sustainability strategy we have implemented, we have managed to reduce emissions by 10 % compared to 2021, and we aim to increase this to 20 % by the end of the year. These recognitions are an encouragement to further advance our commitment to sustainability and the reduction of our environmental footprint.

July

Participation of Gaspar Alapont in the 29th Lanzhou Investment and Trade Fair (China) as representative of Almendrave

Gaspar Alapont, head of almond purchasing at Importaco, participated as a representative of SAB-Almendrave, the Group of which he is vice-president and with which we are associated, in the 29th edition of the Investment and Trade Fair held in Lanzhou (China). This fair is part of the communications that Almendrave initiated last April, when it managed to unblock the export of Spanish almonds to China, in collaboration with other entities in the sector.

One of the objectives of the Spanish Association of Almond and Hazelnut Exporters is to facilitate meetings between Spanish exporters and Chinese importers, taking into account the prospects of this market, which has 1425 million potential consumers.

August

Training and leadership sessions: building a values-based corporate culture

At Importaco, we firmly believe in the importance of our team being aware of and actively participating in our corporate culture. With this objective in mind, we have conducted training sessions designed to allow participants to immerse themselves in our Leadership Model, as well as the competencies and behaviours associated with it.

This initiative has been carried out over the last two years and has benefited a total of 180 people, both from the nut and natural beverages business. We are very pleased to report that the degree of satisfaction of the participants has been exceptional, reaching a score of 8.7 out of 10. This result encourages us to continue looking for new group dynamics that improve the working environment and individual and collective professional skills.

September

Alberto Gallardo takes over as Managing Director at Importaco

September has begun with new additions to Importaco. Alberto Gallardo has joined the team as Managing Director of the company, while Toño Pons continues as President and CEO of the Group. This division of roles represents a strategic move derived from the growth experienced in recent years.

Importaco's presidency will retain all its powers and focus more on promoting its institutional profile and strategic development in international markets. Under the leadership of the General Management, there will be general corporate management and business units for nuts and mineral water.

October

Awareness-raising action with UNHCR on World Refugee Day

It is with great satisfaction that we report having reached our fundraising goal to support UNHCR Spanish Committee in the framework of the awareness actions for the World Refugee Day. As part of this initiative developed at Importaco, we challenged ourselves to double the amount of donations made by our Importaco team.

Importaco made a financial contribution of 3000 euros to the UNHCR Spanish Committee. This donation is intended to support people affected by the earthquakes that struck Syria and Turkey in February, leaving thousands of refugees and people in vulnerable situations around the world. The active participation of the entire Importaco team reflects our commitment to corporate responsibility and support for humanitarian causes of global importance.

November

Toño Pons to participate in the Business Mission to Silicon Valley organised by LAB Foundation

Toño Pons participated in a business mission to Silicon Valley (United States of America) together with delegates from some of the most representative Valencian companies. This mission was organised by the LAB Mediterráneo Foundation. The purpose of this initiative was to learn and import the model of international benchmark companies in innovation in order to apply it to the business sector of the Valencian Community and promote its development. For four days, the participants had the opportunity to learn about the business model of companies such as Google, HP, PayPal or Zoom, and to analyse how they are applying technology, artificial intelligence and sustainability in their day-to-day work.

December

Importaco collaborates with the solidarity march in Carlet

Importaco collaborated by donating nuts and dried fruit for the charity run in Carlet organised by APADICC (Association of Parents of the Disabled and Collaborators of Carlet) and the Casa de la Dona. The main objective of this initiative was to raise awareness about the social inclusion of people in vulnerable situations.

The solidarity march was attended by the local community and was a meaningful event to raise awareness of the importance of inclusion and support for those facing social challenges. Importaco is proud to have been able to contribute to this noble cause by donating nuts.

Importaco: about our company ③

3.1. Company profile

Importaco is an international company specialising in the food sector, which focuses its activity on the production and distribution of nuts and mineral water. Founded in 1940, it currently occupies a prominent position as one of the main producers of nuts and dried fruit in Europe and the second most important group in the mineral water market in Spain.

Importaco's workforce is made up of a total of 2321 highly specialised professionals, who are committed to a business model aimed at promoting health and meeting consumer expectations. To achieve this, the company has an integrated value chain, a committed team and a network of highly specialised production centres.

The core of Importaco's business lies in its commitment to improving people's health and wellbeing by promoting responsible production and consumption. Throughout its more than 80 years of history, Importaco has demonstrated its ability to adapt to the demands of the market, the industry, its customers and consumers, which is clearly reflected in its continuous growth and the great diversity of products it offers. Importaco currently has two strategic business units: Importaco Nuts and Importaco Waters.

Quality, sustainability and innovation are the three fundamental pillars that guide Importaco's development. With a long-term outlook, Importaco seeks to consolidate its position as a leader in the food sector, always committed to excellence and customer satisfaction.

3.1.1. Products and services

Importaco Nuts
Importaco Nuts, with a solid track record, is dedicated to the production and marketing of nuts and dried fruits. Its scope encompasses the manufacture, production and distribution of a wide range of products, from nuts and snacks to dried fruits and seeds, as well as chocolate-covered nuts. This unit operates in various market segments, including retail both domestically in the Iberian Peninsula and internationally, food service and the agri-food industry. To support these operations, it has thirteen production sites strategically located in Spain, Italy, Poland, Turkey and the United Kingdom.

Importaco Waters
Importaco Waters specialises in the marketing of mineral water, managing four bottling plants in different areas of Spain: AguaDoy bottling plant (Calera y Chozas, Toledo), Agua de Bronchales bottling plant (Bronchales, Teruel), Agua de Cortes bottling plant (Cortes de Arenoso, Castellón) and Font Teix bottling plant (Bunyola, Balearic Islands). Its commercial brands (Agua de Cortes, Agua de Bronchales, AguaDoy and Font S'Aritja) have a significant presence in the national market through Mercadona. In addition, some of these brands, such as Agua de Cortes and Font des Teix, also have a solid presence in the food service segment.

1. Countries in which Importaco has people working. Operations are understood to be those carried out by these people to contribute to the company's objectives.

3.1. Company profile

3.1.2. Our presence in the world

Importaco, with its headquarters in Beniparrell (Valencia, Spain), has an extensive global presence[1]. We have production centres in Spain, Italy, Poland, the United Kingdom and Turkey, and purchasing offices in Argentina, the United States, Turkey and China that cover the different nut and dried fruit growing areas.

Offices and production sites

Spain
- Importaco Headquarters
- Head office
- Commercial offices
- Nut factories (8)
- Mineral water bottling plants (4)
- Almond tree plantations

Portugal
- Almond plantations (2)

Poland
- Nut factory

Turkey
- Dried fruit factory
- MENA Procurement Office

Italy
- Besana Headquarters
- Nut factories (2)

United Kingdom
- Nut factory

Argentina
- Latin America Procurement Office
- Groundnut plantations

United States of America
- North American Procurement Office

China
- Asia Procurement Office

1. Countries in which Importaco has people working. Operations are understood to be those carried out by these people to contribute to the company's objectives.

3.1. Company profile

Commercial presence

As for our customers, we supply nuts and dried fruit to 46 countries: Argentina, Australia, Austria, Belgium, Bulgaria, Canada, Croatia, Cyprus, Czech Republic, Denmark, Egypt, Estonia, Finland, France, French Polynesia, Germany, Greece, Hong Kong, Hungary, Ireland, Israel, Italy, Japan, Kazakhstan, Kuwait, Latvia, Lebanon, Lithuania, Malta, Mauritius (Island), Netherlands, Northern Ireland, Norway, Poland, Portugal, Romania, Saudi Arabia, Serbia, Slovakia, South Korea, Spain, Sweden, Switzerland, Turkey, Ukraine, United Arab Emirates, United Kingdom and United States of America.

3.1. Company profile

Value chain

Importaco is committed to close collaboration with a wide network of suppliers, farmers and companies in the agri-food sector, with the aim of offering its consumers top quality, safe food. Within this structure, two categories of suppliers can be distinguished: strategic suppliers, with a total of 11, and preferred suppliers, with 40. Together, these strategic and preferred suppliers account for approximately 75 % of the volume of raw materials used by Importaco.

The alliance with these suppliers is characterised by long-term relationships, establishing strong ties that guarantee food safety, quality and sustainability of the products. This long-term collaboration contributes significantly to maintaining the highest standards in Importaco's supply chain.

In terms of the distribution of purchases, 21.85 % are made domestically, while the remaining 78.15 % are international purchases. The diversification of supply sources guarantees the constant availability of excellent quality raw materials, reaching a total of 104 701 tons in 2023. This strategy reinforces the stability of Importaco's value chain in a globalised environment.

We have suppliers from the following geographical areas

Supplying areas	Main countries	Number of suppliers
Africa	Burkina Faso, Malawi, South Africa and Tunisia	8
Asia	China, India, Iran, Israel, Japan, Sri Lanka, Singapore, Thailand, Vietnam, Philippines and United Arab Emirates	20
Europe	Bulgaria, Switzerland, Germany, Spain, France, United Kingdom, Greece, Ireland, Italy, the Netherlands, Poland and Turkey	86
Oceania	Australia	1
America	Chile, Peru, United States of America, Argentina, Canada and Brazil	61
TOTAL		176

3.2. Corporate governance

In the area of corporate governance, Importaco is committed to relationships based on the principles of transparency, trust and integrity. These commitments are manifested through strict compliance with ethical and legal standards, respectful consideration of the interests of third parties, safeguarding the correct management of resources, as well as the promotion of constructive dialogue between all stakeholders. These actions are aimed at promoting sustainable business growth and contributing to the development of a more inclusive and sustainable society.

3.2.1. Corporate structure

Importaco's corporate structure enables the improvement of the agri-food system, guaranteeing the availability of healthy and sustainable food that responds to the needs of society. In its constant search for a balance between economic development and environmental and social responsibility, the Group uses its resources and experience to ensure that value is provided to all stakeholders.

Importaco's corporate governance model defines a set of rules and principles that regulate the relationships between the different governance and management bodies. These include the General Shareholders' Meeting, the Board of Directors, the Appointments and Remuneration Committee, the Audit Committee, the Ethics and Compliance Committee and the Strategy Committee. It is important to note that women are represented on these committees in equal or even higher proportions. Furthermore, Importaco's governance is committed to maintaining a long-term vision, ensuring equal treatment without discrimination and taking into account environmental, social and governance (ESG) criteria in decision-making.

This system requires corporate governance to act with diligence, accountability and transparency in the exercise of its functions, in order to ensure compliance with ethical and sustainable development principles in all of Importaco's operations, and to achieve business success in a sustainable and responsible manner

3.2. Corporate governance

Government bodies

Board of Directors
Importaco's Board of Directors is guided by the principles of professionalism and transparency to guarantee excellence in its actions. The Board of Directors is currently made up of 10 members, of which 7 are women and 3 are men. In this respect, it is supported by external advisors, and it is the members of this Board who are responsible for appointing the members of the Executive Committee. Among its main responsibilities are the approval of the management model, corporate policies and Importaco's Strategic Plan, as well as the monitoring of the main business management indicators and compliance with the Investment Plan.

At present, the composition of the General Meeting of Shareholders and the Board of Directors is made up of the same family members, this being a requirement for holding the position of director. In addition, the Board of Directors is composed of members appointed in accordance with the provisions of the Articles of Association and proposed by the General Meeting of Shareholders.

The Chairman, in his capacity as Chief Executive Officer, assumes executive functions in the company, with the delegation of all legally delegable powers. His responsibilities include supervising the Business and Corporate Areas, as well as overseeing the achievement of the strategic objectives established by the Board of Directors.

In addition, Importaco holds shares in Helados Estiu and Foener companies, and is a member of their Boards of Directors.

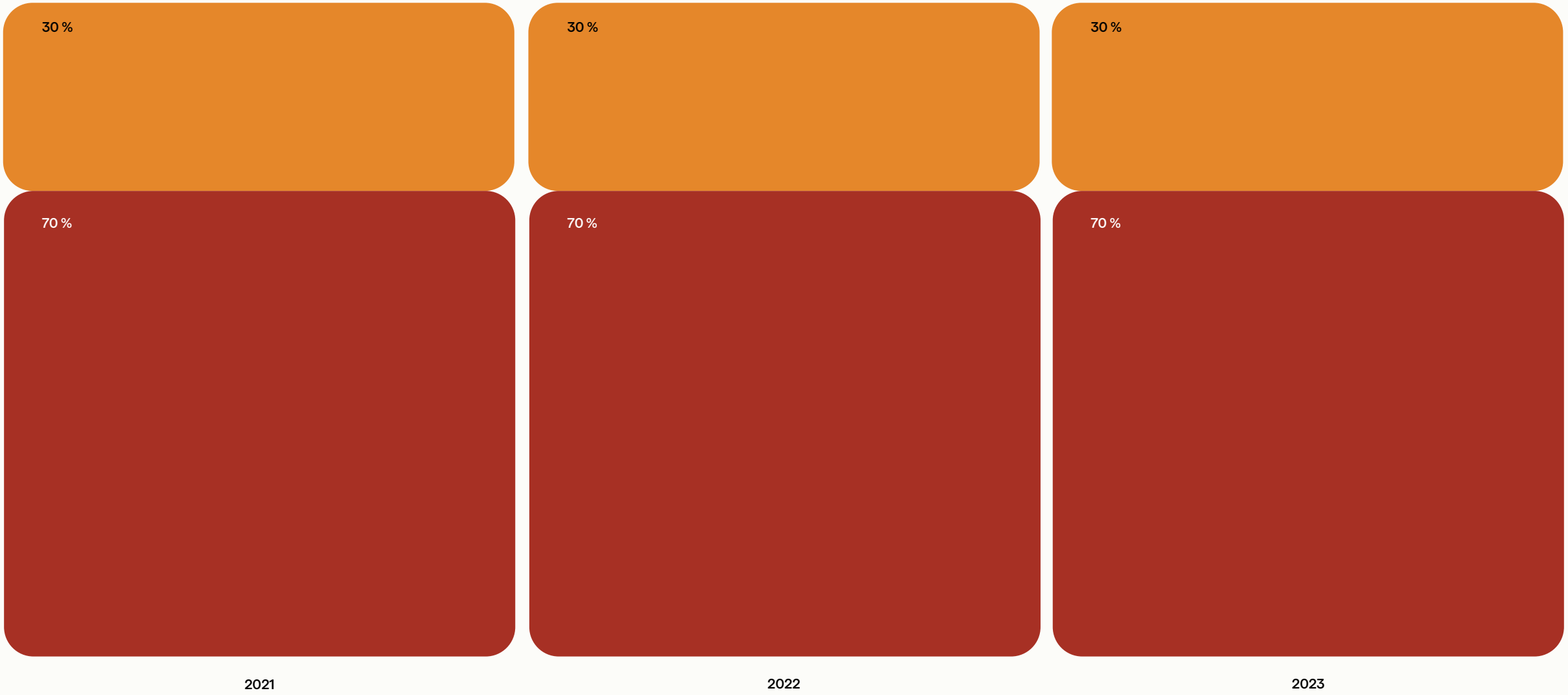
Board of Directors

Name	Position in the Council	Date of last appointment	Position in the company
Juan Antonio Pons Casañ	President	2021	Executive
Jerónima Casañ Verdeguer	Vice-President	2021	Non-executive
Bárbara Sancho Costa	Vice-President	2021	Non-executive
Eva Pons Casañ	Secretary	2021	Executive
Lucía Pons Sancho	Vocal	2021	Executive
Amparo Pons Sancho	Vocal	2021	Executive
Elena Pons Casañ	Vocal	2021	Executive
Natalia Pons Sancho	Vocal	2021	Executive
Fernando Pons Casañ	Vocal	2021	Executive
Francisco Pons Sancho	Vocal	2021	Non-executive

3.2. Corporate governance

men women

Gender distribution



3.2. Corporate governance

men women

Appointments and Remuneration Committee

Gender distribution

2022

2023

Ethics Committee

Gender distribution

2022

2023

Audit Committee

Gender distribution

2022

2023

3.2. Corporate governance

3.2.2. Business ethics programme

The Importaco Group's values are based on trust, rigour and participation. In the field of business ethics, Importaco is committed to the highest standards of transparency, ethics and integrity in all its operations. As a tangible manifestation of this commitment, we have a comprehensive ethics programme that includes a Code of Ethics that is mandatory for all our employees, a specific channel for dealing with ethical and compliance queries and complaints, as well as an Ethics and Compliance Committee.

To ensure adherence to and effective implementation of our ethical principles, all members of our organisation, regardless of country or area of operation, are obliged to comply with the provisions of our Code of Ethics, and the monitoring of compliance is the direct responsibility of the Board of Directors.

Code of Ethics
In order to reinforce our corporate culture based on integrity, Importaco has consolidated its commitment to ethical standards both nationally and internationally through the implementation of a strong Code of Ethics. This Code, which sets the guidelines for our operations and business relationships, reflects our firm commitment to compliance with labour regulations, the promotion of equality, the fight against corruption, the protection of the environment and transparency in all our transactions. Acting in accordance with these ethical standards not only enhances our reputation and the trust of our stakeholders, but also contributes to our long-term success as an ethical and sustainable business.

Labour standards and human rights
We are committed to respecting national and international labour standards, prohibiting child labour and forced labour, promoting equality and non-discrimination, guaranteeing a fair working day, a living wage and adequate health and safety conditions. In addition, through our Code of Conduct for suppliers, we demand respect for human rights and contribute to improving the quality of life of the communities in which we operate.

Anti-corruption and conflicts of interest
We are also committed to fighting corruption in all its forms, categorically rejecting any form of bribery or abuse. We set clear guidelines on travel expenses, conflicts of interest and other aspects of business integrity. In addition, we limit our participation in business-related leisure activities to those that are professionally justified.

Environmental responsibility and sustainability
Importaco takes responsibility for protecting the environment in all its operations, complying with the relevant environmental permits and monitoring compliance with legislation in the countries where we operate. We strive to reduce resource consumption, minimise waste and emissions, and prevent any environmental damage arising from our activities by implementing technological innovations that promote sustainability.

Consumer responsibility
We believe it is our duty to provide products that not only serve people, but also ensure their safety and satisfaction. This means maintaining an infrastructure in optimal conditions to offer safe and legitimately purchased products, either through own cultivation or direct purchases. In addition, we are committed to providing truthful and sufficient information to consumers, avoiding any form of deception or false promises that we know we cannot keep. Our ethical approach to business relations drives us to act with transparency and honesty, respecting free competition and ensuring equal opportunities for all market players. At Importaco, responsibility to the consumer is a fundamental pillar that guides our actions towards a constant commitment to quality and integrity in every step of our business process.

Commitment and dissemination of the Code of Ethics
This Code of Ethics is fundamental to the creation of an ethical business culture at Importaco, where responsible decision making is encouraged and the implications for all our stakeholders are considered. All Importaco employees, regardless of location or function, are required to comply with this Code.

Management commitment and monitoring of the Code of Ethics
The Board of Directors undertakes the task of monitoring compliance with the Code of Ethics and to promote the implementation of the necessary measures for its application. Importaco's management works in accordance with the rules set out in the Code promotes compliance with it among all the organisation's professionals, setting an example for the entire company.

3.2. Corporate governance

Specific human rights commitments and policies included in our Code

The specific commitments and policies for the respect of human rights included in our Code set out obligations to:

1. Establish and respect human dignity: recognise and respect the inherent worth and dignity of all people, respect their human rights, and do not tolerate discrimination and harassment.
2. Promote labour justice: promote fair and respectful working conditions, avoiding labour exploitation and child labour, as well as rejecting any practices that contravene internationally recognised labour standards.
3. Protect workers' rights: guarantee workers the right to form and join trade unions and the right to collective bargaining.
4. Protect children's rights: no exploitation of children or child labour, forced labour, recruitment of children, or discrimination in the employment of children.
5. Protect women's rights: prohibit discrimination in employment and sexual harassment, ensure equal opportunities and access to health services and fair wages.
6. Protect the environment: promoting the responsible management of natural resources, respecting environmental laws and taking measures to prevent and reduce pollution.
7. Ensure fiscal responsibility and conflicts of interest: comply with tax obligations in all countries in which we operate and to not engage in tax evasion or corruption.
8. Provide transparency and accountability: providing transparent and complete information on the financial, operational and social situation of the company.
9. Achieve due diligence: an ongoing management process to address our responsibility to respect human rights and ensure environmental sustainability.

3.2. Corporate governance

Ethics and Compliance Channel
Importaco has a channel designed to receive, analyse and deal with any communication related to possible violations of the Code of Ethics, as well as to take action in the event of conduct with corporate legal implications.

In 2023, in line with our strong commitment to ethical integrity and regulatory compliance, we implemented a secure communication system designed to report potential anomalies. This system is accessible to all stakeholders, including employees, customers, suppliers and other relevant actors. The main objective of this Channel is to enable the reporting of conduct that may be considered ethically questionable, whether in the labour, commercial, financial, accounting or regulatory compliance fields, within the working or professional context of Importaco.

This Whistleblowing Channel is managed internally by the Ethics and Compliance Committee, guaranteeing the absolute confidentiality of the communications received. To ensure impartiality and neutrality in the handling of complaints, the Committee is assisted by an independent external advisor. The main function of this advisor is to protect the interests of all parties involved, acting with autonomy and impartiality in its decisions and recommendations.

Ethics and Compliance Committee
Importaco's Ethics and Compliance Committee (hereinafter the Committee), designated as the body responsible for safeguarding the ethical and regulatory integrity of the company, is responsible for reporting any violations of the Code of Ethics and standards of business conduct to Importaco's Chairman. Its role includes monitoring and ensuring compliance with these regulations, as well as identifying and mitigating potential risks of non-compliance. In addition, it is tasked with exercising control over key non-financial risks, especially those related to ethical and reputational issues.

The Committee periodically evaluates whether the organisational culture is conducive to ethical decision-making and proposes actions to strengthen both the Code of Ethics and the ethical culture within the organisation. It is the point of contact to which all people associated with Importaco should turn to report possible violations or make enquiries about the Code of Ethics, whether they directly affect them or third parties.

Meetings of the Committee are held extraordinarily at least four times a year whenever its chairman deems it necessary on the basis of notifications and consultations received.

With regard to the management of the ethical system by Importaco, the Committee, appointed by the management and governing body, acts as the Group's Internal Information System Manager. In this regard, this collegiate body is responsible for managing the system and processing the relevant investigation files, unless it designates another responsible person as delegated manager. Communications relating to the system shall be received by the System Manager via the intranet or the website, and all members are authorised to access such information on these platforms.

Training in corporate values
During 2023, collaborative work has been carried out to develop the Group's corporate values, recognising that our company's culture is based on the construction of common practices that guarantee their implementation in all the company's centres. Establishing and promoting these values is crucial to guide people in the achievement of all the projects that are developed in the organisation, thus ensuring their coherence and implementation. The continuity and strength of Importaco is closely linked to the permanence of values rooted in its culture. Furthermore, the alignment of Importaco's values with contemporary needs and expectations is essential for its long-term sustainability and success.

To achieve a shared and coherent culture, numerous workshops have been held with employees, addressing issues such as the challenge of maintaining business growth without losing sight of the identity and principles that define the organisation. This involves creating an environment of trust in which all members can understand and value their contribution to the common goal of the company.

Importaco's Culture Project aims to strengthen cohesion, promote co-leadership, consolidate the sense of belonging to the Group and establish a shared action and monitoring plan to guide the company's future activities. All of this will contribute to building a positive and productive working environment.

3.2.3. Risk management

At Importaco, risk analysis and management are an integral part of our business model, applying the precautionary principle to all links in our value chain. We seek to minimise the risks associated with our operations by improving people's health and wellbeing. To this end, we have developed processes for identifying, assessing, recording and controlling corporate risks. This enables us to achieve our objectives effectively, setting standards that allow us to measure and control the effects of our activities on the environment and society, as well as to identify opportunities for improvement. In this context, we emphasise the importance of communication and proactive action in the face of potential disruptive situations, as detailed in our risk management and communication documents.

Importaco has its own management system whose main objective is to adequately manage the risks to which the organisation is exposed during the development of its activity. It focuses on how to act in the face of possible situations of uncertainty, seeking to minimise reputational damage and comply with the client's requirements. The document provides practical and flexible procedures to deal with any type of threat, not only those related to products or food safety.

The focus of the manual is to provide Importaco with the necessary tools to protect its reputation through compliance with the different operational procedures established by the company. It is important to periodically review the content of the manual to keep it updated and adapted to the reality of the company.

3.2. Corporate governance

With regard to the risk classification section, the possible threats that the company could face in the course of its activities are assessed according to the seriousness of their risks. Two main types of risks are distinguished:

1. Risks affecting the safety of people, which include risks related to product composition, exogenous risks, risks in the production chain and environmental risks.
2. Risks that do not affect the security of individuals, such as packaging problems, unfounded criticism, exogenous risks, risks related to people and values, IT risks, legal-administrative and financial risks.

3.2.4. Institutional relations

Importaco's institutional relations programme focuses on establishing collaborations with various institutions in order to promote changes that contribute to improving food safety, quality, sustainability and technology in the business environment. To achieve this purpose, lines of work have been designed that include the identification of risks related to food safety and quality, with the aim of strengthening management policies in these areas. It also seeks to generate shared solutions that promote the sustainable development of the company and analyses the challenges faced by the sector, with the aim of developing joint initiatives to address these issues.

During the year 2023, the main topics addressed were Due Diligence in the supply chain, green taxonomy, the path towards decarbonisation, the promotion of innovation in the Valencian Community, the improvement of the nutritional profile of products and the control of emerging risks in the food industry. Importaco actively participates in various business, sectoral and sustainability associations, with the aim of collaborating in the search for solutions and promoting good practices in the sector. These are the following:

- INC (International Nut and Dried Fruit Council Foundation)
- Almendrave (Spanish Almond Board)
- Asociación de Snacks
- Asociación Europea de Snacks (European Snacks Association)
- Cercle Agroalimentari de la Comunitat Valenciana
- DIRCOM (Asociación de Directivos de Comunicación)
- FRUCOM
- ANEABE (Asociación de Aguas Minerales de España)
- FEDACOVA (Federación Empresarial de Agroalimentación de la Comunidad Valenciana)
- ASECAM (Asociación de Empresarios del Camp de Morvedre)
- AVE (Asociación Valenciana de Empresarios)
- Instituto de la Empresa Familiar
- EDEM (Escuela de Empresarios)
- ÉTNOR (Ética en los Negocios y Organizaciones)
- AECOC (Asociación Empresarial de Fabricantes y Distribuidores)
- SAI (Sustainable Agriculture Initiative Platform)
- AINIA
- ITENE (Instituto Tecnológico del Embalaje, Transporte y Logística)
- Fundación LAB Mediterráneo
- CNTA (Centro Nacional de Tecnología y Seguridad Alimentaria)
- FIAB (Federación Española de Industrias de Alimentación y Bebidas)
- FRUITIMPRESE (Associazione Nazionale Imprese Ortofrutticole)
- Tradizione Italiana
- Nut and Dried Fruit Trade Association
- NUCIS
- Freshfel Europe

3.2.5. Data protection and information security

Importaco has designed and implemented a comprehensive cybersecurity programme with the aim of safeguarding the confidentiality, integrity and availability of the data stored by the company, as well as to prevent the misuse of sensitive information. This initiative focuses on mitigating the risk of loss of critical data and ensuring compliance with applicable security standards and regulations.

During the year 2023, several actions were carried out within the framework of this programme, including the following:

- Conducting nine phishing drills to assess and strengthen employees' resilience to possible cyber-attacks.
- The implementation of mandatory cyber security training for all employees who have access to information technology, with the aim of increasing cyber security awareness and skills.
- The inclusion of initial cyber security training as part of the on-boarding process for new employees to ensure that they are aware of good cyber security practices from the outset.
- Extending two-factor authentication tools to include suppliers, thereby strengthening security in interactions with third parties.
- The implementation of tools and procedures for the detection and patching of vulnerabilities, in order to identify and correct possible weaknesses in information systems.

To date, there have been no complaints related to breaches of customer privacy, reflecting the effectiveness of the data protection and information security measures in place.

3.3. Economic performance indicators

In order to ensure Importaco's long-term economic sustainability, we are committed to generating value for all stakeholders. This involves the inclusion in our Strategic Plan of programmes aimed at the financial sustainability of the Group, as well as the efficient management of investments and operating costs.

Economic-financial data 2023 (in thousands of euros)

Economic value generated	
Net sales	810 759
Operating result	38 964
Profit before tax	34 322
Profit after tax	26 014
Net worth	223 062
Investments	15 529
Economic value distributed	
Operational costs	75 841
Employee salaries	92 909
Financial costs	6404

3.3. Economic performance indicators

Volume sales (in thousands)

Nuts

Mineral water

3.4. Strategy and management model

3.4.1. Responsible management model

Importaco's management model, which reflects the pillars of our corporate philosophy, aims to be coherent and to give meaning to the company's dynamism. Each element included in this model is designed to promote a shared, stable and strong culture that inspires and motivates employees.

The model is based on the values of trust, rigour and participation, which are essential to achieve our business purpose of improving people's health and wellbeing, while ensuring responsible production and consumption.

This model is based on corporate principles, commitments and courses of action designed to encourage the participation of all employees, thus reflecting the company's business philosophy and serving as a guide for staff. The statements included in this model reflect our commitment to the principles of business ethics and the United Nations Sustainable Development Goals.

People are at the heart of this model, as their exemplarity and experience are key to its implementation in business models and corporate strategy. All Importaco employees operate under this model, ensuring that our activities are carried out in an ethical, transparent and sustainable manner. This contributes to the creation of a shared, stable and solid culture, capable of mobilising everyone in the organisation

Our principles
Our principles are the result of the combination of Importaco's values, which define the rules of conduct aimed at guiding people's actions. In order to comply with the established principles, Importaco undertakes and makes concrete commitments with the aim of advancing sustainable development.

Health and wellbeing: we contribute to improving the health and wellbeing of consumers through the supply of quality products that enable them to enjoy a good diet.

- Developing a reliable, inclusive, sustainable and efficient food system
- Offering safe, nutritious and healthy products
- Promoting a healthy lifestyle

Leadership and integrity: people are the cornerstone of our growth. We are committed to demanding, committed and rigorous people who share our values.

- Creating an excellent working environment
- Fostering leadership based on our values
- Respecting human rights

Environmental sustainability: we make responsible and efficient use of natural resources by striking a balance between economic development and environmental protection.

- Reducing our emissions to achieve climate neutrality
- Responsible water use
- Applying circular economy criteria

Development and continuity
As a family business, we uphold our values and act in a way that is committed to long-term development and the creation of a shared project.

- Building lasting relationships with our customers
- Ensuring economic and financial sustainability
- Conducting business ethically

Innovation: we work together with our stakeholders to develop innovative projects that allow us to be aligned with the latest trends and create shared value.

- Creating a culture of innovation
- Generating new opportunities through exploration
- Creating new products based on neuroscience

Technology: we incorporate technology to transform our organisation and our products and use them as a tool to respond to the challenges of the future.

- Integrating digitisation and fostering agility
- Be more efficient and offer higher quality products
- Creating a culture of IT security

3.4. Strategy and management model

3.4.2. Corporate strategy

Importaco aims to consolidate its European leadership in the production and distribution of dried fruits and nuts, as well as to maintain its position as one of the leading companies in the Spanish mineral water market. To this end, the company has established a series of lines of development that guide the different areas of the organisation.

The Strategic Plan focuses on continued growth in the current markets, which include retail, industry and food service. The strategic axes in this Plan include increasing sales in all markets, collaborating with strategic customers, launching innovative products, integrating the principles of sustainable development, improving the Group's competitiveness and promoting quality plans adapted to the needs of each customer.

With a view to achieving these objectives, corporate changes have been implemented during 2023 to adjust the Group's organisational structure, capitalise on employee talent and promote digitalisation and sustainability. These changes are already underway and are being implemented progressively to ensure efficiency and success in achieving Importaco's strategic objectives.

Analysis of materiality ④

4.1. Stakeholder engagement

Importaco is committed to addressing the interests of all our stakeholders, aligning our actions and strategies with their expectations. To this end, we apply participatory methodologies that allow us to make adjustments and improvements to our products and services, with the aim of optimally satisfying the needs of our customers, employees, shareholders and other stakeholders. In addition, we strive to identify new business opportunities and areas for improvement in order to increase our productivity and contribute to our overall wellbeing. Our focus has been on strengthening our positioning in key areas such as specialisation, quality, innovation and sustainability.

Our corporate communications and public affairs strategy aims to build stronger connections with our stakeholders. Through dialogue tools, we have fostered the creation of trusting environments and have cultivated constructive relationships with all stakeholders. This approach has enabled us to make progress in meeting our business objectives, while reaffirming our commitment to the holistic wellbeing of people.

Interest group	Dialogue and transparency tool	Periodicity
Employees Importaco's staff members	Importaco Convention Enlarged Board of Directors Chairman's Committee Works Council Equality Committee Internal communications Health and Safety Committee Ethics Committee Importaco Connect	Annual Four-monthly Weekly Four-monthly Four-monthly Continuous Quarterly Quarterly Daily
Suppliers Companies that supply products or services to Importaco	Meetings and visits of procurement, quality and sustainability teams Direct communications	Continuous Continuous
Clients Companies that supply products or services to Importaco	Customer service Crisis Committee Meetings with commercial and quality teams Direct communications	Daily On request Continuous Continuous
Institutions and NGOs Organisations with which Importaco collaborates	Meetings and gatherings Partnership agreements	Continuous Continuous
Shareholders **People owning Importaco**	General Meeting of Shareholders Board of Directors	Annual Monthly
Public administration	Meetings Participation in associations	On time Continuous

5.
6.

4.2. Definition of content

Importaco's 2022 analysis of materiality, aimed at identifying the company's significant social, environmental and economic impact, has provided a solid basis for action planning for two consecutive years in relation to the material issues arising from the findings. The process was carried out through extensive consultations with relevant stakeholders with the aim of establishing a sustainability strategy based on the principles of participation and transparency. Ongoing dialogue with these stakeholders enabled us to understand and manage their expectations more effectively, facilitating the exchange of views and the allocation of resources to address priority issues.

The methodology applied was structured in three main phases:

Identification
An initial internal consultation and comprehensive review of existing documentation was undertaken to identify a comprehensive list of issues directly or indirectly related to Importaco's operations and stakeholder interests. External sources such as professional organisations, best practice guides, industry peers and relevant legislation were used to establish the material criteria to be considered in this analysis.

Evaluation
This stage included the launch of a quantitative survey of all our stakeholders, in which approximately 700 Importaco employees, more than 20 suppliers and 15 key customers participated. This survey prioritised and assessed material issues in four main areas: social, environmental, governance and product.

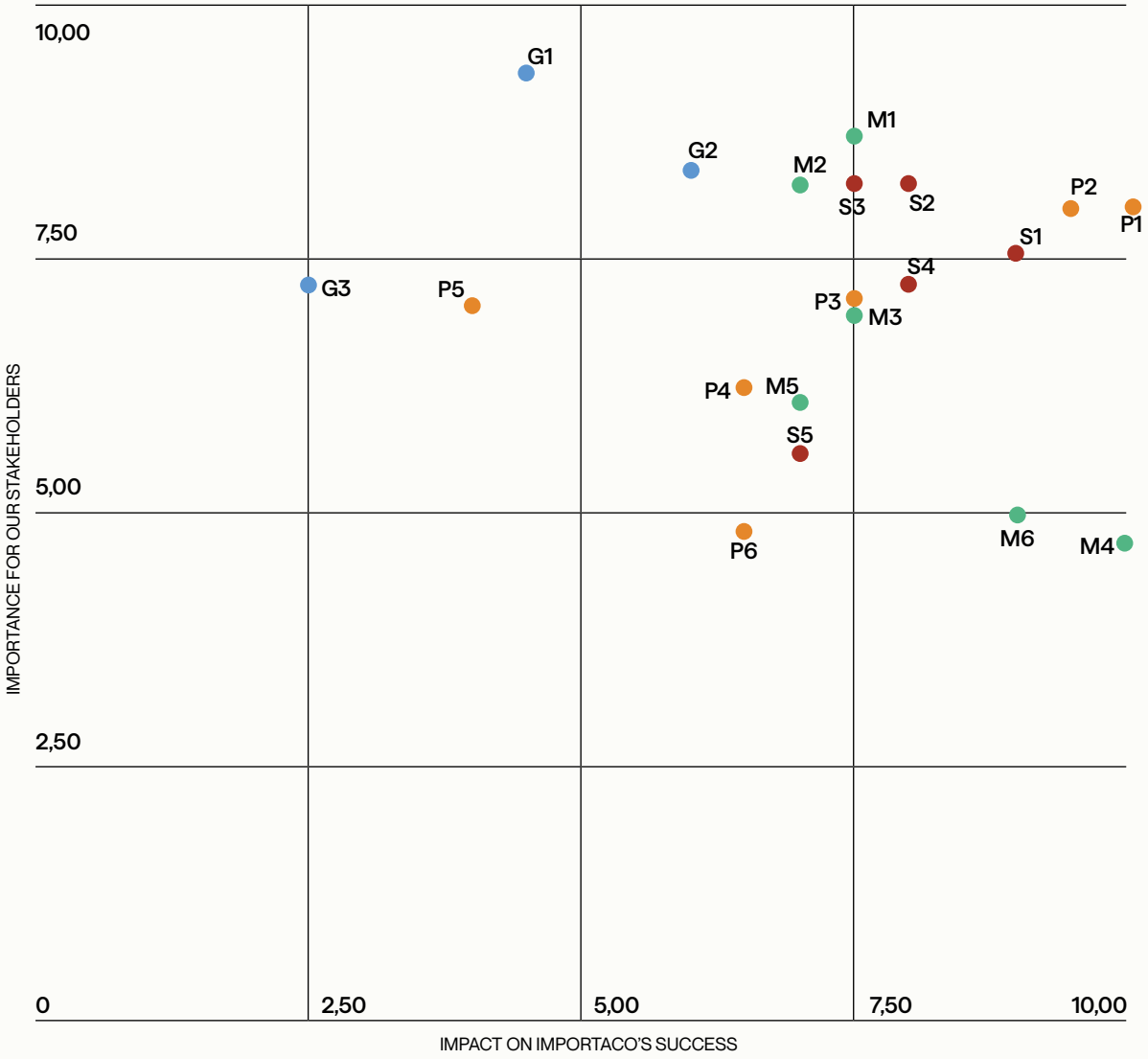
Prioritisation
Based on respondents' perceptions, the final step was to identify 20 key issues that Importaco should address as a priority. The prioritisation of material issues provides a framework for strategy development, sustainable development-aligned decision-making and effective communication of progress. This enables priority areas of action to be defined to improve the business and align plans with stakeholder expectations.

In 2024, a dual study of materiality will be undertaken at Importaco, with the aim of examining not only how the company's activities impact its surroundings, in environmental and social terms, but also how these external factors affect corporate financial performance.

Finally, a detailed account of the presentation approach in accordance with the Global Reporting Initiative (GRI) guidelines that has been used to address the relevant issues examined, as well as the breadth of coverage of the entities subject to our report, is provided in the annexes.

4.2. Definition of content

Importaco materiality matrix



Top 20 most relevant material topics by field

1. (P1) PRODUCT
Food safety and quality

2. (P2) PRODUCT
Innovation and technology in production processes and development of new products

3. (M1) ENVIRONMENT
Energy efficiency and use of renewable sources

4. (S1) SOCIAL
Training and professional development

5. (S2) SOCIAL
Equality, inclusion and diversity

6. (S3) SOCIAL
Health and safety at work

7. (M2) ENVIRONMENT
Greenhouse gas emission reduction and carbon footprint calculation

8. (G1) GOOD GOVERNANCE
Control and monitoring of compliance with the Code of Ethics

9. (G2) GOOD GOVERNANCE
Measures taken to prevent corruption, bribery and money-laundering

10. (S4) SOCIAL
Decent wages and not excessive working hours

11. (P3) PRODUCT
Accessibility and affordability of products (food security)

12. (M3) ENVIRONMENT
Recyclable packaging and waste management (circular economy)

13. (M4) ENVIRONMENT
Sustainable water use

14. (M5) ENVIRONMENT
Environmental or ecological certification (ISO 14001, FSA, GLOBAL GAP.)

15. (M6) ENVIRONMENT
Climate change adaptation measures (reforestation, emergency response, infrastructure protection, etc.).

16. (P4) PRODUCT
Product traceability (from farm to fork) and life cycle analysis

17. (S5) SOCIAL
Implementation of measures to facilitate reconciliation of work and family life and disconnection from work

18. (P5) PRODUCT
Agricultural research for development

19. (G3) GOOD GOVERNANCE
Impact of the company's activities on employment and local development

20. (P6) PRODUCT
Clean label and reduction of colouring, flavouring or preservatives

Sustainability strategy ⑤

Sustainability strategy

Driven by Importaco's purpose to promote people's health and wellbeing through responsible production and consumption practices, we have defined three fundamental pillars that guide our initiatives to meet short, medium and long-term sustainability commitments, in line with the United Nations Sustainable Development Goals.

People—Planet—Product

These pillars are People (Social), Planet (Green) and Product (Health), and represent a global commitment to meet our stakeholders' expectations and ensure long-term development. Our actions in each of these pillars are structured around five areas of action:

People: *Social*

- Promotion of human rights
- Reassurance of strong business ethics
- Encouragement of diversity and inclusion
- Active participation in the local community
- Commitment to excellence in the workplace

Planet: *Green*

- Environmental culture and ecological awareness
- Responsible water use
- Promotion of the circular economy
- Climate change mitigation and adaptation
- Support for sustainable agriculture

Product: *Health*

- Reformulation of products to improve their nutritional quality
- Clean, clear and transparent labels
- Effective allergen management
- Development of advanced feeding strategies
- Boosting the production of sustainable products

Our contribution to the Sustainable Development Goals

In recent years, we have made progress in our active engagement to achieve the 17 Sustainable Development Goals (SDGs), identifying specific areas where we can improve our initiatives and strengthen our actions. Our commitment to the 2030 Agenda is strong.

We have set a clear path by aligning our sustainability strategy with the goals and targets set out in the 2030 Agenda, ensuring that our operations and decisions are aligned with the core principles and values of sustainable development.

To this end, we have adopted a holistic approach that places particular emphasis on respect for human rights in all our activities and business relationships. We recognise the critical importance of protecting and promoting the fundamental rights of all people involved in our value chain. Given the nature of our business structure, which includes an extensive supply chain with numerous suppliers in many countries, and our active presence in the food sector, we focus our attention and resources on meaningful participation in Sustainable Development Goals 2, 3, 5, 6, 7, 8, 8, 12, 13, 15 and 17.

Scope of the Sustainable Development Goals in our company

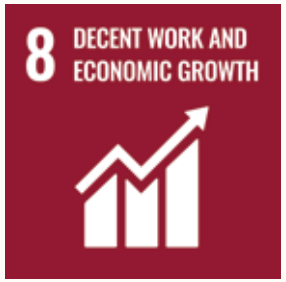
SDG 2: Eradicate hunger, achieve food security and improved nutrition, and promote sustainable agriculture.

SDG 3: Ensure healthy lives and promote wellbeing for all at all ages.

SDG 5: Achieve gender equality and empower all women and girls.

SDG 6: Ensure availability and sustainable management of water and sanitation for all.

SDG 7: Ensure access to affordable, safe, sustainable and modern energy for all.



SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

SDG 12: Ensure sustainable consumption and production patterns.

SDG 13: Take urgent action to combat climate change and its effects.

SDG 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation and halt biodiversity loss.

SDG 17: Strengthen the means of implementation and revitalise the global partnership for sustainable development.

5.1. People

At Importaco we recognise the enormous contribution of professional talent to the growth and development of our company. We deeply value each member of our teams and strive to provide safe, quality working environments that promote their wellbeing and their personal and professional development.

We are firmly committed to improving the lives of all those with whom we interact. We achieve this by promoting a diverse and equitable organisation, respecting and developing human rights and adhering to ethical principles. To meet these aspirations, we have a strategy aimed at promoting stable, quality employment that ensures maximum employee wellbeing and a safe and healthy working environment.

People

5.1. People

5.1.1. Talent attraction and management

Importaco has a workforce of 2321 employees in the various countries in which it operates, which represents our most valuable capital and is a fundamental factor in the success of our company. We bring together a highly professional and motivated team whose performance are driven by our values and shared corporate culture.

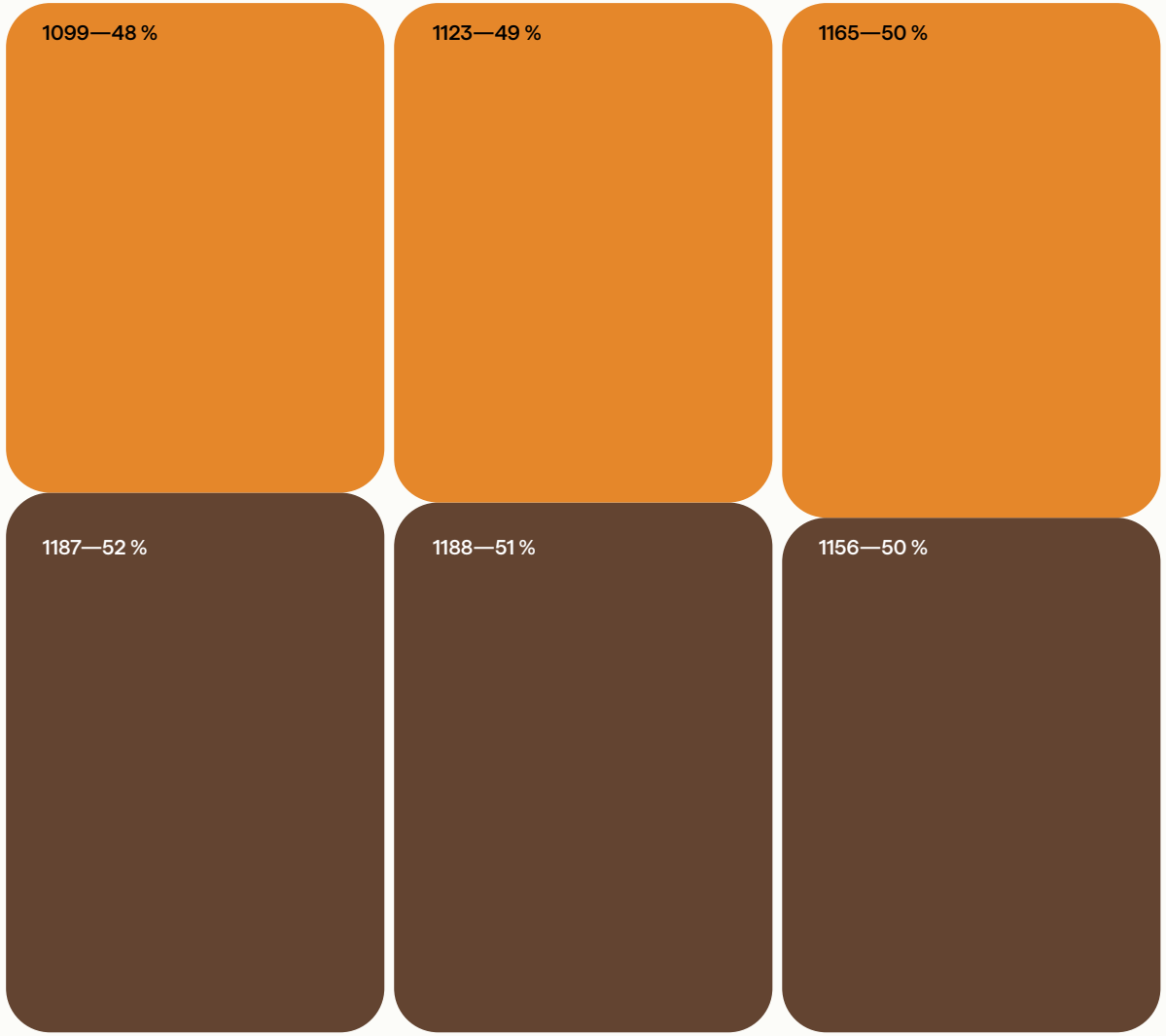
With a mission to improve people's health and wellbeing, Importaco prides itself on having a diverse, expert, multidisciplinary and international team of professionals committed to excellence in their performance. The company prioritises the protection of labour rights and promotes a safe working environment, offering stable, quality jobs with salaries above the industry average, as well as facilitating the reconciliation of work and family life.

Currently, 73 % of our global workforce has an indefinite contract, with a proportion of over 84 % in Spain. On the other hand, Importaco's basic salary is 16 % higher than that stipulated in the sectoral agreements. These aspects reflect our ongoing commitment to the wellbeing and job security of our employees.

Sustainable Development Goals achieved

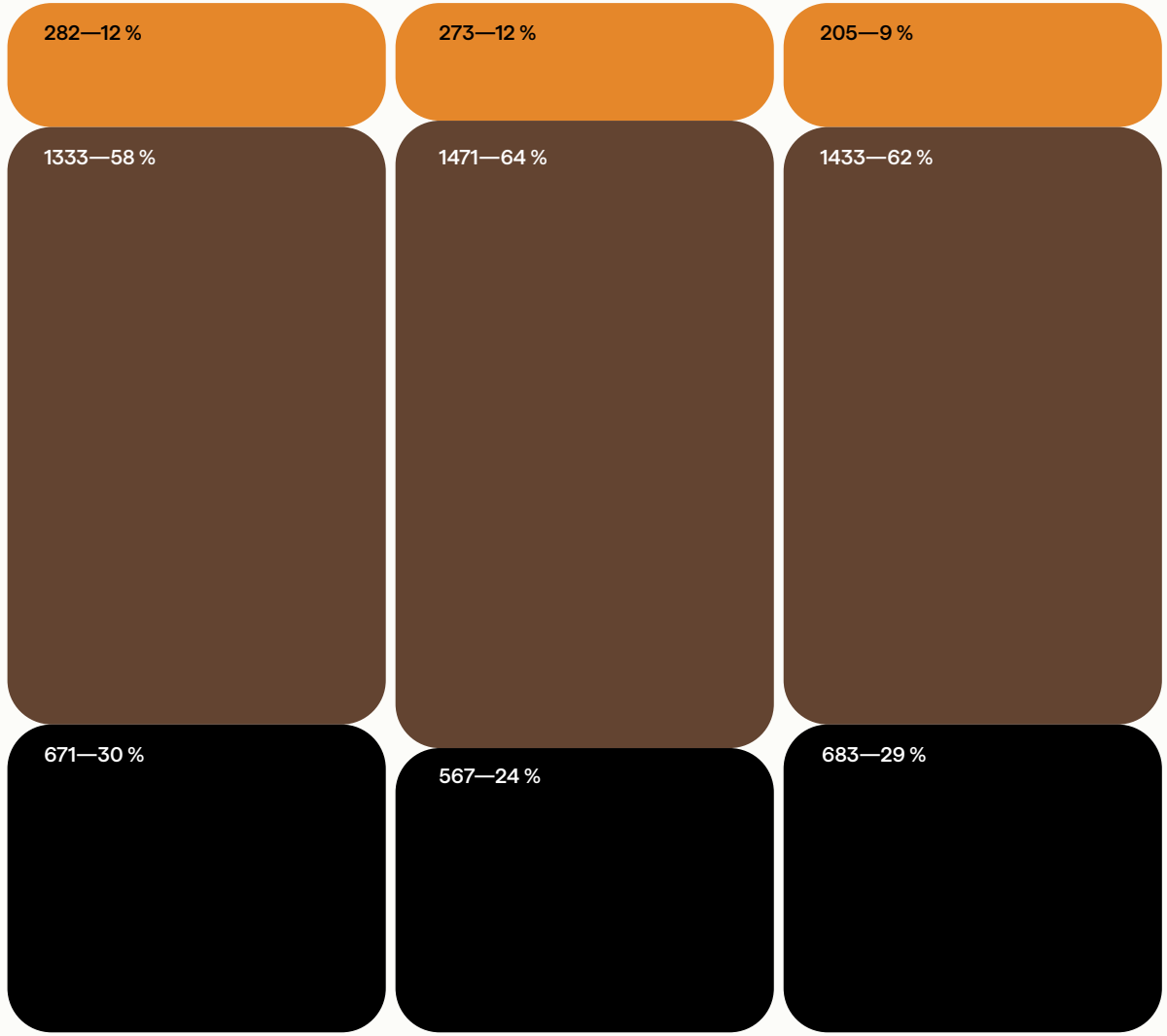
Gender distribution

men women

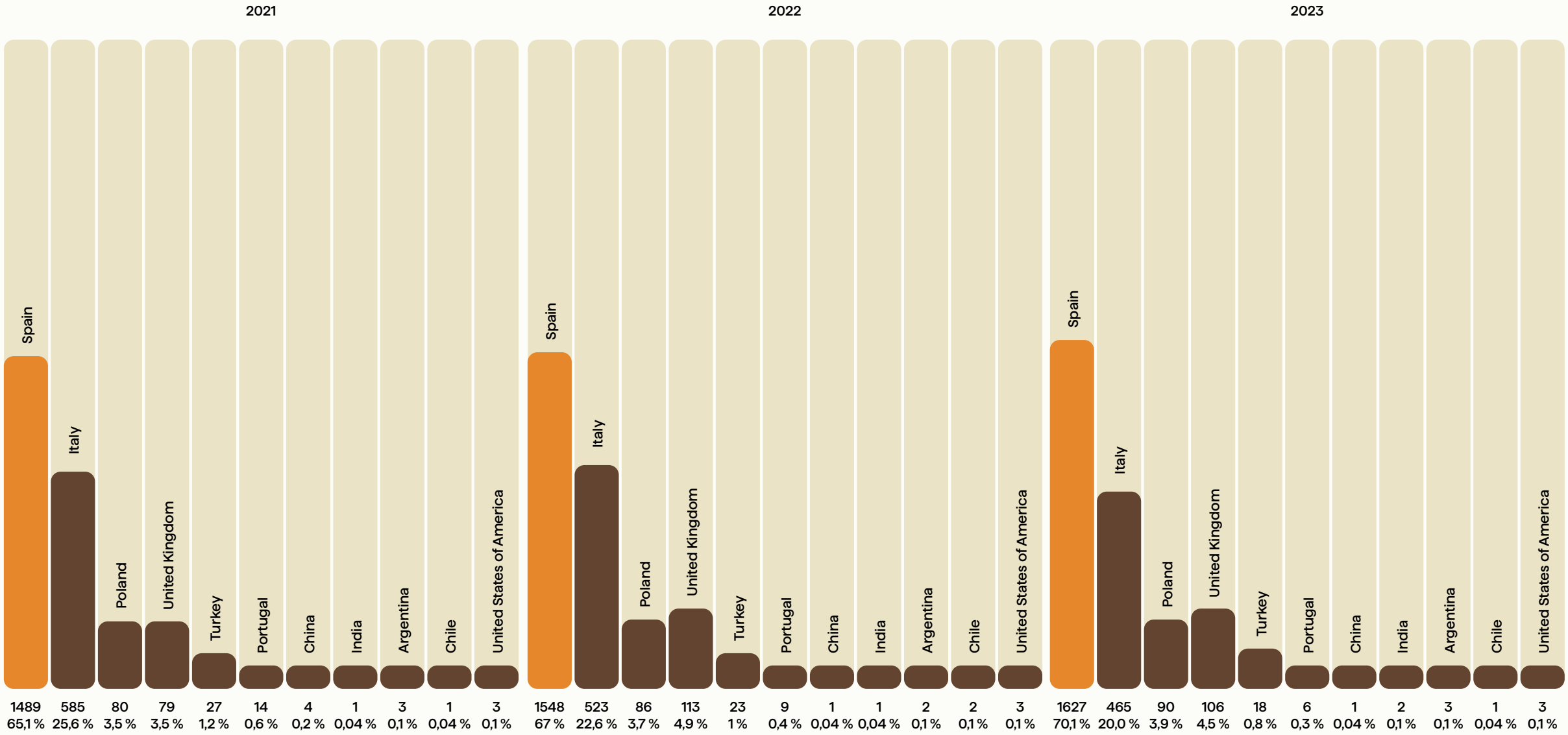


Age distribution

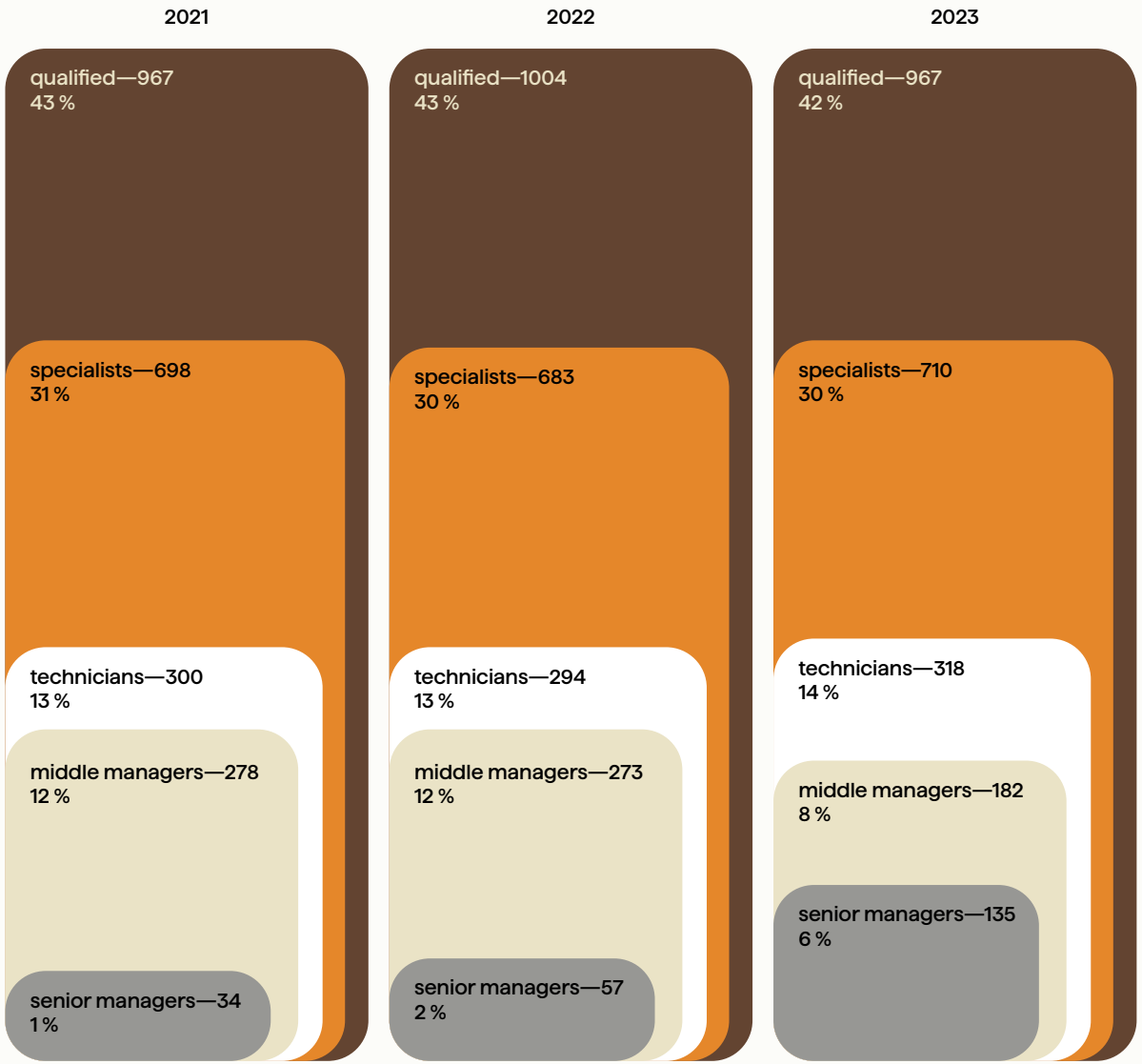
under 30s 30 to 50-year-olds over 50s de 50



Distribution by country



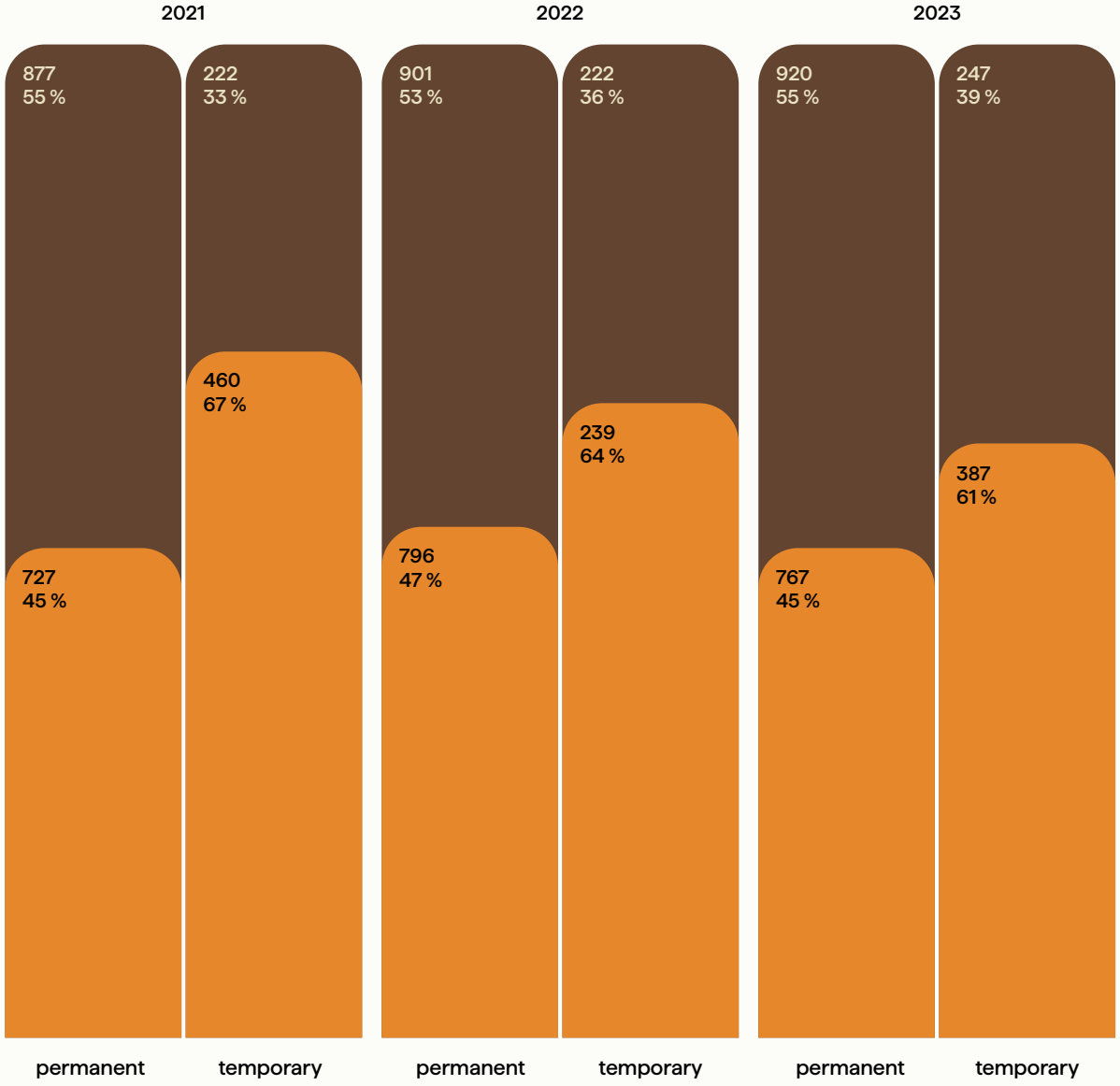
Distribution by occupational classification



Occupational classification by gender

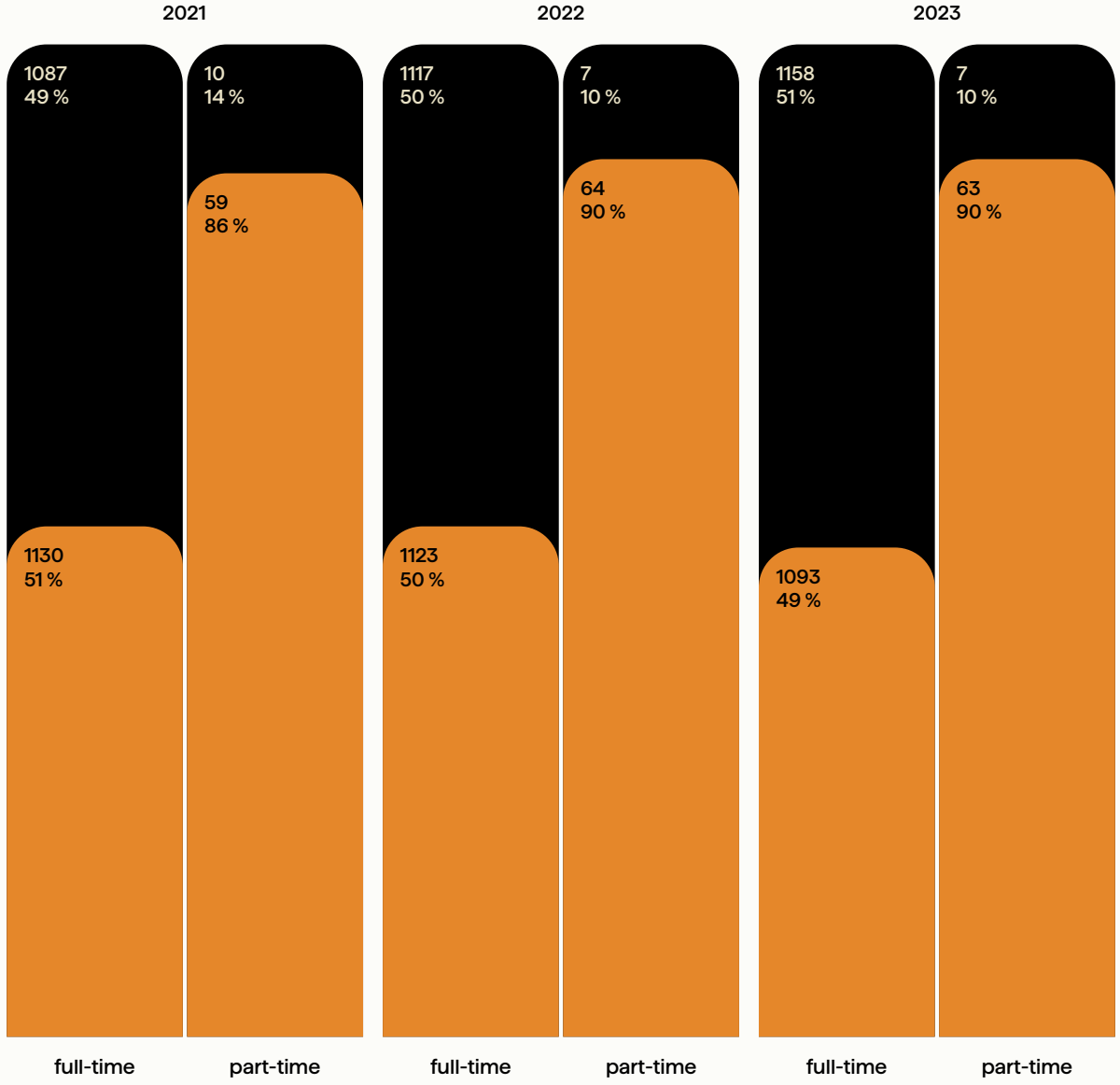
Distribution of staff by type of contract

Gender distribution men women



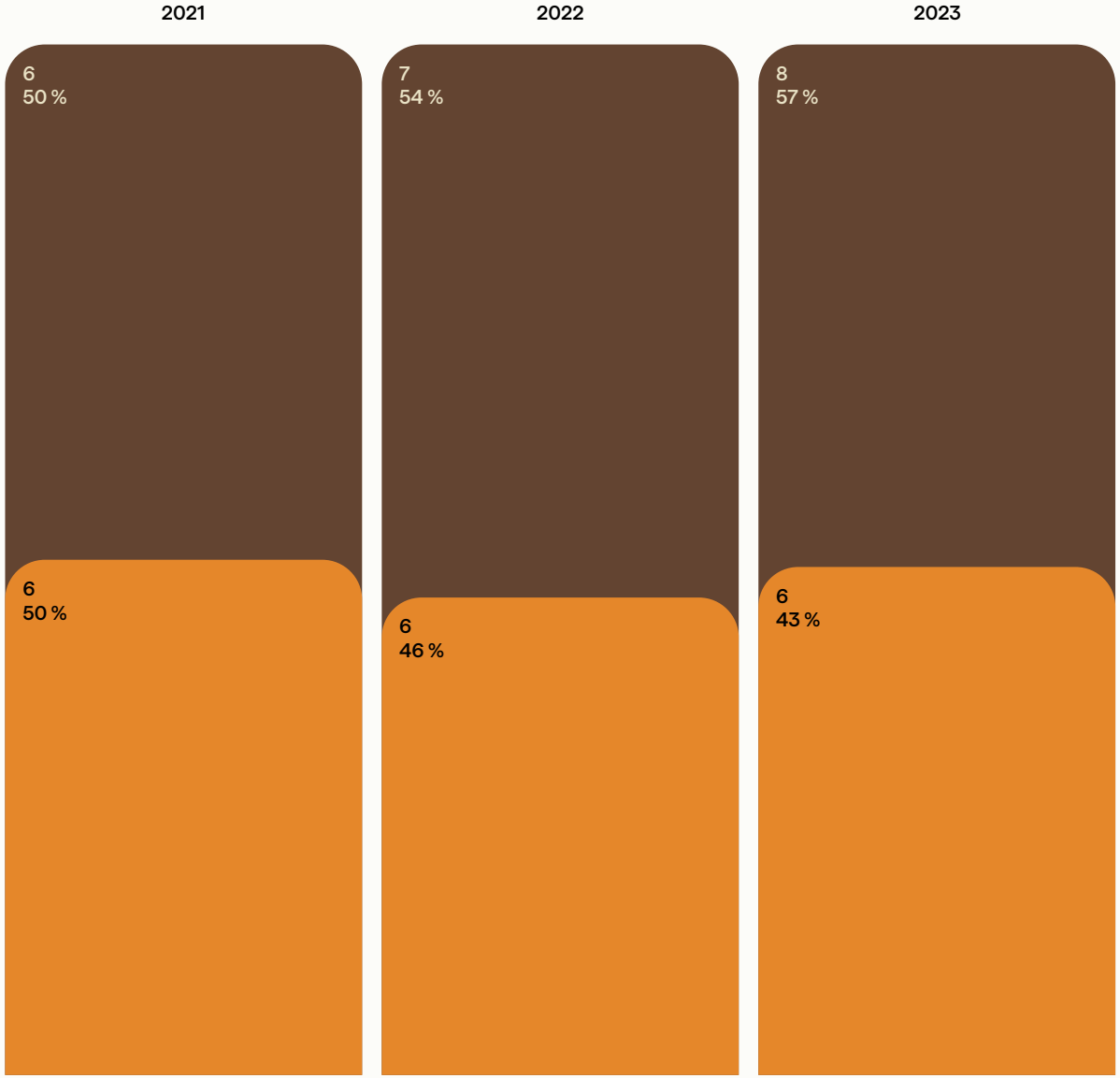
Distribution of staff by working day

Gender distribution men women

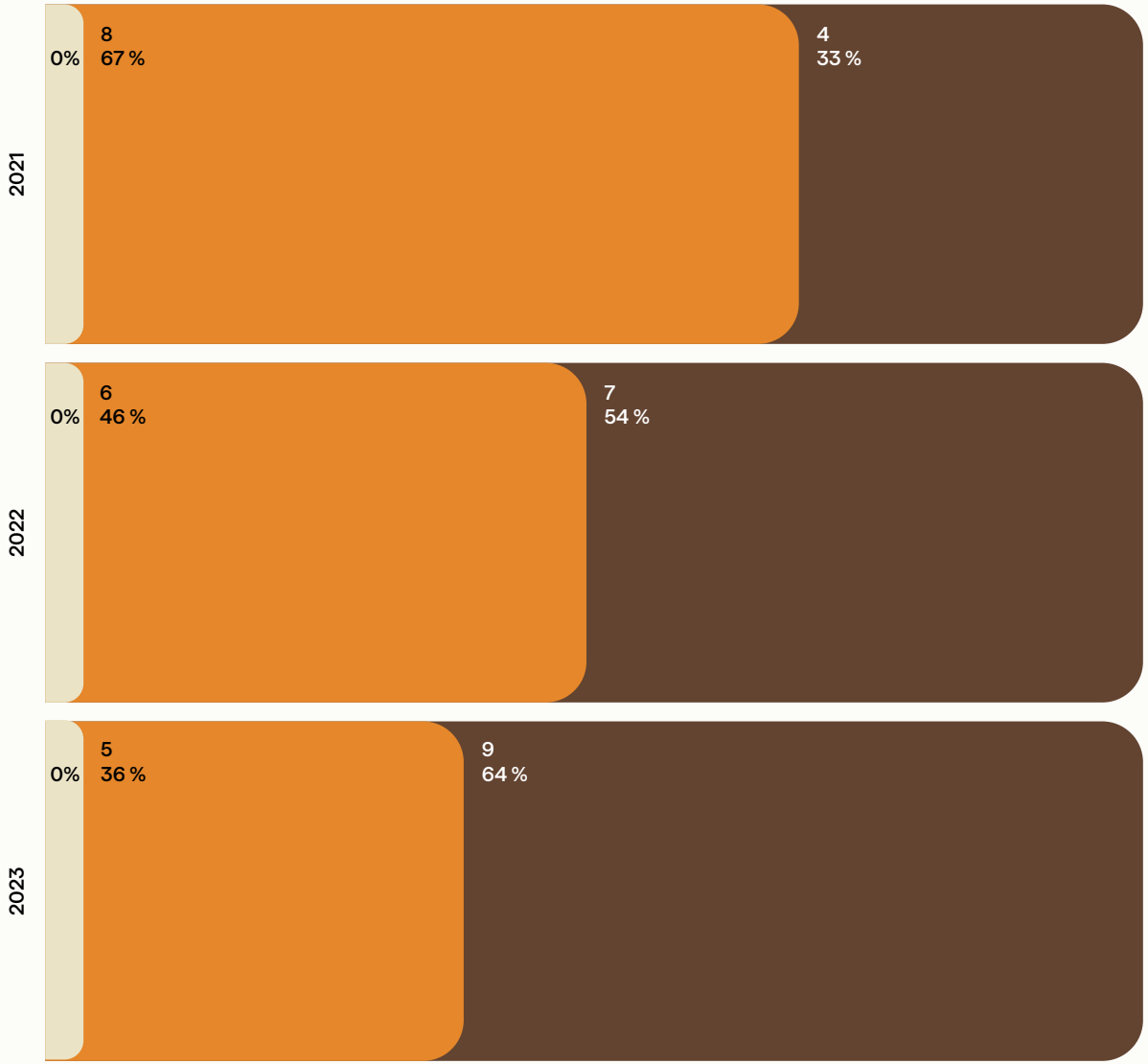


Chairman's Committee

Gender distribution ● men ● women



Age distribution ● under 30s ● 30 to 50-year-olds ● over 50s



5.1. People

5.1.2. Training and professional development

We value the ability and potential of each and every one of our employees, which is why we actively encourage training and the creation of opportunities within the company. Importaco promotes policies aimed at the personal development and progress of its employees, as well as the creation of decent jobs, continuous training, creativity, innovation and investment in wellbeing at work. In the professional sphere, we prioritise internal promotion to ensure the growth and motivation of our staff.

Our Training Plan is designed to enhance employees' job skills and knowledge through specialised programmes covering all areas of the organisation. The Training Plan encompasses training in leadership, communication, technical and business skills, as well as the development of teamwork skills, together with ongoing training courses.

In terms of the nature and scope of the programmes implemented, they range from food safety training to industrial hygiene techniques, use and handling of forklift trucks, firefighting and occupational risk prevention training, specifically in the field of chemical agent safety.

During the year 2023, we have invested 531 103 euros in the annual Training Plan, training 100 % of our staff in different areas. The average number of training hours received by the organisation's employees during the reporting period is 16.85 hours.

The main types of programmes implemented and assistance provided to improve employee skills in 2023 were as follows:

«I am an Importaco leader»
The action consisted of learning about Importaco's leadership model, as well as the competencies and behaviours associated with this model. Participation in the action included those in charge, middle management and technical managers. A total of 79 people took part and the total duration of the training action was 948 hours.

In the training course, the relevance of Importaco's leaders exhibiting the following characteristics was underlined:

- **Inspirational**
- **Demanding and rigorous**
- **Respectful and inclusive**
- **Non-conformist**
- **Motivational and participative**
- **Facilitating**

5.1. People

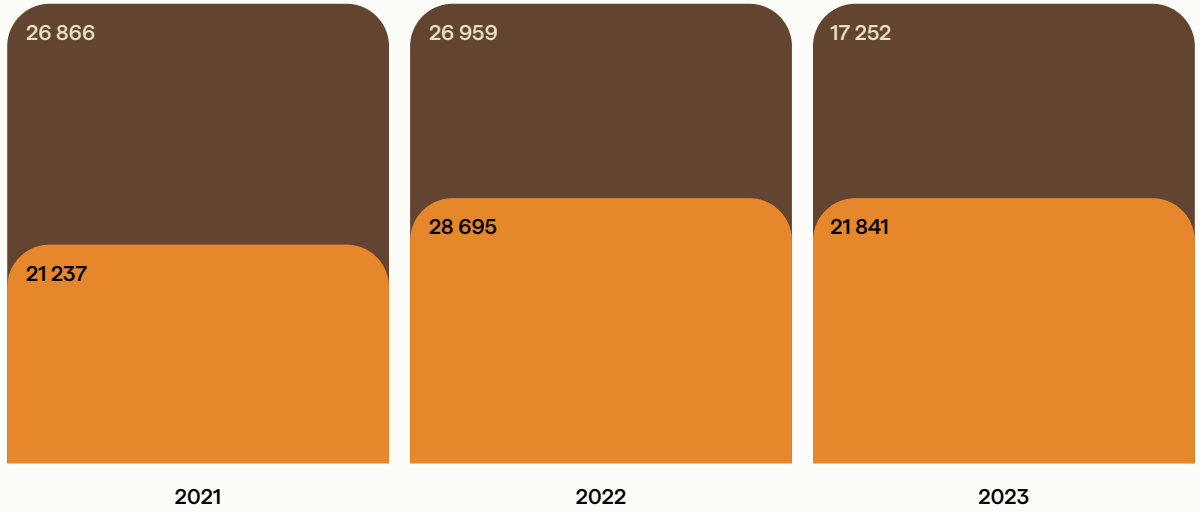
POWER BI
The POWER BI training action was designed with the objective of training Importaco's leaders and technicians in the advanced use of Power Business Intelligence (Power BI). This course provides the necessary skills to create advanced reports and dashboards to effectively analyse critical business data. With a total duration of 1312 hours and the participation of 164 employees at Importaco's offices, the course focused on the practical application of Power BI tools to improve decision making and business performance. Participants learned how to use the Power BI Desktop to create interactive reports and access data from any device with an internet connection, enabling better management and visualisation of key information for organisational success.

Awareness-raising plan: human risk mitigation strategy
The Cybersecurity Awareness Plan aims to mitigate the human risk associated with cyber threats in the organisation. The fundamental objective of this Plan is to strengthen staff awareness and preparedness to address relevant cyber risks. This is achieved by aligning the Plan's initiatives with risk management, ensuring that every activity is focused on promoting secure behaviours that mitigate cyber risks.

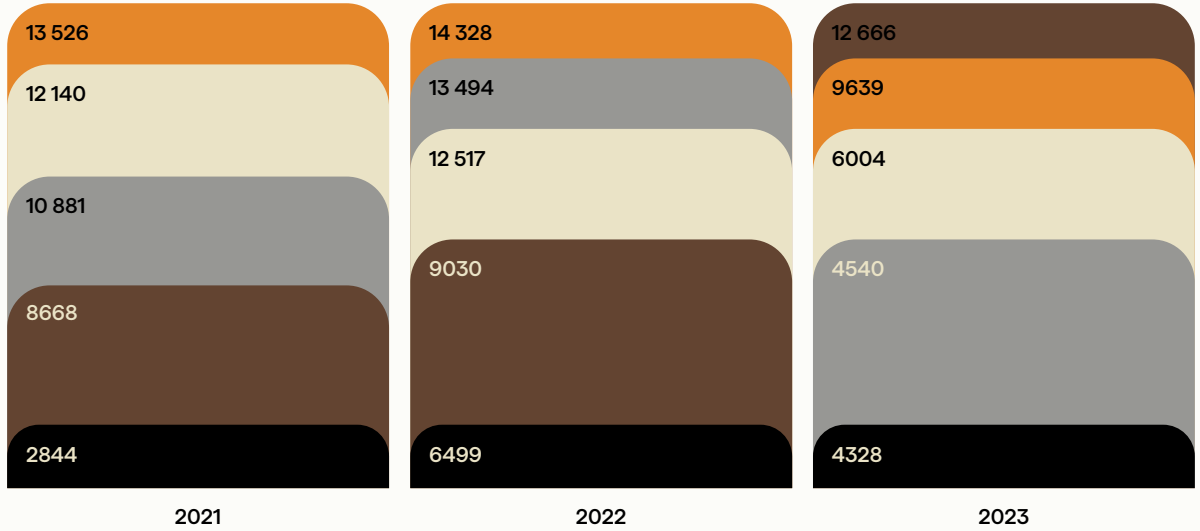
Aimed at workers with access to the Importaco server, including technicians, administrative staff and managers, the Plan lasted a total of 160 hours. During this period, the participants have received specialised and practical training in cybersecurity, covering topics such as the identification of threats, good practices in cybersecurity, incident management and data protection. The aim has been to train staff to be aware of cyber risks and to be prepared to act safely and effectively in their working environment, thus contributing to strengthening the organisation's security against cyber threats.

Training hours

Gender distribution ● men ● women

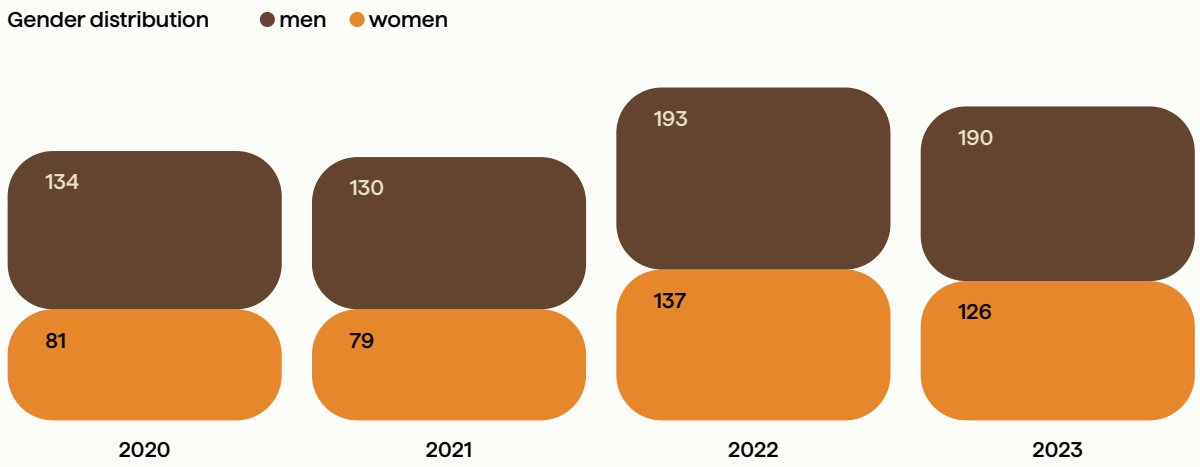


Employment level
● specialists ● officers and administrative staff ● technicians ● middle managers ● senior managers



5.1. People

Evolution of representation in leadership and management positions



5.1.3. Equality, inclusion and diversity

In line with our principles of inclusion and diversity, we recognise the importance of a labour market that is accessible to all people, regardless of their origin, age, religious beliefs, gender or sexual orientation. In this regard, we promote a corporate culture based on equity, inclusion and valuing diversity, with the aim of creating fair working environments in which equal opportunities in access to employment and professional development are guaranteed for all employees.

Our workforce reflects this commitment to diversity, with a balanced representation of people of different nationalities and an equal distribution between men and women. Importaco currently employs 1165 men and 1156 women. In addition, we recognise the importance of the inclusion of people with disabilities, and the percentage of disabled employees in the Group is 1.6 %, exceeding the 2.2 % in Spain.

Importaco expressly recognises gender equality as an imperative of fundamental human rights and as one of the fundamental pillars for the construction of a just, prosperous and sustainable society. Accordingly, we have an Equality Plan whose main objective is to ensure the full and effective participation of women in the company's structure, as well as to guarantee equal leadership opportunities at all levels of decision-making. With this approach, we have implemented various action plans to promote equality and women's empowerment in all relevant areas.

Our Equality Plan emphasises equal treatment and opportunities between genders as a cardinal principle in labour relations and in the management of the Group's members. To this end, we seek to promote pay equity, prevent sexual harassment and gender discrimination, and encourage the development of skills and competencies for internal promotion, regardless of gender, age, culture and origin. We also seek to integrate a gender perspective into management policies and systems, ensure the use of inclusive language in internal and external communications, and ensure equitable gender representation in all areas, levels and positions.

Among the actions carried out during 2023 to promote gender equality, we can highlight the commitment to guarantee equal access to the training necessary for optimum job performance and the development of career plans. To achieve this objective, the programming of training actions has been adapted, taking into account the working hours and shifts of the staff, in order to encourage their participation.

On the other hand, new work-life balance measures have been introduced, including the implementation of a flextime model and the option of working remotely. In addition, aid programmes subsidised by the company have been established to support employees who have family members with disabilities or in situations of dependency.

Importaco has developed a compensation system that establishes a methodology based on assigning points to various functions related to the job and its work context, in order to reflect the contribution of the jobs to the company's objectives. The total number of points obtained determines the salary level assigned to the corresponding job. This job evaluation has been designed by external consultants as part of Importaco's compensation project with the aim of ensuring maximum equity in salary allocation.

In terms of the pay gap observed, the average remuneration of Importaco's workforce is 28 161 euros: 29 514 euros for men and 26 558 euros for women. This disparity is attributed to the distribution of men and women at the organisational levels. However, it is important to note that mechanisms are in place to ensure that compensation is linked to the job and is not affected by the gender of the employee. In other words, Importaco complies with the principle of equal pay for equal work.

5.1. People

5.1.4. Dialogue and work organisation

Work climate
The People and Values Department strives to meet employee expectations and promote an excellent working environment, the results of which are evaluated through the global work climate reports, used as a measurement tool to assess the satisfaction, integration and wellbeing of all members of the Group. These studies cover all Importaco employees, focusing on their emotional and physical wellbeing. On the basis of the reports on the results per company, areas for improvement are identified and action plans are developed.

Work climate surveys and sessions are recognised as valuable tools for assessing the degree of satisfaction of Importaco employees with their working environment. Through these, employees have the opportunity to express their opinions and suggestions for improving communication and culture in the company, which in turn increases staff motivation and commitment. One of the most valued aspects in the work climate analysis are working conditions and job stability.

During 2023, the action plans derived from the responses obtained in the 2022 work climate survey were implemented. The aspects analysed in this consultation included communication, working conditions, management, change leadership and work organisation. In addition to the surveys, sessions were held with various work groups to collect suggestions and proposals for improvement from staff. The aim of these evaluations and sessions was to increase employee satisfaction, motivation and commitment to Importaco, thus contributing to improving the work environment and wellbeing in the company.

In relation to some of the action plans carried out in each factory or department by climate dimension, we can find the following examples:

These action plans have led to an increase in certain aspects related to the climate, which has led to an increase in the overall rating. In terms of specific improvements compared to the previous year, there has been an increase of 17 % in the area of transversality, 4.40 % in leadership, 4.04 % in motivational elements and 3.50 % in communication.

Action	Factory / Department	Dimension
We start working under the LEAN methodology, specifically with the TOP5, TOP 60 communication routines.	Almond factory	Communication
Communication has been improved with longer notice periods for shifts, flexibility and holidays.	Nut factory	Communication
Communication between managers and employees for holiday management has been improved.	Chocolate factory	Communication
Information is provided on the importance of cleanliness in the workplace.	*Almond factory*	Working conditions
The Cleaning Plan has been revised and training has been extended to new untrained operators.	Snack factory	Change management
A "coffee with Moses" initiative is introduced to improve proximity to decision-makers.	Nut factory	Leadership
We share the social benefits through Connect that are offered by Importaco.	Fruit, microwave and semi-industrial factories	Motivators
An additional maintenance person has been added to reinforce preventive maintenance and, in general, to be able to attend to corrective maintenance in a more agile manner, thus reducing the number of open orders.	Snack factory	Organisation
A supply improvement team starts in each factory to improve the internal planning model to reduce emergencies and maintain service levels.	Supply chain	Planning
Communication between the Production and Quality Departments has been improved by means of a Top Meeting Minute.	Chocolate factory	Mainstreaming

5.1. People

Performance appraisals

Importaco's performance model is a set of evaluations, both formal and informal, which are based on dialogue, seeking the growth of all the people who make up the organisation. This model seeks to help achieve both the objectives of the organisation and the individual objectives of all the Group's professionals.

Importaco's performance model includes the following types of assessment:

- Self-assessment.
- Evaluation of the person in charge.
- Evaluation of employees.
- Peer evaluation.
- Internal customer or supplier evaluation.

This process of implementation and evolution of the performance model reflects Importaco's commitment to the development and professional growth of its team, as well as to the continuous improvement of its human resources management practices.

During the year 2023, Importaco carried out a process of implementation of performance evaluations with the aim of improving objectivity in the evaluation of personnel, fostering a culture of feedback, and promoting the professional development of all employees.

In the previous year, a pilot test was conducted in the Purchasing Department, where significant changes were implemented in the appraisal process. A more objective evaluation based on the definition of behaviours was introduced and the performance evaluation carried out by the manager was integrated with the 360° evaluation, in which other roles were involved.

In June 2023, the implementation phase started and the following roles were established for the evaluation:

- Evaluators: all people who have as their direct collaborators people who belong to the group of the extended board of directors, in addition to the areas that depend or have depended on the presidency.
- People to be assessed: all people belonging to the enlarged steering group.

A total of 104 users have completed the objective-based evaluation, which allows the performance of employees to be measured through pre-defined indicators.

Industrial relations, freedom of association and collective bargaining

At Importaco, we recognise and respect the fundamental rights of our employees, such as the right to freedom of association, freedom of association and freedom of collective bargaining. These rights are universally recognised and form the basis of our labour relations. Through constructive dialogue with stakeholders, we seek to meet the needs of both our employees and the company, promoting agreements that enhance the wellbeing of both parties.

In our collective bargaining negotiations, we address a number of key issues related to occupational health and safety, training, grievance mechanisms and other labour rights. This includes the provision of personal protective equipment, the establishment of Health and Safety Committees, as well as the implementation of protocols to address sexual and gender-based harassment, environmental management and the integration of minorities.

Our agreements provide for notice periods prior to the implementation of significant operational changes, as well as provisions for consultation and negotiation, in line with the provisions of the Labour Statute.

We are committed to providing fair incomes and paying living wages to our workers. This commitment is reflected in our collective agreements, which are the result of negotiations involving employee representatives and trade unions. These discussions seek to reach agreements that ensure fair and equitable wage conditions for all employees, within a framework that considers both the needs of the company and the rights and expectations of workers.

The methodology used to define the living wage at our significant operations involves close collaboration with local stakeholders, including trade unions. Collective bargaining is the space where wage terms are discussed and agreed, ensuring that our employees receive compensation that exceeds established minimum standards, such as the minimum interprofessional wage (SMI). In this regard, we abide by the Agreement on Employment and Collective Bargaining (AENC), which sets out recommendations on wage increases in collective bargaining and guarantees respect for the SMI. This ensures that our employees receive fair and adequate compensation for their work.

Importantly, all our employees are covered by collective bargaining agreements, which means that 100 % of our workforce benefits from the conditions agreed in these agreements. In addition, we are committed to transparency and dialogue with our employees and their representatives. Therefore, before implementing significant operational changes that may affect them, we ensure that we provide a minimum notice period. At Importaco Nuts and Importaco Waters, this period is 30 calendar days, while at Besana, it is 1 week.

In 2023, by Resolution of the Directorate of General Labour dated 19th April, the Partial Agreement to Extend the Term of the Collective Bargaining Agreement of Importaco Frutos Secos for 1 year was registered and published, as well as the approval of the wage tables for 2023.

The Importaco Waters Company Agreement provides for a number of significant improvements compared to the corresponding sectoral agreement. These improvements include a reduced annual working day, an additional day's holiday, a longer rest period within the working day, a 100 % temporary incapacity allowance in the event of common contingency sick leave due to hospitalisation, compensation in the event of the death of the employee, the inclusion of variable pay, improvements in paid leave and a higher salary payment. These provisions reflect Importaco Waters' commitment to the wellbeing and job satisfaction of its employees, promoting more favourable working conditions than those established in the sectoral agreement. This Agreement has a duration of two years, effective from 1st January 2022 to 31st December 2024, and has been concluded in accordance with the provisions of Title III of the Workers' Statute.

It is crucial to emphasise that the commitments to improvement in the agreements extend to everyone, regardless of the business. Both the Importaco Nuts and Importaco Waters agreements are the result of the negotiation process carried out with the trade unions FICA-UGT and Industria-CC. OO. trade unions, which represent all the legal representation of the workers, in collaboration with the management of the Group companies.

5.1. People

Reconciliation and disconnection from work
The work-life balance system implemented by Importaco offers its employees the opportunity to make use of various measures aimed at facilitating the efficient management of their working time. These measures include flexible working hours, the possibility of reconciling work and other responsibilities, as well as the option to reduce the working day in situations provided for by legislation. During 2023, a total of 9 employees (7 women and 2 men) opted to take advantage of the reduced working hours. In addition, a total of 97 employees took parental leave (59 women and 38 men). All employees who took such leave returned to work at the end of the period granted and remained with the company for one year after their return.

5.1. People

5.1.5. Health and safety

In order to promote an optimal working environment, Importaco is committed to improving wellbeing at work, prioritising the creation of healthy and safe working environments. To achieve this goal, we have implemented a global health and safety management system certified under the ISO 45001 standard. This system is operational in ten workplaces, covering approximately 85 % of our workforce. Through this certification, we reaffirm our commitment to continuous improvement in managing risks to the health and safety of our employees. We seek to reduce incidents and occupational illnesses, as well as increase operational efficiency by reducing emergencies and sickness absence.

In this context, health surveillance emerges as an essential activity which, through rigorously validated procedures, has as its main objectives to systematically and regularly detect early signs and symptoms of work-related injuries, as well as to identify possible risk situations and propose the necessary preventive measures. Its ultimate aim is to understand the impact of work on employees' health, prioritising actions aimed at improving working conditions. At Importaco, the Health and Safety Department assumes responsibility for carrying out this monitoring diligently and effectively.

Moreover, thanks to the work of the Health and Safety Department, we ensure strict compliance with legislation on occupational risk prevention, in accordance with the provisions of the Occupational Risk Prevention Act and the Prevention Services Regulations. In this regard, we are dedicated to identifying and mitigating the risks associated with work activities, as well as carrying out systematic and regular monitoring of the early signs and symptoms of work-related injuries. In addition, we adopt preventive measures with the aim of safeguarding the health and wellbeing of our workers.

Health surveillance is a fundamental part of our health and safety activities and is carried out by highly trained and accredited health personnel. Their work consists of carefully assessing the impact that work activities have on the health of our employees, prioritising actions aimed at improving working conditions and preventing potential occupational health risks.

Our employees are actively involved in promoting their own health and wellbeing through training and participation in Health and Safety Committees. These committees, composed on an equitable basis, meet quarterly to promote initiatives to improve working conditions and ensure the monitoring of occupational health and safety methods. In centres with fewer than 50 workers, a prevention delegate is appointed to carry out this function.

Workers' representation in formal safety and worker-company committees:

Importaco Nuts	**Spain** Presidency Nut production centre (in Beniparrell) Popcorn production centre Headquarters Snacks production centre Production centre (in Picassent) Almond production centre Seeds production centre Central Offices Technology Centre **United Kingdom** Production site in Ipswich **Italy** Production site in Oligastro Cilento Production site in San Gennaro
Importaco Waters	**Spain** Agua de Cortes bottling plant Agua de Bronchales bottling plant AguaDoy bottling plant

5.1. People

During the year 2023, we carried out a total of 13 627 hours of training on health and safety issues. Among the topics that have been carried out during the year in relation to the prevention of occupational risks, we find:

- **Hygienic design of Importaco plant equipment**
- **Fire fighting**
- **Self-protection and Emergency Plan**
- **First aid**
- **Prevention controls of working at heights**
- **JOIN IN programme**
- **Reinforcement in prevention**

Disease prevention campaign in Besana
At Besana's production sites, for the second year in a row, a free health screening programme has been launched at the production site, with voluntary participation of employees and full guarantee of their privacy. This prevention campaign stands out for investing in wellness solutions in a decisive and innovative way.

Attention to human resources has been a priority for Besana for years. In this context, Besana has promoted and implemented a free health screening programme at the production site, with the voluntary participation of employees and with full respect for their privacy. A total of approximately 270 employees, including 70 men and 200 women, participated in the campaign for serious disease prevention in both men and women. These check-ups were organised in collaboration with FONDAZIONE PRO.

Health and Safety Indicators 2023

Number of deaths (men)	1
Number of deaths (women)	0
Mortality rate	**0.04%**
Number of occupational accidents with sick leave (men)	58
Number of occupational accidents with sick leave (women)	58
Rate of occupational accidents with sick leave	**5 %**
Number of occupational accidents without sick leave (men)	83
Number of occupational accidents without sick leave (women)	92
Rate of occupational accidents without sick leave	**8 %**
Number of hours worked (men)	2 041 934
Number of hours worked (women)	2 060 760
Occupational diseases (men)	0
Occupational diseases (women)	0

5.1. People

5.1.6. Social action

During the year 2023, Importaco has spent 52 232 euros on social actions. All donations are made in a transparent manner, applying internal control systems, such as the formulation of agreements and the traceability of donations.

Importaco's social investment is aimed at supporting non-profit institutions and associations that develop projects for the promotion of nutrition and sport and professional development. Therefore, social spending in 2023 has been allocated to the following associations: Spain with UNHCR Association; Centre Solidari d'Aliments de Sagunt; Spanish Society for the Study of Anxiety and Stress; Vicent Ferrer Foundation; Aportem-Puerto Solidario Valencia; KM ZERO Hub Foundation of the Valencian Community; Amics de la Boccia Sports Club; AFPEM Horta Sud; Cárnicas Serrano Athletics Club; Albal City Council; APADICC; Alanna Association; and the Neron's Youth Association.

On the other hand, Importaco has strengthened its commitment to the development of young talent through strategic alliances with renowned educational institutions such as the University of Valencia, EDEM, the Polytechnic University of Valencia, Florida Universitaria and ESIC. Through these collaborations, the company is committed to sharing its experience and knowledge with students, providing them with opportunities to establish links with the world of work and directly understand the practical application of their studies.

These partnerships not only benefit students by giving them a broader and more practical view of their fields of study, but also allow Importaco to identify and attract young talent with the potential to join its teams in the future. They also foster a collaborative relationship between the company and educational institutions, promoting the exchange of ideas and innovation in academia and business.

Finally, as part of its corporate social responsibility initiatives, Importaco has carried out an outstanding project during the current year in terms of donations. In response to the devastating forest fires that affected the Gúdar-Javalambre region and the Puebla de Arenoso town council in March 2023, the company actively collaborated by donating 15 850 litres of water. This action not only provided a vital resource in times of crisis, but also demonstrated Importaco's commitment to supporting local communities and mitigating the adverse impacts caused by natural disasters.

5.1.7. Human rights and due diligence

Respect for human rights is a fundamental principle for Importaco, as an essential part of our commitment to fairness and justice in all our activities. This commitment involves safeguarding fundamental rights such as freedom, life, equality, privacy, security and participation, as well as recognising and respecting the rights of vulnerable groups, including children.

Our approach aligns with international standards such as the European Union's Due Diligence Proposal, in line with the Green Deal and the United Nations Sustainable Development Goals, which specifically address human rights and environmental objectives. In conducting this due diligence, we are committed to identifying, preventing, mitigating and accounting for any external harm resulting from adverse human rights and environmental impacts, both in our operations and those of our subsidiaries and across our value chain.

The Guiding Principles make clear that all companies have an independent responsibility to respect human rights and, to this end, should exercise human rights due diligence to identify, prevent, mitigate and account for how they address adverse human rights impacts. The Corporate Social Responsibility Department is responsible for integrating this proactive approach to managing actual and potential risks into all company policies and through collaboration with other departments. This demonstrates our ongoing commitment to respecting and promoting human rights in all our business activities.

Social Compliance Programme

The Social Compliance Programme was created in 2012 with the aim of transmitting the company's values and ethical culture to the supply chain. Thanks to this programme, the company has managed to define requirements relating to the environment and human rights that allow it to identify other companies that share the same commitment in these aspects in order to establish commercial alliances. In the same way, these requirements allow progress to be made in the creation of a supply chain that is increasingly sustainable and respectful of the planet and people.

In the selection and evaluation of our suppliers, we include respect for and compliance with human rights, labour and social regulations, the preservation of the natural environment, as well as policies that promote equality and combat corruption. These social and environmental clauses foster the creation of a sustainable and enduring value chain, based on a strong commitment to social and environmental responsibility. In this way, equal opportunities and the wellbeing of future generations are promoted.

In this line, Importaco is committed to ensuring that all components of the supply chain respect and comply with human rights. To this end, we have involved strategic and preferred suppliers (who account for approximately 75 % of raw material purchases) in the Social Compliance Programme in order to assess compliance with labour standards, health and safety regulations, environmental practices and the application of ethical principles in the workplace.

During 2023, the focus of the Programme was on the 51 strategic and preferred suppliers with whom we maintain an ongoing relationship to improve sustainability and quality action plans. In addition, we have integrated and aligned Besana's suppliers in the Social Compliance Plan, thus seeking to homogenise our supply chain and the requirements demanded of all our suppliers. In total, more than 100 suppliers are integrated in the Programme and are monitored through the Sedex platform for a correct monitoring of our responsible supply chain.

5.1. People

Respecting our suppliers

Code of Conduct for suppliers
The requirements set out in the Code of Conduct are strictly observed and enforced. Suppliers are expected to abide not only by these standards, but also by national laws and other applicable regulations. In the event of a discrepancy between the internal code and the law, our business partners are encouraged to apply the provision that provides greater protection for workers.

During 2023 we have updated the Code to introduce the most detailed clauses in each of the three areas:

Labour principles and human rights

- Legality and subcontracting
- Employee health and safety
- Social dialogue and freedom of association
- Emergency preparedness
- Decent hours and fair pay
- Diversity, equity and inclusion
- Child labour
- Forced or compulsory labour
- Discrimination
- Career management and training

Environmental responsibility

- Environmental permits
- Commitment to sustainability and environmental conservation
- Greenhouse gas emission reductions and energy efficiency
- Efficient waste management and pollution minimisation
- Positive contribution to the protection and regeneration of biodiversity
- Reduced consumption of water and other natural resources

Business conduct

- Principles of integrity
- Corruption, fraud, conflict of interest, money laundering
- Fair trade, advertising and competition
- Intellectual property protection
- Privacy protection
- Transparency and disclosure of information

5.1. People

Risk assessment and risk management
The identification of human rights and environmental risks is a crucial step in the due diligence process. Importaco is committed to taking proactive action to identify these risks arising from its own operations, subsidiaries, supply chain and established business relationships.

Once identified, these risks are used by the various departments as a basis for informing their strategy and policies. To carry out the assessment of risks linked to human rights and the environment, we use a specific assessment tool (in this case, Sedex Radar), in conjunction with information from independent reports and audits, as well as existing grievance mechanisms. In addition, in 2024, consultations will be carried out with potentially affected groups deemed necessary, such as workers or farmers, in order to gain a holistic perspective and ensure a comprehensive assessment of the risks identified.

At Importaco, we are committed to implementing measures to prevent and mitigate risks and adverse impacts associated with human rights and the environment. Anticipating the identification of risks in our value chain enables us to address emerging challenges, strengthen the resilience of our business and prevent crises in our supply chain. Among the actions we will work on during 2024 for effective risk management are the establishment of contractual clauses and guarantees with suppliers and business partners to ensure compliance with our Code of Conduct and Preventive Action Plan; and active collaboration with other organisations, associations and companies to strengthen Importaco's capacity to prevent negative impacts and promote responsible practices along the supply chain.

Complaint mechanisms
At Importaco, we are committed to establishing, maintaining and updating appropriate grievance procedures through which both human rights and environmental concerns related to our operations and supply chains can be raised by:

- Individuals affected by the negative impact of Importaco's operations.
- Trade unions and other representatives of workers in Importaco's supply chain.
- Civil society organisations active in areas related to Importaco's supply chain.

In the same vein, we are committed to providing complainants with appropriate follow-up and the possibility of meetings with company representatives to discuss identified problems and possible solutions. In addition, we are committed to ensuring that complaints are handled in a timely and proportionate manner. To this end, Importaco has established a secure and confidential Communication Channel through which its employees and other stakeholders can report potential breaches of our codes, as well as to address potential behaviour that has corporate legal implications.

5.2. Planet

At Importaco, we are firmly committed to respecting the environment and contributing to the sustainable progress of society, in line with the principles of the Paris Agreement. Every year, we make progress in reducing our environmental footprint through initiatives aimed at raising awareness of responsible consumption and promoting a sustainable lifestyle.

As a company, we aspire to proactively lead the way in achieving environmental sustainability, the central objective of the 2030 Agenda. At Importaco, we are dedicated to the protection of nature under the motto “producing more with less”. This involves the active participation of all members of our organisation in the circular economy, with the aim of reducing the consumption of natural resources and greenhouse gas emissions.

Our actions focus on continuous improvement of energy efficiency, raising environmental awareness among our workforce, responsible use of water, implementation of climate change adaptation measures, promotion of sustainable agricultural practices and development of a roadmap to achieve climate neutrality through decarbonisation.

Planet

5.2. Planet

5.2.1. Environmental risks and environmental culture

According to the Global Risks Report 2023, published by the World Economic Forum, the next decade is expected to be marked by environmental and social crises, driven by underlying geopolitical and economic trends. In the realm of global climate risks ranked by severity, the following stand out in the short-term top 10: natural disasters and extreme weather events, failure to mitigate climate change, large-scale environmental damage incidents, failure to adapt to climate change, and natural resource crises. In the longer term, the same risks again feature prominently, along with biodiversity loss and ecosystem collapse.

Despite three decades of global climate diplomacy and advocacy, the international system has struggled to make adequate progress in tackling climate change. The potential failure to address this existential global risk was first recognised as a major concern in the Global Risks Report more than a decade ago, in 2011. Today, atmospheric levels of carbon dioxide, methane and nitrous oxide have reached record levels, and emissions projections make it unlikely that global ambitions to limit warming to 1.5°C will be met.

Assessing the environmental risks that impact Importaco's operations allows us to identify and establish mitigation plans adapted to the characteristics of our business model. According to studies carried out by the World Health Organization (WHO), the Food and Agriculture Organization of the United Nations (FAO) and the United Nations Environment Programme (UNEP), the main risks in our activities, both productive and agricultural, are related to air, water, soil and atmospheric pollution, the environmental impact of packaging, climate change and the loss of biodiversity and soil health.

These environmental risks are analysed and evaluated for their correct control within Importaco's environmental plans. At our production centres we maintain environmental management systems that incorporate appropriate waste management and sustainable use of natural resources. Importaco is currently ISO 14001 certified for environmental management at all its production centres in Spain and Turkey. On the other hand, our agricultural projects are governed by good agricultural practices manuals, which seek to reduce the use of active substances, minimise water consumption and guarantee soil fertility.

Other notable certifications could be the RSPO (sustainable palm oil) in our microwave popcorn production centre and the Organic Farming Certificate in the Picassent and Vall d'Alba centres.

The corporate management oversees an environmental management system at production sites, springs and agricultural fields in order to minimise our environmental footprint and ensure compliance with environmental laws and regulations. In this way, before implementing new processes, an assessment of their environmental impact is carried out to prevent possible damage. Our main objective is to prevent, reduce and mitigate pollution by controlling carbon emissions, as well as noise and light pollution that may affect the environment.

5.2.2. Climate change mitigation

Climate policy

Importaco, aware of the significant challenge posed by climate change, is firmly committed to adopting a decarbonisation strategy in line with Sustainable Development Goal 13, in order to mitigate the associated environmental, social and economic impacts, and thus contribute to sustainable development. As part of this commitment, the company has pledged to reduce greenhouse gas emissions and achieve net zero emissions by 2050.

In this context, Importaco has established a climate policy that defines the areas of action to reduce our emissions, addressing aspects such as product sourcing, eco-design and circularity of packaging, sustainable mobility, and energy decarbonisation. Measures included in this policy include the promotion of regenerative agriculture practices, research into new, more sustainable packaging and carbon neutrality in our facilities.

This policy, which frames our future actions, also allows us to communicate in a transparent manner to all our stakeholders (employees, suppliers, customers, etc.) Importaco's strong commitment to promoting a low-carbon economy. In turn, we commit to periodically report on the progress made in reducing the organisation's carbon footprint, using 2023 as a benchmark, and to detail the measures implemented that contribute to the reduction or absorption of greenhouse gas emissions.

Roadmap for decarbonisation

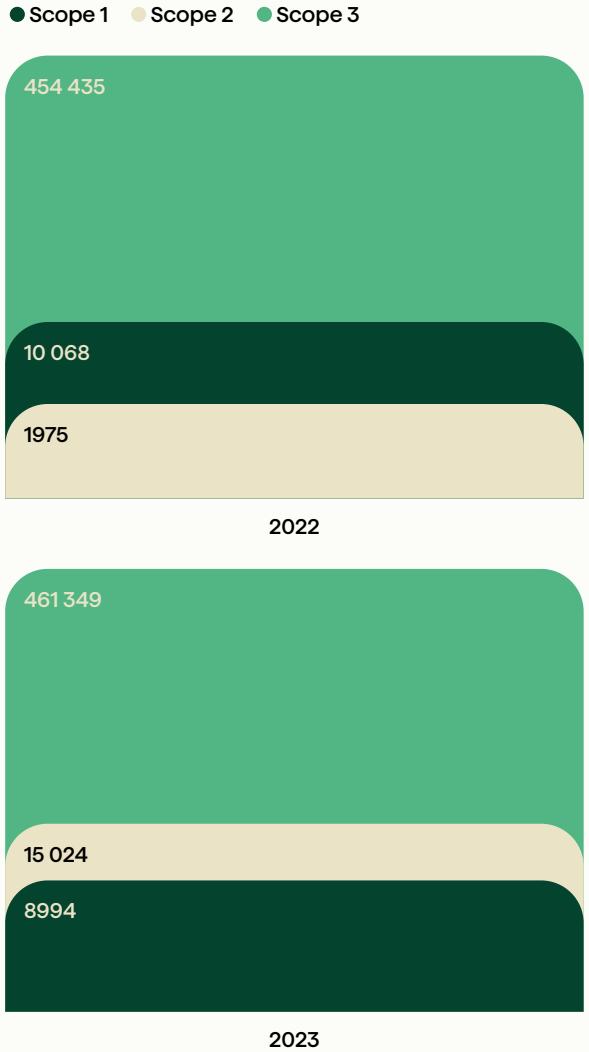
We have developed a roadmap in line with the criteria set by the Science Based Targets (SBT) Alliance, an international organisation comprising the Carbon Disclosure Project (CDP), the UN Global Compact, the World Resources Institute (WRI) and the World Wide Fund for Nature (WWF). We have joined this initiative with the aim of setting ambitious targets and have submitted our Short-Term Commitment Charter for 2030, following the recommendations of the SBTi Forest, Land and Agriculture (SBTi FLAG). This commitment will allow us to:

- **Reduce our total emissions by 30 % by 2030**
- **Reduce total Scope 1 and 2 emissions by 42 % (-7 % per year)**
- **Reduce total Scope 3 emissions by 25 % (-3 % per year)**

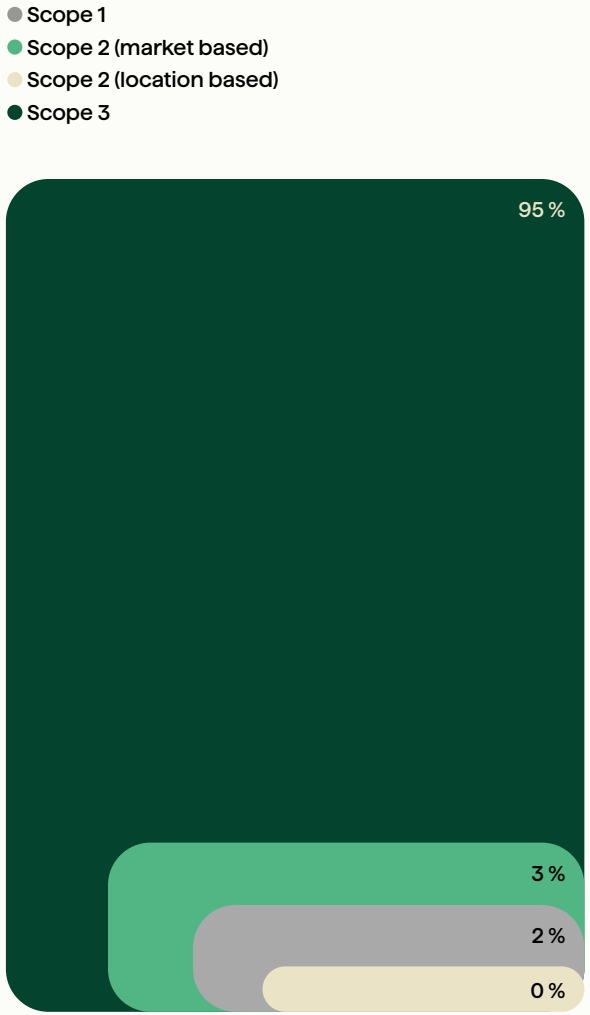
Sustainable Development Goals achieved

5.2. Planet

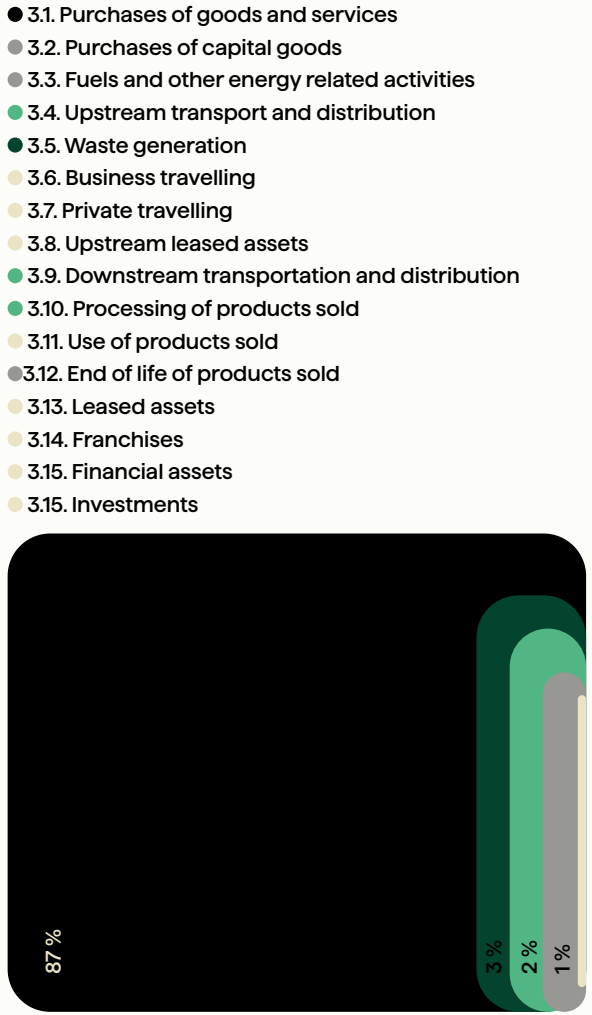
Results of the carbon footprint calculation Emissions (tons of CO_2 equivalent)



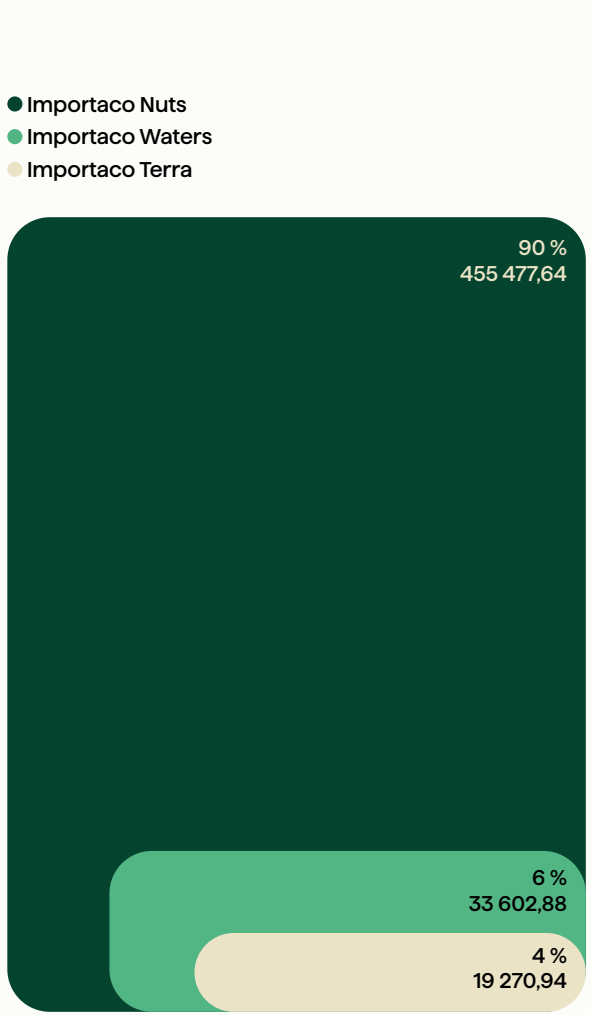
Greenhouse gas (GHG) emissions by scope



Distribution of Scope 3 GHG emissions



Distribution of GHG emissions by subsidiary (market-based) in tons of CO_2 or equivalents



5.2. Planet

Supplier commitment
We recognise that it is only through active collaboration that we can strengthen and consolidate our sustainable supply chain. In order to reduce our carbon footprint in the coming years, Importaco is committed to working closely with our suppliers to raise awareness of the importance of adopting sustainable production practices and optimising the use of energy, storage and transport.

Aware that collaboration with all actors in the value chain is fundamental to achieving excellence in products that meet consumer expectations, during 2023 we conducted three webinar sessions with our strategic and preferred suppliers located in Asia, South America and North America. The objective of these sessions was to engage them on essential aspects for us, such as:

- The Social Compliance Programme.
- Certification in Sustainable Procurement.
- Decarbonisation targets.
- Product life cycle analysis.

These virtual meetings are a clear example of our commitment to involve all actors implicated in the supply chain to promote responsible production and achieve our sustainability goals.

Our objectives for the coming year include assessing the sustainability of our suppliers, setting up working groups to share knowledge and experience through training and technical assistance programmes, as well as monitoring the greenhouse gas emissions of our suppliers.

In addition, internally, we will develop an emissions database by product and country, in order to integrate this variable into our purchasing decision-making process. This approach will allow us to make more informed and sustainable product and supplier selection decisions.

5.2.3. Climate change adaptation

Climate change adaptation measures are strategies implemented by Importaco to mitigate the adverse effects of climate change on its operations. These strategies encompass a variety of initiatives, such as the adoption of climate risk management practices, the integration of renewable energy sources and the improvement of energy efficiency. By implementing these measures, Importaco improves its resilience through the use of innovative technologies, enhanced disaster preparedness and effective management of uncertainties.

Adaptation plans not only help Importaco meet its global responsibilities, but also enable the organisation to take advantage of opportunities arising from the transition to a low-carbon economy. The main actions undertaken in relation to climate change adaptation fall into the areas of infrastructure protection, emergency response, and crop and agriculture management. These actions have been aligned with the recommendations outlined in the EU-led Climate Change Adaptation Mission report, and have been monitored by the Ministry of Agriculture, Rural Development, Climate Emergency and Ecological Transition.

Energy transition
At Importaco, we carry out annual plans with the aim of reducing our greenhouse gas emissions and promoting the transition to a carbon neutral economy. On the one hand, we work to ensure that a large part of our electricity comes from renewable sources and, on the other, we focus on optimising our production processes to reduce our energy consumption and associated direct emissions.

By reducing our dependence on fossil fuels, we reduce our contribution to greenhouse gas emissions and help mitigate climate change. By optimising our energy consumption, we also reduce our operating costs, which improves our long-term profitability.

In 2020, we made a commitment to reduce our emissions by 20 % by 2023 through the implementation of the Energy Efficiency Strategy. This target has been successfully met thanks to the installation of self-consumption systems and the implementation of energy efficiency improvements.

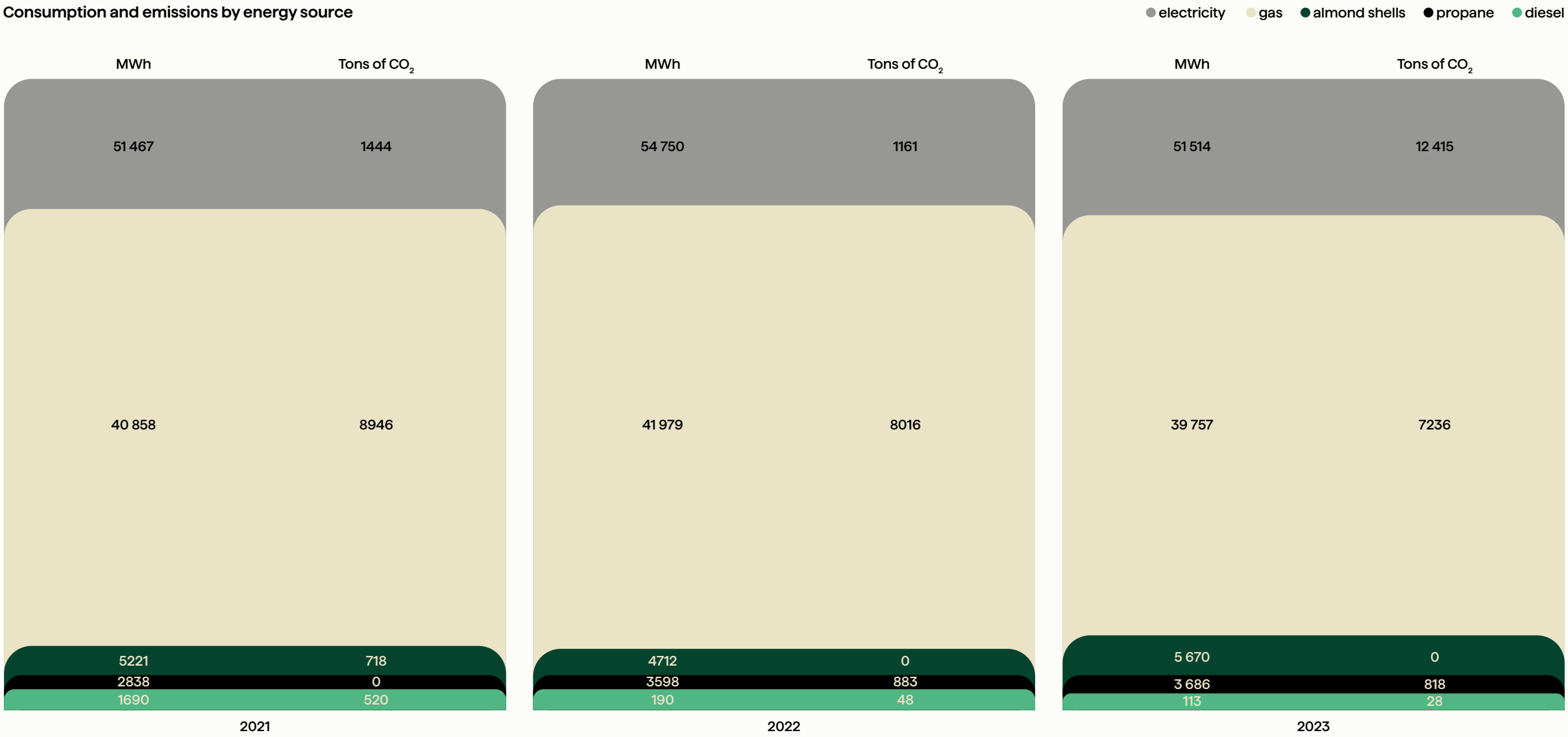
To consolidate this strategy and extend the scope of the project, Importaco plans to certify its energy management system according to the ISO 50001 standard in all its centres in Spain by 2024 and to continue its commitment to the use of renewable energies in order to move towards decarbonisation. In addition, training programmes on sustainability and energy efficiency will be carried out to involve all collaborators in the search for a more efficient use of resources.

This strategy adds to the achievements made between 2018 and 2020, a period in which Importaco managed to reduce its emissions by 10 %, avoiding the annual emission of more than 1700 tons of CO_2 in its production processes. This progress was based on energy audits carried out at all production centres, which identified potential areas for improvement.

With regard to the consumption of renewable energies, different lines of action have been implemented during 2023. On the one hand, the self-consumption strategy has been promoted, reaching 15 % independence from the electricity grid in the centres belonging to the Group. This milestone has been achieved through the commissioning of contracted installations by the end of 2022, as well as through the development of a new strategy of shared self-consumption among our nearby production centres. In addition, a long-term contract has been signed for the supply of 30 % of our electricity from a wind farm.

5.2. Planet

Consumption and emissions by energy source



5.2. Planet

Infrastructure protection
To address infrastructure protection as a climate change adaptation measure, Importaco has implemented several actions. These include increased maintenance activities on roofs and rainwater collection networks at production centres to prevent water infiltration in response to the increased intensity and frequency of torrential rains. In addition, the cooling capacity of the production processes has been expanded to cope with the increase in temperatures and the number of heat waves. Cooling and humidity control is also carried out in all raw material warehouses, with the aim of preserving product quality in the face of prolonged exposure to high temperatures and humidity.

Emergency response
In relation to emergency response as a measure to adapt to climate change, Importaco has worked on the dynamic control of pressure in the water distribution networks to the fire protection systems, ensuring their operability during periods of high temperatures and heat waves. In addition, the provision of fire protection services has been increased to strengthen the capacity to respond to emergency situations related to extreme weather conditions.

With the aim of strengthening our safety protocols and adequately preparing our team for possible emergencies, a training session was held in 2023 at the Agua de Cortes bottling plant, located in Cortes de Arenoso (Castellón). This initiative, led by Ferrán Dalmau and Pau Montalvà, from the Medi XXI GSA team, was fundamental for implementing the protocol for action in the event of a forest fire at our facilities.

The session was structured in three essential parts: a theoretical part where José Carracedo, as head of Security at Importaco, presented the Protocol of Action in Case of Forest Fire in detail; a practical part, where a comprehensive explanation was given on the operation of the "Sideinfo Zapadores", a forest fire defence system designed by the MEDI XXI GSA team for operations that may endanger the safety of staff; and a forest fire drill to test the knowledge acquired by the 35 team members who participated in the training.

Crops and fields
As part of our strategy towards regenerative agriculture, Importaco has worked on different action plans. These include the implementation of conservation agricultural practices to prevent erosion and desertification, as well as the adoption of soil protection techniques. In addition, a continuous assessment of potential new cultivation areas is carried out and irrigation is optimised to reduce water consumption. Integrated pest management is practised, respecting beneficial insect fauna to promote biological pest control. In addition, cover crops of leguminous plants are sown to reduce fertiliser use and protect the soil. Finally, new varieties adapted to changing climatic conditions are used, thus strengthening the resilience of our crops to climatic challenges.

5.2.4. Sustainable water use

It is crucial for progress towards a sustainable development model that we all adopt a responsible approach to water use. Importaco has aligned its environmental strategies with the targets set out in Sustainable Development Goal 6, using the measurement of the company's water footprint as a key indicator. This approach has allowed us to internally promote awareness of the rational use of water, implement recycling plans, improve wastewater recycling systems and optimise cleaning practices to achieve greater efficiency in water consumption.

In 2023, the total water consumption in both businesses was 1 138 557 m³ which was used for mineral water bottling, nut processing and hygiene tasks.

At Importaco Nuts, we have implemented various measures aimed at saving water in our agricultural crops and we have optimised the industrial cleaning processes in our production centres. Our wastewater recycling systems allow us to reuse a total of 17 115.86 tons for the production of biogas, and we have treated 122 401 m³ of wastewater, ensuring that the established quality standards are met.

At Importaco Waters, we have implemented special plans aimed at protecting the aquifers and their environment, with the objective of guaranteeing their purity and promoting the sustainable use of water resources. In addition to continuously monitoring the state of the aquifers to ensure the maintenance of water resources, we carry out exhaustive inspections of the security perimeter to prevent any external contamination that could alter the composition of the water. In terms of cleaning and hygiene, we have installed CIP (Cleaning in Place) stations at our Agua de Cortes, Agua de Bronchales, Fuente Arevalillo and Font des Teix springs, in order to reduce the consumption of cleaning products and water, while maintaining the highest standards of hygiene.

Water consumption and discharges

	2020	2021	2022	2023
Consumption (m³)	892 037	989 487	1 099 897	1 138 557
Discharge (m³)	82 752	135 565	132 018	122 401

5.2. Planet

5.2.5. Circular economy

Sustainable use of materials

Packaging is necessary to maintain product quality and guarantee the highest standards of food safety. At Importaco, we are committed to making this progress compatible with the sustainable use of materials. During 2023, we continued to make progress on the sustainable packaging project, in which we set a target of 100 % recyclable, reusable or compostable packaging by 2025.

At Importaco Nuts, 85 % of the cardboard used is made from recycled materials and more than 92 % comes from sustainable forests certified by the FSC (Forest Stewardship Council).

All brands in the Importaco Waters company have 100 % recyclable packaging, using printed film with a 50 % recycled content and 1 litre water bottles containing 25 % rPET. These packaging changes mean that they contain a total of 929 476 kilograms of recycled material.

During the 2023 financial year, a major project was carried out involving the implementation of a pooling system with the aim of mitigating carbon dioxide emissions linked to waste. As a result of this effort, Besana's facilities in Italy have been certified for their commitment to environmental preservation and the promotion of sustainable logistics practices. This has led to a significant reduction in carbon dioxide emissions, with a decrease of 21 068 kilograms by 2023, as well as a reduction in waste generation, with a decrease of 1651 kilograms over the same period. The pooling systems used comply with relevant industry standards and are designed to optimise safe and efficient handling and management. This pooling model not only contributes to the reduction of CO_2 emissions and raw material consumption, but also improves the efficiency of Besana's supply chain.

Our fight against food waste

Our food waste mitigation strategy at Importaco Nuts has been a central priority, specifically addressing organic waste management to prevent food loss throughout its life cycle. This initiative has been carried out through the implementation of significant improvements to our industrial processes and the active collaboration of the various departments involved.

In line with the new Food Waste Prevention and Management Act, enacted in 2023, we have developed a Comprehensive Action Plan. This Plan is geared towards the adoption of concrete measures aimed at reducing food waste in our industry, as well as improving the existing food supply chain and the effective redistribution of uneaten food. In addition, emphasis has been placed on exploring new marketing alternatives for the by-products generated during our processes.

During 2023, we have seen tangible results in the reduction of food waste at Importaco Nuts. The indicator of kilograms of by-product per tonne produced has decreased significantly from 33.1 in 2022 to 25.4 in 2023. This reduction has been closely monitored through an internal platform that integrates the production of all our industrial facilities.

In summary, at Importaco Nuts we have achieved remarkable success in reducing food waste, achieving a 19 % reduction in food by-products, which represents a 14 % reduction across the Group as a whole. This achievement reflects our ongoing commitment to sustainability and resource management efficiency, as well as our proactive approach to corporate social responsibility in the food sector.

Material consumption (in tons)

	2021	2022	2023
Paper and cardboard[2]	7896	8120	8440
Plastic	8120	135 565	132 018
Glass	79	33	14
Metal	93	45	21
Wood	No data	1094	262

[2] The discrepancies in the paper and cardboard totals compared to the 2021 and 2022 reports are the result of including the data corresponding to NON-GIS disposable packaging in the PAPER/CARDBOARD material reported in Ecoembes.

Evolution of the food by-product (in tons)

Year	2021	2022	2023
Volume	2581 t	2655 t	1938 t

5.2. Planet

5.2.6. Waste management

Importaco promotes the recycling of all its waste as part of its strategic approach to sustainability, seeking to avoid the disposal of waste in landfill sites. To achieve this, we convert over 5000 tons of waste per year into energy and materials such as cardboard and plastic. This allows us to maximise the value of raw materials, save energy and reduce greenhouse gas emissions.

Sustainable Development Goal 12 focuses on managing resources efficiently. Our internal management system focuses on recycling the materials used, saving resources by optimising processes and using resources more sustainably. Instead of discarding, we seek to reuse materials and reduce the environmental impact with the aim of reducing the amount of waste and ensuring more sustainable production. This involves the implementation of methods to reduce the use of resources, as well as their recovery and recycling to achieve proper disposal of non-reusable waste. Our priorities are to achieve zero waste certification at all our sites and to research and develop sustainable products for the future.

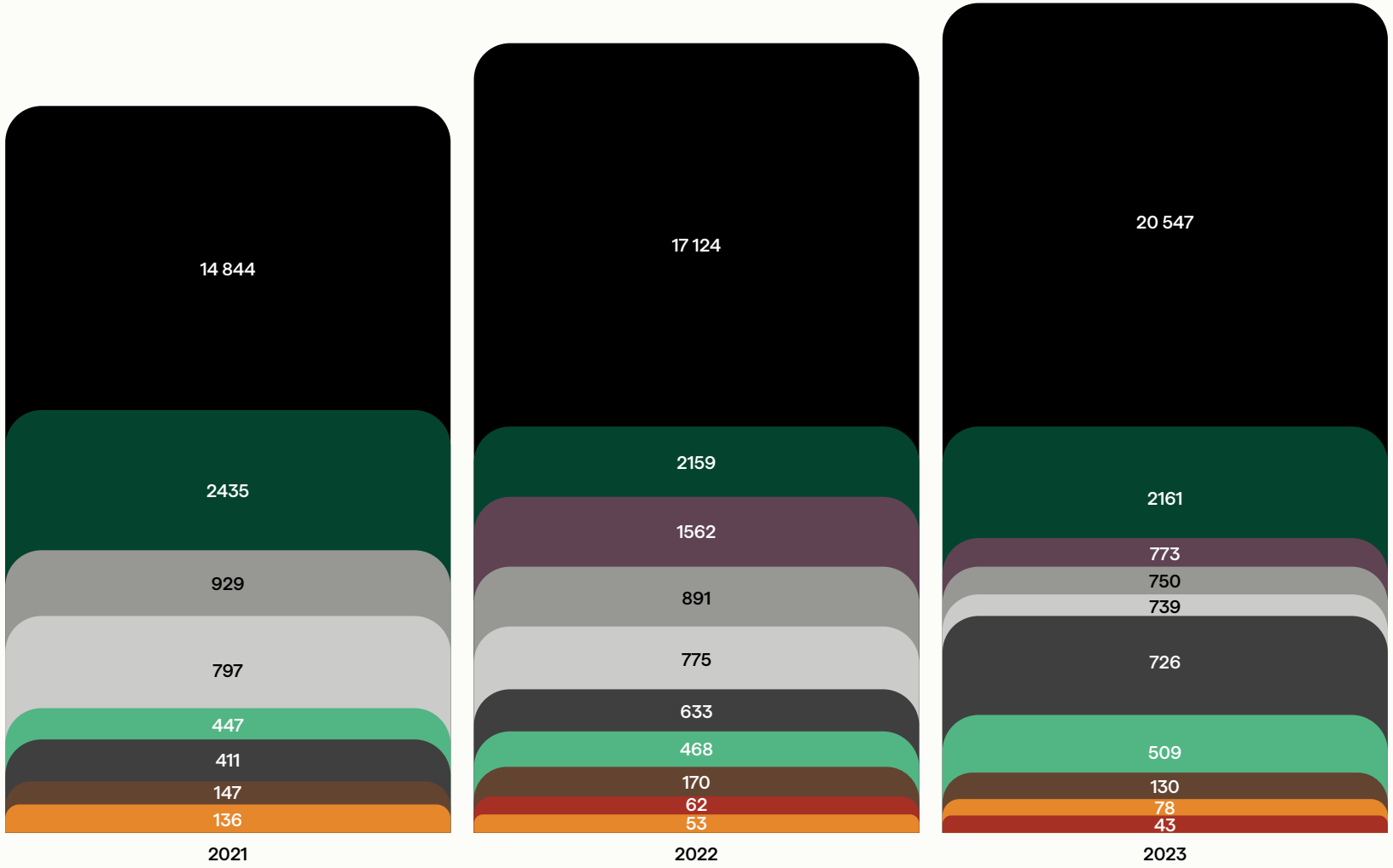
In this regard, we have Zero Waste certification in seven of our production centres, achieving 99.93 % of our waste recovered in the Importaco Nuts company. This certification covers the processing, packaging, storage and distribution of a wide range of products, including nuts (both natural and processed), dried fruit, chocolate nuts, candied nuts, coated nuts, oilseeds, microwaveable products and packaged peanut powder. In addition, it also covers the processing and packaging of cereals, pulses, popcorn and cocktail popcorn, as well as the packaging of snack products and pork rinds. These activities are carried out at the following seven production sites:

- **Microwave popcorn production centre.**
- **Fruit production centre.**
- **Nut production centre.**
- **Seeds production centre.**
- **Chocolate production centre.**
- **Snacks production centre.**
- **Dried fruit production centre.**

As for the Importaco Waters company, in June 2023 Agua de Cortes became the first spring to be Zero Waste certified, reflecting our commitment to sustainability, meeting the requirements of «Commitment to recovery» and «Zero to landfill».

5.2. Planet

Waste generated (in tons)



Waste	Method of elimination
Mud and sludge	→ Energy recovery
Cardboard	→ Recycling
Other non-hazardous waste	→ Recycling, recovery and reuse
Plastic	→ Recycling and energy recovery
Industrial waste	→ Energy recovery
Oil	→ Recycling
Raffia	→ Recycling
Wood	→ Recycling and reuse
Scrap	→ Recycling
Total hazardous waste	→ Treatment according to the nature of each waste

5.3. Product

Importaco is firmly committed to improving the global agri-food system, ensuring healthy and sustainable food that meets society's expectations and promotes food security and nutrition for future generations.

Our main objective is to offer healthy and responsible food, thus contributing to improving food safety and quality of life. We strive to constantly improve the nutritional profile of our products and encourage responsible innovation that benefits the health of our consumers. Our goal is to offer consumers responsible, accessible and high-quality products, integrating environmental, health, trend and responsible innovation elements in their creation and development.

To adapt our formulas to the health demands of today's society, we have launched several projects, such as the formulation of new products with reduced content of additives, salt, sugar and fat, the elimination of allergens and the evaluation of life cycle analysis to assess the environmental impact at all stages.

These initiatives are complemented by our 360° Quality Model, which guarantees consumers safe, nutritious and healthy products, as well as transparent labelling that provides detailed information on the ingredients used in each product.

Product

5.3. Product

5.2.1. Sustainable products

Importaco is committed to creating sustainable products through the use of good agricultural practices that protect biodiversity and ecosystems and by improving the processes of elaboration and processing of products in plants. To this end, it is essential to carry out life cycle analyses of our main products in order to understand the environmental impacts of their cultivation and production.

To move towards more sustainable production, we need the involvement and commitment of our suppliers, because for a product to be sustainable it must be sustainable from the field.

We have a range of programmes designed to strengthen our suppliers' commitment to environmental sustainability. Through country, sector and product risk analysis, we assess the environmental risks associated with our supply chains, addressing issues such as biodiversity, energy consumption, emissions, water management, waste generation and pollution. This analysis allows us to identify potential environmental non-compliance at the national level in the sector.

Our Social Compliance Programme allows us to monitor the environmental performance of our suppliers through the SMETA 4P standard, which assesses criteria such as the use of natural resources and greenhouse gas emissions. In addition, through our Agricultural Integration strategy, we disseminate and promote farming practices that meet the highest standards of quality, food safety and sustainability.

Finally, in line with our commitment to environmental sustainability and the fight against deforestation, the importance of the new EU Deforestation Regulation (RED) drives us to reinforce our actions. This regulation marks a significant milestone in the global fight against deforestation and motivates us to conduct an even more thorough analysis on the sourcing of our raw material, especially in the case of cocoa and soy. During 2024, we will strengthen traceability practices and due diligence systems to ensure that our products come from areas free of deforestation and land conversion. In this regard, we currently have RSPO (sustainable palm oil) certification in our microwave popcorn production centre and 92.11 % of the cardboard consumed at Importaco Nuts comes from sustainable forests certified by the FSC (Forest Stewardship Council).

Agricultural Integration Strategy

The Agricultural Integration Project integrates own production and partnerships with farmers for sustainable production. In this area, we are committed to respecting land rights and natural resources with our suppliers by analysing the critical points that may affect them, drawing up action plans for their management, including water management, integrated production and the protection of biodiversity, as well as monitoring and indicators for each of them. Our main commitments will be the following three:

Sustainable Development Goals achieved

Water:
to move towards sustainable production patterns, including water resources and inputs related to fertilisation and plant protection.

Soil:
to conserve the soil by preventing soil degradation, erosion and depletion, together with the maintenance of microbial activity.

Biodiversity:
to address biodiversity and habitat loss and preventing its negative impacts.

As part of this strategy, Importaco actively participates in the Sustainable Agriculture Initiative (SAI) and implements a number of practices aimed at reducing the environmental impact of our agricultural activities. This commitment reflects our holistic approach to the responsible management of natural resources and respect for the environment in all our operations.

Partnerships with farmers allow us to apply good agricultural practices in the cultivation of products such as peanuts, sunflower seeds, almonds, corn and pumpkin seeds. This project integrates all stages of cultivation and allows product traceability from the field, as well as the application of good agricultural practices aimed at maximising quality, reducing defects and detecting emerging risks.

In subcontracted production, farmers are selected who meet specific quality and sustainability requirements. During the cultivation process, several visits are made to monitor the correct compliance with sustainable agricultural practices, relating to soil management, maintenance of biodiversity and integrated pest management.

5.3. Product

Agricultural Integration Programme 2023 Indicators

	2020	2021	2022	2023
Farmers	453	346	453	550
Hectares	19 854	22 593	24 738	27 260
Tons	61 372	69 933	67 631	66 189

On the other hand, actions taken to address the identification and adjustment of sourcing practices that may cause or contribute to negative impacts on the economic inclusion of farmers in our supply chain are detailed below:

- **Mapping of production areas and farmer profiling: we carry out detailed mapping of the geographical areas of production and develop specific profiles of the farmers involved in the production of each raw material we use.**
- **Sustainability risk assessment: we carry out a comprehensive assessment of sustainability-related risks, including the economic viability of associated agribusinesses and the impact of climate change. This involves identifying potential risks that could affect the stability of farmers in our supply chain.**
- **Monitoring of crop costs by crop year: we rigorously track farming processes and agricultural production, including expenses such as land rental (if applicable), fertiliser, pesticides, seeds and irrigation. This knowledge allows us to better understand the financial pressures faced by our agricultural suppliers and to ensure a fair price.**
- **Pre-purchase harvest reporting: Before any purchase is made, we produce a detailed harvest report that includes a full breakdown of agricultural production costs. This practice allows us to better understand the cost structure of our suppliers and to assess their impact on the economic inclusion of farmers.**
- **Implementation of specific agricultural improvement projects: we launch specific projects designed to improve the agricultural performance and profitability of our suppliers. This may include the introduction of new, more productive varieties or hybrids, as well as the promotion of sustainable farming practices that improve yields and production efficiency.**

These actions reflect our ongoing commitment to promoting sustainable and socially responsible sourcing practices, thereby ensuring stronger and more equitable economic inclusion for farmers in our value chain.

5.3. Product

Our commitment to sustainable Mediterranean almonds

Importaco is positioned as one of the main distributors of almonds in the retail and industrial markets at a European level, backed by a Technology Centre and various lines of innovation aimed at developing products for these markets. The choice of Mediterranean almonds is based on their competitive advantages, which include their geographical proximity, their sustainability, their nutritional profile and their outstanding organoleptic characteristics.

In 2023 we signed an agreement with Dcoop's Almond Section for the marketing of value-added products. With this alliance we seek to ensure quality, service and availability, differentiate Mediterranean almonds in the market and consolidate our position as a benchmark in this sector.

The agreement signed includes the marketing of more than 12 000 tons of production and the management of 10 000 hectares of crops by 2028.

By prioritising sustainability in our operations, we seek not only to meet our business objectives, but also to make a significant contribution to the sustainable development of the communities and ecosystems in which we operate.

To this end, collaboration between the two companies will be vital to implement practices that ensure the responsible use of water resources, the preservation of soil health and the conservation of biodiversity in our growing environments. This approach reflects our commitment to be agents of positive change in the food and agriculture sector.

Importaco Terra

At Importaco Terra we continue to develop and strengthen our sustainable practices in almond production, thus contributing to the conservation of the environment and the wellbeing of the local communities where we operate. This corporate project is focused on the cultivation of almonds in Spain and Portugal. It currently has an area of 550 hectares spread over the La Guita, Freixo and Zurria farms, which are cultivated in accordance with sustainable and regenerative agricultural standards.

Our La Guita farm has the Farm Sustainability Assessment (FSA) standard. We also have Global GAP 5.2 certification in all Importaco Terra farms, demonstrating our high level of performance in this area and achieving the first Spanish almond to obtain FSA silver level.

Our differentiating factor lies in the management of our own almond groves, which gives us the ability to closely monitor production and guarantee full traceability. Over the last few years, we have carried out various actions with the aim of improving our global sustainability standards. Below are the key initiatives we have implemented:

- **Biodiversity protection: we maintain an active commitment to the preservation of biodiversity in all our almond orchards in order to maintain a proper biological balance. We continue with our action plans such as the installation of nesting boxes, shelters for reptiles, bats, etc. and drinking troughs for birds.**
- **Efficient water management: we implement water management practices that allow for more efficient irrigation thus ensuring optimal use of this vital resource.**
- **Green roofs: we have incorporated green roofs on our plots to reduce soil erosion, minimise the use of herbicides and prevent soil compaction. 100 % of the fairways maintain a vegetation cover made up of a part of spontaneous flora typical of the ecosystem.**
- **Integrated pest management system: we have an integrated system for pest control based on a proactive and sustainable approach that minimises the need for conventional pesticides. We have reduced the use of active substances by 60 % thanks to integrated pest management and the implementation of Integrated Production practices.**
- **Clean energy for water pumping: we use 100 % clean energy for water pumping thus contributing to the reduction of our environmental and water footprint.**

To ensure compliance with our commitments, we carry out regular visits and audits in our production areas. We also allocate 10 % of our plot in La Guita (Badajoz) to specific biodiversity projects. We also improve the welfare of farmers, through training in new production techniques, improving harvesting processes and access to new sources of income.

5.3. Product

Own peanut production
Importaco is carrying out a project to grow peanuts in Argentina, with the aim of offering high quality, food safe and sustainable products. During the year 2023, the project produced a total of 1482 tons of peanuts on a total of 443 hectares. The initiative seeks to control the traceability of peanuts and apply good agricultural practices to guarantee their quality and reduce defects.

5.3.2. Innovative products

Technology Centre
For more than eight decades, Importaco has stood out as a leader in the European food sector, for its commitment and quality of its products. In line with this commitment, innovation has been a fundamental pillar for Importaco, driving constant improvements in formulations, preservation processes and nutritional profiles. The company has aligned its innovation efforts with the latest trends in healthy eating and the nutritional needs of the population.

Innovation and the generation of knowledge is not something new for Importaco. Since 2018, we have had a Technology Centre with the latest technology and a staff dedicated exclusively to the improvement and creation of new products, as well as to implementing the highest quality standards in our production centres.

The Importaco Technology Centre has a team of forty professionals specialised in science and technology; it also invests more than six million euros annually to become a benchmark in food safety, quality and innovation through the generation of knowledge, open innovation and applied research. It has seven laboratories for sensory, physical, chemical and microbiological analysis with ISO 17025 accreditation for the determination of aflatoxins and ochratoxin A: spaces for the design of innovative products and a pilot plant for pre-scaling.

Innovation strategy
In recent years, Importaco has developed a diverse range of innovative products, including snacks, vegetable drinks, pastas, creams and food supplements. These products are designed to offer healthy and appealing food options, using high quality ingredients produced with state-of-the-art technology. In particular, the snack line has been enhanced to offer healthy and artificial-free options, as well as food supplements designed to improve consumers' health and nutrition.

During 2023, the main trends in food were marked by innovation and health. These trends covered four key areas: the drive for a healthy lifestyle, the promotion of conscious consumption, the adaptation of food to new forms of socialisation and the enjoyment of simple pleasures with satisfying food. In line with these trends, our innovation process is based on six steps that enable us to develop products that meet consumers' needs and desires.

5.3. Product

Our innovation process is based on six steps:

- **Ideas and concepts: detect unmet needs based on market trends and product portfolio.**
- **Feasibility and planning: defining consumer acceptance, assessing the feasibility of the project and developing a work plan for its implementation.**
- **Design: design and validate the laboratory prototypes of the product to be developed.**
- **Implementation: establishing the industrialisation requirements of the prototypes by identifying and defining the technologies and manufacturing processes needed for large-scale production.**
- **Launch preparation: establishing the nutritional, legal and technical information of the final product, followed by the first production validation.**
- **Product marketing and monitoring: launching a new product with the aim of satisfying consumer needs and desires and monitoring consumer satisfaction.**

5.3. Product

Lines of innovation developed in 2023
Importaco has responded to market trends, adapting its products to meet the changing demands of consumers in 2023. The company has focused its efforts on offering products that are not only healthy, but also accessible in terms of price. There has been significant growth in the adoption of plant-based foods, and Importaco has responded to this demand with products that stand out for their taste and clean labelling.

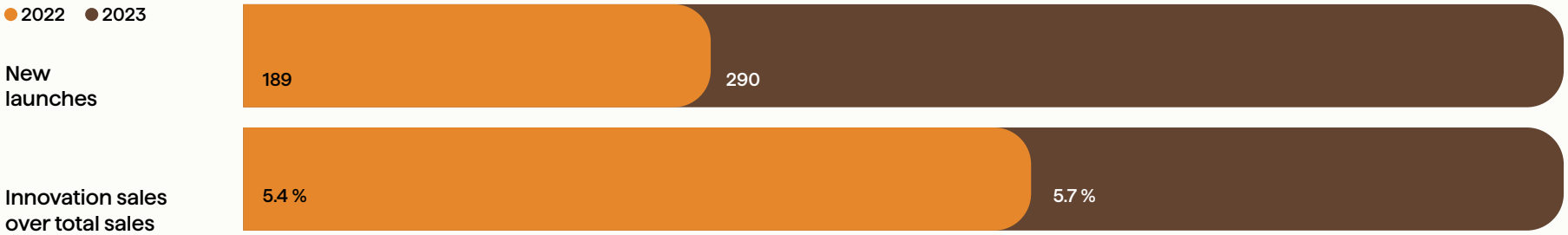
During 2023, Importaco has experienced a significant increase in sales of innovative products, reaching 40 million euros, representing a 68 % increase over the previous year. This growth has been driven by successful launches, such as the introduction of products enriched with probiotics derived from nuts. This innovation has been particularly groundbreaking and has contributed significantly to Importaco's commitment to the health and wellbeing of its consumers.

Our aim is to offer the highest quality products to satisfy a healthy lifestyle with products that are healthy, nutritious and sustainable. During 2023, we launched 290 new products and managed 482 innovation projects. These new launches are carefully selected to ensure maximum freshness and quality. In addition, we are committed to maintaining the highest standards of hygiene and food safety.

Importaco's lines of innovation are aligned with the latest trends in healthy eating, as well as with the nutritional needs of the population. In recent years, we have developed a line of innovative products including snacks, vegetable drinks, pastas, creams and food supplements. These products are designed to offer healthy and appetising food through high quality products produced with the latest technology.

We have also improved our snack line by producing healthy nuts without artificial additives. These snacks are rich in nutrients and flavours, making them a healthy and fun option for consumers. Another of our other lines of innovation is food supplements to improve the nutrition and health of consumers. These supplements are designed to provide the necessary amount of essential nutrients for consumers.

Innovation achievements in 2023



5.3. Product

Launch characteristics
Food trends continue to be shaped by the macro trends of health; sustainability and conscious consumption; convenience and pleasure. During 2023, these macro trends have manifested themselves in a specific way in consumer behaviour due to the international context:

- **Redefining the value concept of a product: focus on fresh produce, local production and functionality of ingredients.**
- **Affordable nutrition: increased emphasis on offering healthy products at affordable prices through innovation.**
- **Plant-based food: increased adoption of plant-based foods, with a demand not only for responsible and sustainable criteria, but also for improved taste and clean labelling.**
- **«Indulgence» as an escape route: Due to the inflationary environment, consumers seek to intensify their moments of pleasure and escape through "indulgences".**
- **Health with purpose: consumers seek to better understand the benefits of food, thus justifying a higher price. The most sought-after functional benefits focus on anti-ageing solutions, gut health and alternative protein sources to meat.**

Recent launches have included the development of ranges targeted at strategic customers in the nuts and snacks sectors, for example, adapting new products to comply with regulations such as high fat, high sugar and high salt foods (HFSS) in the United Kingdom. It has also seen the introduction of new product categories, such as nut spreads and sports nutrition ranges, with a focus on plant-based proteins. In the ingredients market, the focus has been on the development and application of nut pastes in sectors such as ice cream, confectionery and bakery.

5.3. Product

5.3.3. Excellent products

The PROA Plan
Importaco's PROA Plan is an initiative aimed at promoting a culture of excellence with the objective of achieving the highest product quality. This Plan is based on several strategies, such as the identification of the individual contributions of each employee, the synergy between the product and the person and the implementation of "Sentinel cells", which place customers and consumers at the centre of company decisions.

The purposes of the PROA Plan are the following ten:

1. Memorable consumer experience
Our responsibility is to ensure that consumers enjoy our products, repeat and recommend us.

2. Exceptional products
Our mission is to produce products that are perfect in terms of food safety, quality and sustainability.

3. Culture of excellence
It is important that we do the job with excellence. To be efficient and effective.

4. Your contribution
Our work contributes to the success of the product.

5. Proactivity
We are proactive, providing information to improve the product.

6. Collaboration
We are proactive, providing information to improve the product.

7. Commitment
We make Importaco our home: we maintain tidiness and cleanliness, we are competitive, we communicate and contribute.

8. High standards
We accomplish and demand that we comply with the processes. The success of the product depends on us.

9. Method
We define methods, we follow and improve them. If we have doubts, we ask.

10. Leadership
We define methods, we follow and improve them. If we have doubts, we ask.

5.3. Product

The contribution workshops represent spaces for interaction where professionals meet to explore how they can contribute their knowledge towards the creation of optimal quality products. Within the framework of the PROA Plan, the aim is to comprehensively assess each process with a view to improving the quality of the products. To this end, 44 practices have been identified and defined and will be evaluated to measure the performance of each professional. These practices are divided into two main categories: OD practices, which comprise the key points necessary to achieve maximum quality, and PROA practices, which comprise continuous improvement processes aimed at achieving excellence.

In addition, cells of excellence have been established, made up of multidisciplinary teams, whose main function is to address challenges related to quality, raw material selection and product preservation. The primary objective of these cells is to achieve the so-called quality 10 (Q10), which represents the highest quality standard within the business context.

In an effort to expand this project, a plan is in place to extend it to production facilities in Italy, the United Kingdom and Poland in the coming years. Accordingly, a partnership has been established with the Campden Bri Technology Centre, renowned for its expertise in international deployments. The Campden Bri Cultural Excellence Programme is presented as an effective tool for the assessment, analysis, benchmarking and sustained improvement of corporate culture in food safety and quality. This programme is structured in different stages, the first step being a general survey designed to assess and quantify the food safety culture in our organisation. This assessment will provide an enlightening view of our corporate culture and allow us to map out a plan for continuous improvement.

360° Quality Model

Importaco's comprehensive quality approach, known as the 360° Quality Model, is designed to guarantee the delivery of safe, nutritious and healthy products to consumers. This model encompasses four fundamental dimensions: corrective, preventive, predictive and exploratory, which are managed in a cross-cutting manner with the aim of ensuring the integration of quality requirements at all stages of the value chain.

- Corrective quality focuses on the evaluation and continuous improvement of quality through process control and customer service. The best available technology is used to guarantee the reliability and specialisation of each process, as well as rigorous control of the production lines, which are continuously and constantly monitored.
- Preventive quality is implemented through strict protocols along the value chain, from the cultivation of raw materials to final production. We work closely with farmers to ensure traceability and apply good agricultural practices to maximise quality and reduce defects. In addition, with the Quality at Origin Programme, we seek to establish common quality and food safety standards with suppliers, through audits and quality management systems aligned with Importaco's criteria of excellence.
- Exploratory quality focuses on researching new technologies to address quality challenges through open innovation projects in collaboration with technology centres and start-ups. These projects assess established technologies in other sectors, as well as emerging technologies with potential to improve product quality.
- Finally, predictive quality is based on data intelligence methodologies to predict product behaviour and prevent deviations in production. Online data is collected and trends are analysed to identify process changes and prevent quality problems.

Importaco's 360° Quality Model covers everything from the correction and prevention of incidents to the exploration of new technologies and the application of predictive intelligence, with the aim of guaranteeing the highest standards of quality and food safety in all aspects of the value chain.

Quality at Origin Programme Indicators

Supplier companies	2021	2022	2023
As part of the quality at origin programme	125	131	129
Food safety and quality certified (BRC/IFS Food)	123	131	120
Audited	79	76	56

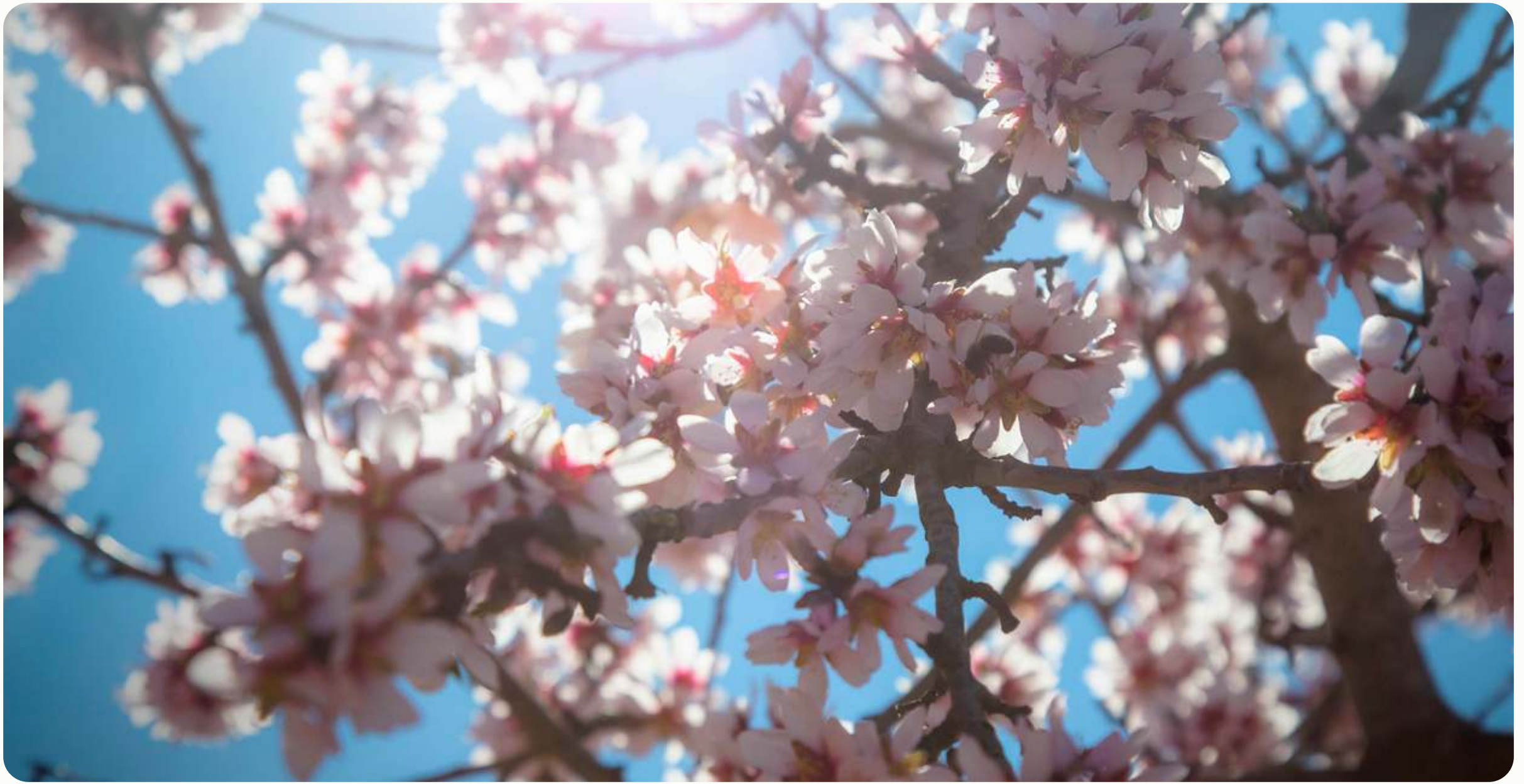
5.3. Product

5.3.4. Advanced food strategy

Within the framework of our research projects, we have focused our efforts on implementing actions with the primary objective of managing and revaluing the by-products generated in our operations. This initiative, in line with our fundamental principles of nutrition and health, as well as our commitment to sustainability, has resulted in strategic collaborations with various research groups belonging to academic institutions and technology centres of recognised prestige.

In this context, we have established alliances with several renowned universities and technology centres to carry out an exhaustive analysis and characterisation of the by-products derived from our activity in the almond sector. Our objective is to deepen our knowledge of the functional and technological properties of these by-products, with the ultimate aim of developing and offering the food industry market a range of products with high added value. This initiative is aligned with our vision to actively contribute to the development of advanced food solutions that not only meet market demands, but also promote the health and wellbeing of consumers, while respecting the limits of the planet's natural resources.

Annex ⑥



6.1. Data collection

6.1.1. On the statement of non-financial information
The differences compared to previous years are due to the fact that the company IMPORTACO CASA PONS S. A. U. included Importaco Snacks S. A. U., Importaco Chocolates S. A. U., Importaco FoodService S. L. and Importaco Ingredients S. L.

6.1.2. Report format and frequency
The information contained in this report refers to the year 2023 (January-December). The report is produced annually, with the last being published in May 2023.

6.1.3. Verification
This sustainability report has been independently and externally verified by BDO Auditores, S. L. P. to ensure that the data provided is accurate, truthful and complete.

Entities included in this sustainability report	
Importaco, S. A.	YES
Importaco Casa Pons, S. A. U.	YES
Importaco Nuts Company, S. L. U.	YES
Importaco Mediterranean Nuts, S. L.	YES
Importaco Internacional, S. L. U.	YES
Importaco Poland SP. Z. O. O.	YES
Importaco Gilda Sanayi Ve dis Ticaret Anonim Sirketi	YES
Importaco Terra, S. L. U.	YES
Importaco Terra la Guita, S. L. U.	YES
Importaco Terra Portugal, S. L.	YES
Desarrollo Empresarial y Capital, S. L. U.	NO
Bebidas Naturales, S. L.	YES
Aguas de Cortes, S. A.	YES
Agua de Bronchales, S. A.	YES
Fuente Arevalillo, S. L. U.	YES
Font Teix, S. A.	YES
Grupo Helados Estiu, S. A.	NO
Fondo de Energías Renovables, S. A.	NO
Fruits Secs y Desarrollo Internacional, S. L.	YES
Uncle Vincent, Limited	YES
Besana UK	YES
V. Besana S. P. A.	YES

6.2. GRI Table of Contents

Table of Contents according to Law 11/2018

Information requested by Law 11/2018	Page or answer	GRI Standard
General information		
Brief description of the Group's company model, including company environment, organisation and structure	12-15	GRI 102-2
Markets in which it operates	12	GRI 102-4 GRI 102-6
Organisational objectives and strategies	12, 26 and 27	GRI 102-14
Main factors and trends that may affect its future development	32	GRI 102-14 GRI 102-15
Reporting framework used	31 and 79	GRI 102-54
Materiality criteria	30-32	GRI 102-46 GRI 102-47
Environmental issues		
Management approach: description and results of the policies relating to these issues, as well as the main risks related to them and linked to the Group's activities.	56-64	GRI 102-15 GRI 103-2
Detailed general information		
Detailed information on the current and foreseeable effects of the company's activities on the environment and, where appropriate, on health and safety.	22, 51, 52, 59 and 61	GRI 102-15 GRI 103-2
Environmental assessment or certification procedures	57	GRI 102-11 GRI 102-29
Resources dedicated to environmental risk prevention	56-64	GRI 103-2
Application of the precautionary principle	20-22	GRI 102-11
Amount of provisions and guarantees for environmental risks	56-64	GRI 103-2

Pollution		
Measures to prevent, reduce or remedy emissions that seriously affect the environment, taking into account any form of activity-specific air pollution, including noise and light pollution.	56-64	GRI 103-2
Circular economy and waste prevention and management		
Waste prevention, recycling, reuse, reuse or other forms of recovery and disposal measures	62 and 63	GRI 103-2 GRI 301-3 GRI 306-1 GRI 306-2
Actions to combat food waste	62	
Sustainable use of resources		
Water consumption and water supply according to local constraints	61	GRI 303-1 GRI 303-5
Consumption of raw materials and measures taken to improve the efficiency of raw material use	56-64	GRI 301-1 GRI 301-2
Direct and indirect energy consumption	60	GRI 302-1 GRI 302-4
Measures taken to improve energy efficiency	59	GRI 103-2 GRI 302-3 GRI 302-4
Use of renewable energies	59 and 60	GRI 302-1

Climate change		
Greenhouse gas emissions generated as a result of the company's activities, including the use of the goods and services it produces.	58	GRI 305-1 GRI 305-2 GRI 305-3 GRI 305-4 GRI 305-5
Measures adopted to adapt to the consequences of climate change	56-64	GRI 201-2
Voluntary medium and long-term reduction targets set to reduce greenhouse gas emissions and the means implemented to this end	57	GRI 103-2 GRI 305-5
Protection of biodiversity		
Measures taken to preserve or restore biodiversity	66-68	GRI 304-3
Impacts caused by activities or operations in protected areas	66-68	GRI 304-2
Social and staff issues		
Management approach: description and results of the policies relating to these issues, as well as the main risks related to them and linked to the Group's activities.	38-55	GRI 102-15 GRI 103-2
Employment		
Total number and distribution of employees by country, gender, age and occupational classification	40-44	GRI 102-8 GRI 405-1
Total number and distribution of types of employment contracts and average annual number of permanent contracts, temporary contracts and part-time contracts by gender, age and occupational classification	43	GRI 102-8
Turnover rate	In 2023, there were 119 departures. Importaco's turnover rate is 5.14 %.	GRI 103-2

Average salaries and their evolution by gender	39 and 47	GRI 405-2
Wage gap and the remuneration for equal or average jobs in society	No gender pay differential for equal work	GRI 405-2
Average remuneration of directors and executives including variable remuneration, allowances, indemnities, payments to long-term savings schemes and any other payments distributed by gender.	Information included in the annual accounts	GRI 405-2
Implementation of work disengagement policies	50	GRI 103-2
Employees with disabilities	47	GRI 405-1
Work organisation		
Organisation of working time	50	GRI 103-2
Number of absence hours	The Group's absenteeism rate was around 7 %.	GRI 403-9
Measures aimed at facilitating the enjoyment of work-life balance and encouraging the co-responsible exercise of work-life balance by both parents.	39 and 44	GRI 401-3
Health and safety		
Health and safety conditions at work	51 and 52	GRI 403-1 GRI 403-2 GRI 403-3 GRI 403-5 GRI 403-6 GRI 403-7
Accidents at work, in particular their frequency and severity as well as occupational diseases, broken down by sex.	52	GRI 403-9 GRI 403-10

Social relations		
Organisation of social dialogue, including procedures for informing and consulting with staff and negotiating with them	49	GRI 103-2 GRI 102-43
Percentage of employees covered by collective bargaining agreements by country	49	GRI 102-41
Taking stock of collective agreements, particularly in the field of occupational health and safety at work	49	GRI 403-4
Training		
Policies implemented in the field of training	45 and 46	GRI 103-2 GRI 404-2
Total number of training hours per professional category	46	GRI 404-1
Universal accessibility		
Universal accessibility for people with disabilities	47	GRI 103-2
Equality		
Measures taken to promote equal treatment and opportunities for women and men	47	GRI 103-2
Equality plans, measures taken to promote employment, protocols against sexual harassment and gender-based harassment	47-50	GRI 103-2
Anti-discrimination and, where appropriate, diversity management policy	47-50	GRI 103-2
Respect for human rights		
Management approach: description and results of the policies related to these issues, as well as the main risks related to them and linked to the Group	53-55	GRI 102-15 GRI 103-2

Implementation of due diligence procedures		
Implementation of human rights due diligence procedures and prevention of risks of human rights abuses and, where appropriate, measures to mitigate, manage and redress possible abuses committed	53-55	GRI 102-16 GRI 102-17 GRI 412-1 GRI 412-3
Complaints of human rights violations	In 2023, no violations were reported	GRI 406-1
Measures implemented for the promotion and enforcement of the provisions of the core conventions of the International Labour Organisation relating to respect for freedom of association and the right to collective bargaining; the elimination of discrimination in respect of employment and occupation; the elimination of forced or compulsory labour; the effective abolition of child labour.	53-55	GRI 103-2 GRI 407-1 GRI 408-1 GRI 409-1
Fight against corruption and bribery		
Management approach: description and results of the policies relating to these issues, as well as the main risks related to them and linked to the Group's activities.	15-23	GRI 102-15 GRI 103-2
Measures taken to prevent corruption and bribery	20	GRI 103-2 GRI 102-16 GRI 102-17 GRI 205-2 GRI 205-3
Measures to fight money laundering	20	GRI 103-2 GRI 102-16 GRI 102-17
Contributions to foundations and non-profit organisations	53	GRI 102-13 GRI 201-1

Information about the company		
Management approach: description and results of the policies relating to these issues as well as the main risks related to them and linked to the Group's activities.	55	GRI 102-15 GRI 103-2
Company commitments to sustainable development		
Impact of the company's activity on employment and local development	41	GRI 103-2 GRI 203-2 GRI 204-1
Impact of the company's activity on local populations and the territory	41	GRI 103-2 GRI 413-1 GRI 413-2
Relations with local community actors and the modalities of the dialogue with them.	30	GRI 102-43 GRI 413-1
Partnership or sponsorship actions	23 and 53	GRI 103-2
Subcontracting and suppliers		
Inclusion of social, gender equality and environmental issues in procurement policy	59	GRI 308-1 GRI 414-1
Consideration in relations with suppliers and subcontractors of their social and environmental responsibility	59	GRI 102-9 GRI 308-1 GRI 414-1
Monitoring and audit systems and results	74	GRI 102-9 GRI 308-2 GRI 414-2

Consumers		
Consumer health and safety measures	65-75	GRI 416-1 GRI 416-2 GRI 417-1
Complaint systems	55	GRI 103-2
Tax information		
Profit earned by country, profit tax paid on profit and government subsidies received	Information included in the financial statements	GRI 207-4

For any query or doubt you may have
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