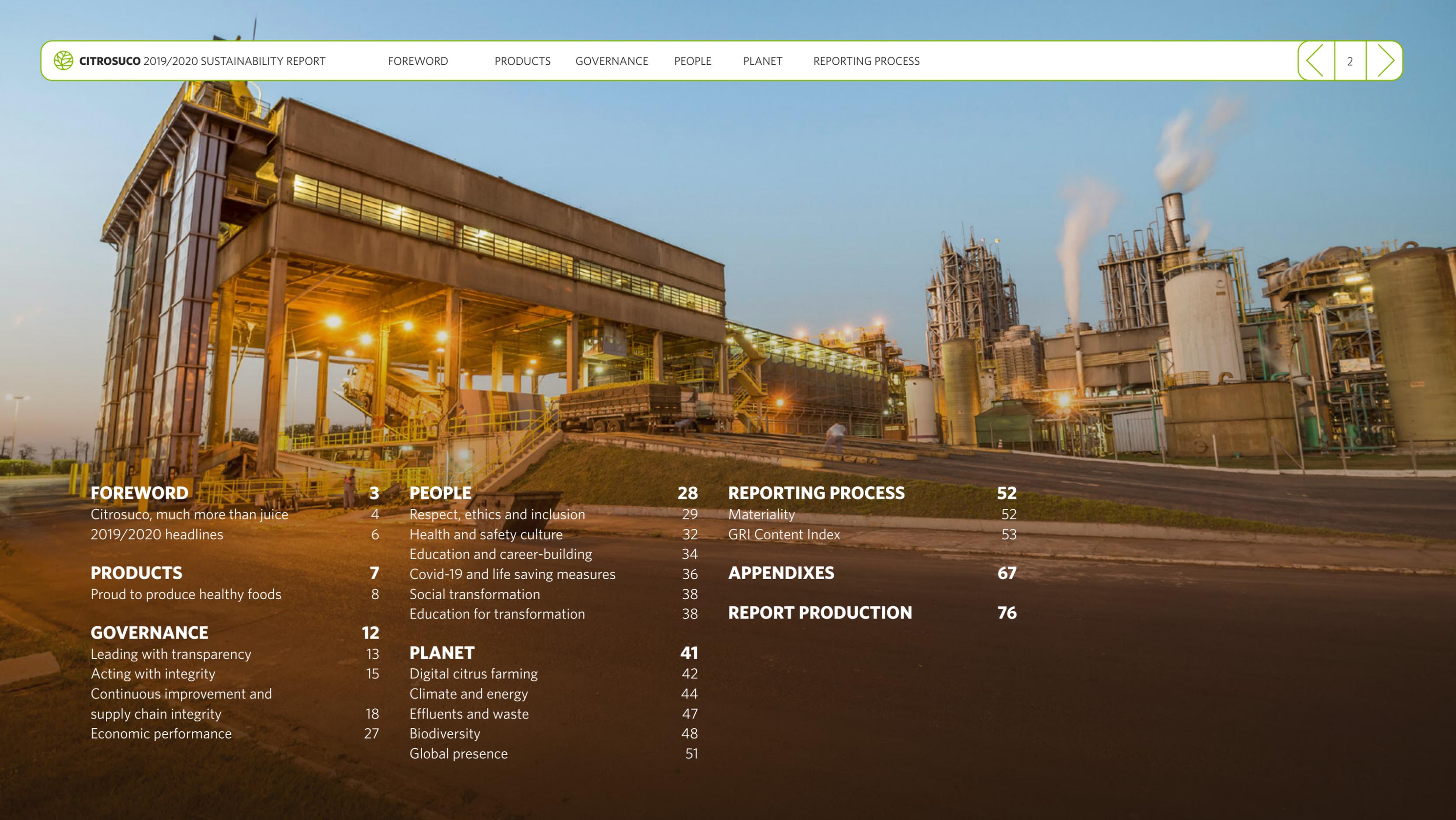




SUSTAINABILITY  
REPORT  
2019/2020





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## FOREWORD

This report reviews Citrosuco activities, challenges and performance between July 01, 2019 and June 30, 2020 - the 2019/2020 crop year.

The report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards and is structured based on our sustainability priorities across the four pillars of **Products, People, Planet** and **Governance**. For further information about the contents of this report, please write to [sustentabilidade@citrosuco.com.br](mailto:sustentabilidade@citrosuco.com.br) or visit [www.citrosuco.com.br/en/](http://www.citrosuco.com.br/en/)



Message from the CEO | GRI 102-14

# CITROSUCO, MUCH MORE THAN JUICE

The 2019/2020 crop year was marked by the start of the Covid-19 pandemic. This transformed our lives and created new challenges for the global economy. It ushered in a period of profound uncertainties but also of intense learning for society as a whole, as we learned to overcome.

In light of this, we reaffirm that we are Much More than Juice, our goal is to "provide food products derived from fruit to contribute to a healthier and more energetic life.", with concrete measures that emerge from our three pillars of Healthy Products, Healthy People and Healthy Planet.

This is what we believe in and how, together with the challenges brought on by the pandemic, we reaffirm our commitment to respect people so that together we may build an ever more inclusive, fair and prosperous society.

Supported by a clear purpose and based on our values and culture, we are able to anticipate scenarios and quickly respond to the challenges brought on by the pandemic. We focus on health, safety and protection, on maintaining our customer's supply chain, the quality and safety of foods and the financial health of the business.

**MARIO  
BAVARESCO  
JUNIOR**  
CEO



## Message from the CEO

Working with Instituto Votorantim and using our knowledge of social transformation and management practices, we reorganized our projects and created new lines of social investment, with actions that focus on strengthening society to face the Covid-19 pandemic.

Among the several measures adopted, we furloughed workers in any of the risk groups who could not work from home, thus maintaining their jobs and income.

We were able to ensure the safety of all those involved in our farming, plant and port operations, and also continued to seamlessly supply our clients in all geographies, ensuring the supply of a highly nutritional food that positively

affects our immune system, and delivered the results we promised our shareholders.

As leaders of the orange juice and ingredients supply chain, we are clear about our role in building an increasingly sustainable and resilient industry. This is why we continue to focus and invest in a way that is aligned with our sustainable business strategy.

This crop year we are committed to working towards having fully sustainable farm and industrial operations by 2030. At the same time, we have entered into new partnerships and started a broad process to check with all our fruit producers and get them engaged in this journey and on developing actions to achieve our goal.

We have completed important steps of our digital transformation, updating our transactional platform with SAP 4/Hana go live. This new platform will enable greater integration across Company operations and make it easier to add new technologies such as the internet of things and artificial intelligence, increasing process sustainability and efficiency

We have also advanced towards Agriculture 4.0 on our farms, embracing technologies that have given us *Wi-Fi* connectivity over our entire farms, and the ability to map the health (diseases, pests) and productivity of each and every orange tree, among other advantages. These and other applications currently underway will help us reach new economic, social and environmental levels.

We continue to invest in the future of citrus farming. We are convinced of the benefits our business brings to society: healthy foods and renewable energy, environmental protection, and inclusion, as well as contributions to the development of the surrounding communities.

This is why we like to say that by doing business we are about Much More Than Juice: we act with responsibility and a clear purpose to deliver genuine, positive and enduring impact for our stakeholders.

**We hope you enjoy the report!**



# MUCH MORE THAN JUICE



## PURPOSE

To provide food products derived from fruit to contribute to a healthier and more energetic life

## HEALTHY PRODUCTS

**Our products support health and well-being**

Our raw material is unique and natural. We process the entire orange into a range of functional foods and biodegradable ingredients, supplying healthy, nutritious and renewable products to other industries and to society.

## HEALTHY PEOPLE

**Respecting people is the essence of our business**

We draw the best out of people, supporting their personal and professional development, strengthening diversity and inclusion, and engaging employees, suppliers and partners around responsible conduct, creating value for broader society.

## HEALTHY PLANET

**We are committed to developing more sustainable supply chains**

We manage our operations in a way that preserves the biomes where we operate by maximizing the use of renewable sources of energy, biological control of citrus diseases, and efficient use of resources. We also foster the sustainable development of our supply chain.

## GOVERNANCE & INNOVATION

**We act with integrity, responsibility and a clear purpose.**

Under a well-established governance framework, we work with transparency using robust *compliance* and risk management guidelines to achieve economic prosperity, environmental preservation and social progress. This way, we build a better future for all.





# Products

OUR PRODUCTS  
SUPPORT HEALTH  
AND WELL-BEING

**Products** | GRI 102-2, 102-6, 103|416-2, 103|304-2

## PROUD TO PRODUCE HEALTHY FOODS

The 2030 Agenda proposed by the United Nations (UN) recognizes the fundamental connection between people and the planet, agriculture and sustainability. There are seventeen Sustainable Development Goals (SDGs) that directly commit the international community to a plan where economic growth meets a number of social needs, including education, health, social protection and employment opportunities while, at the same time, addressing climate change and environmental protection to create prosperity for people and the planet.

In its report entitled "Transforming the World Through Food and Agriculture", the United Nations Food and Agriculture Organization (FAO) highlights the virtual circle that SDGs represent for a sustainable and resilient world, demonstrating the role of measures to achieve SDS2 "Zero Hunger and Sustainable Agriculture" as an inducer of the other sustainable development goals.

We recognize the challenge this poses to our business. We strive to reconcile financial returns, environmental conservation and social development with producing ever larger amounts of healthy foods and ingredients from oranges, creating alliances to promote more efficient, inclusive and resilient production systems along the entire supply chain.

In using the entire orange and optimizing our production and logistics processes, we fight food waste; by investing in research and development, we maximize the value created for society, transforming every part of the orange into value-added products for our clients and consumers.

**Much more than juice, we are on the path to creating a better society based on a triad of healthy products, healthy people and healthy planet.**





### CONSCIENTIOUS CONSUMPTION

Throughout its history, Citrosuco has offered its customers quality, traceable products. In recent years we have intensified our efforts to partner with clients and suppliers along the entire supply chain, providing sustainable products to the market, in line with our position regarding Healthy Products, Healthy People and a Healthy Planet. This meets consumer demand for making conscientious choices as they select products that will positively impact their health, promote social development, and protect the environment. This is how our products, from their origin to the end consumer, contribute to an increasingly prosperous society.

We have promoted the development of this market since 2017, with a significant increase in the sale of sustainably sourced products, especially in the last two crop years.



### HEALTHY FOODS

Respect for consumers is present in all steps of our production process. From the field to delivery, we ensure the use of practices that ensure the quality and safety of our foods, the well-being of the people involved in the production process, and environmental conservation. All of these practices and the development of new varieties of oranges and orange products maximize value creation all along the supply chain. This is how our orange juice not only provides energy, nutrition, hydration and flavor to people of all ages, but also produces sustainable development. This combination ensures our foods comply with codes and regulations related to the impact on consumer health and safety, and also provides new consumer experiences.



### MORE THAN VITAMIN C

The demand for 100% orange juice increased during the Covid-19 pandemic, likely driven by, among other factors, consumer perception of its nutritional value and its benefits for health and the immune system.

A study published in *Medical Hypotheses* corroborates consumer perceptions, with computer simulations of the effect of Vitamin C and hesperidin, two of the key components of citrus fruits, on preventing Covid-19. Hesperidin plays two key roles in this regard. It has antiviral activity and could improve cell immunity by stopping viruses from penetrating cells, and also has anti-inflammatory activity and could prevent the extreme reaction of the immune system sometimes found in Covid-19 patients.

Strengthening the immune system alone may not keep a person from falling ill, but by nourishing and strengthening the body it will be better able to fight viruses and bacteria, making diseases potentially less aggressive.



GRI 102-2, 102-6

## JUICES AND BEVERAGES

▪ **NFC - Not From Concentrate:** Pure, nutritious, whole orange juice, 100% natural and as fresh as freshly squeezed juice. Nutritious and ready to drink.

▪ **FCOJ - Frozen Concentrated Orange Juice:** concentrated orange juice stored with no added preservatives. Nutritious, 100% natural, consumed as reconstituted juice or used as a component in other beverages.

▪ **Orange Emulsion:** an essence made from 100% natural orange juice, used to give a fresh and natural taste to other juices and beverages.

▪ **Smoothie:** 100% natural orange juice with high fiber content, providing health and functional benefits. Has an agreeable, creamy texture, more consistent than standard juice. Can be consumed pure or used in preparing other products.

▪ **Low-Acid Juice:** 100% natural orange juice, concentrated or not concentrated, with a lower acid content and a milder and more refined taste.

▪ **Mombuca Orange Juice:** 100% natural orange juice from the Brazilian variety Mombuca, made from selected and segregated fruits. Has a unique, fresh flavor and is rich in lycopene and beta-carotene. A major market innovation.

**100%**

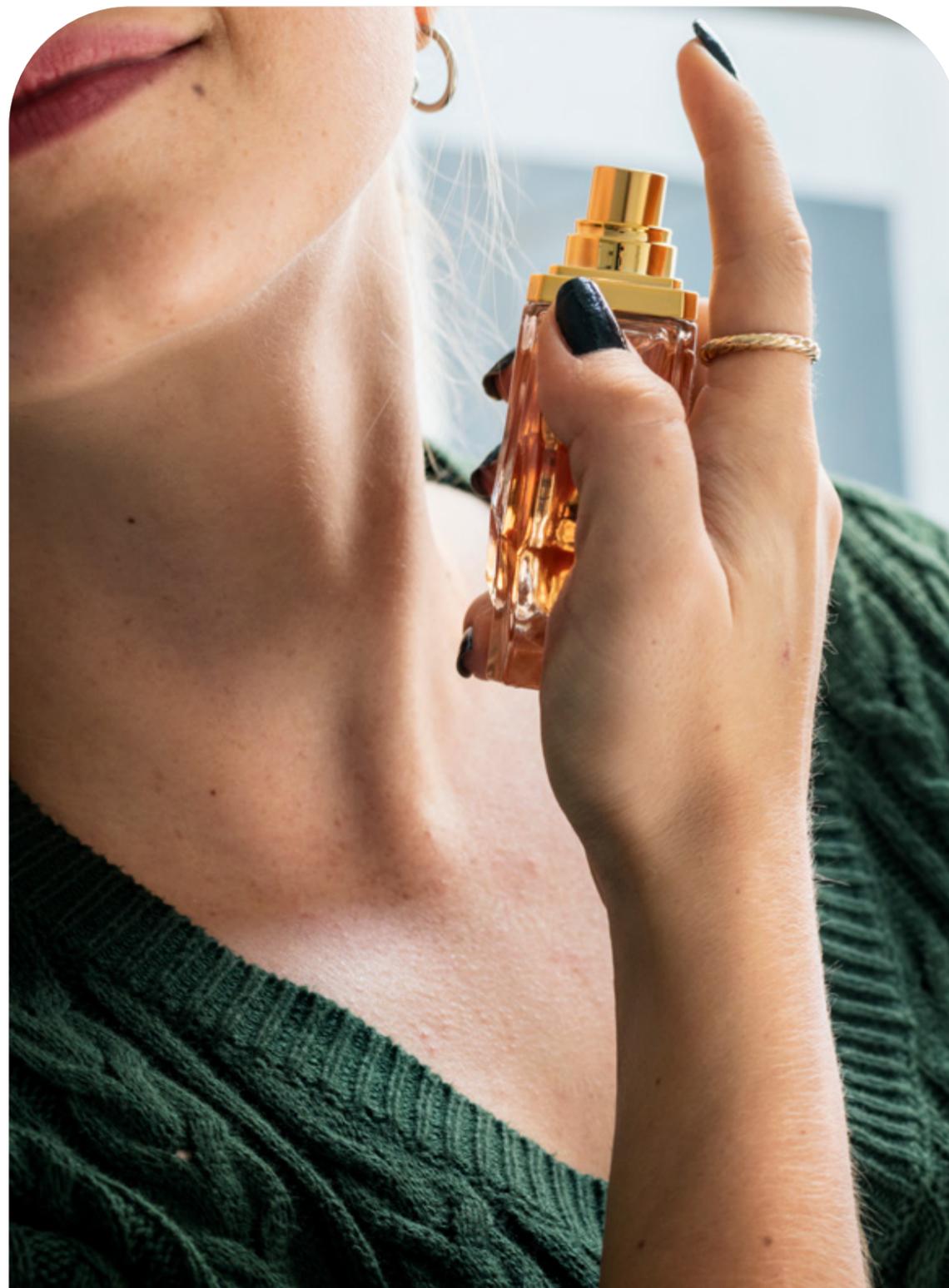
of our portfolio, of orange-based foods and ingredients is vegan, non-GMO and free of added preservatives, sugars, salt or fats.



## NATURAL INGREDIENTS

Our plants transform parts of the orange that in normal household use would be discarded, into natural ingredients, supplying different industries with renewable raw materials. In this way we fight food waste and increase the supply of renewable products. In addition to using the entire orange we also produce biomass (orange chips) and electricity from renewable sources, selling whatever we do not use in our own processes.

The FAO estimates that **1.3 billion tons of food is wasted around the world every year**. By using whole oranges, we are avoiding the annual waste of some 2 million tons of food, or about half of the weight of the orange, which corresponds to the peel, pulp and seeds.



## OILS, ESSENCES AND INGREDIENTS

- **Essential oil:** This is extracted from orange peel after juicing using a cold-press process. It is widely used in the flavorings, fragrances, chemicals and food and beverage industries.
- **Essences (aqueous and oil phases):** These products are obtained by capturing the volatile compounds released in the orange juice concentration process. Supplied to the food and beverage, fragrances and flavoring industries.
- **Wesos (Water-Extracted Soluble Orange Solids):** Orange juice with a lower concentration of soluble solids, extracted with water. Used for high added-value fruit-based beverages.
- **Frozen orange pulp:** Orange cells ("vesicles"), obtained when extracting whole juice. Used to provide a natural touch to juices and beverages.
- **Citrus Terpene (D-Limonene):** A thin, colorless oil with a light citrus odor, extracted from orange bagasse. Used in the fragrances, chemicals and pharmaceutical industries.

## ANIMAL FEED

- **Citrus pulp meal:** Produced by pressing and drying orange peels, seeds and pulp. With its high nutritional value, citrus pulp is used for animal feed and in the manufacture of ant-killing bait.



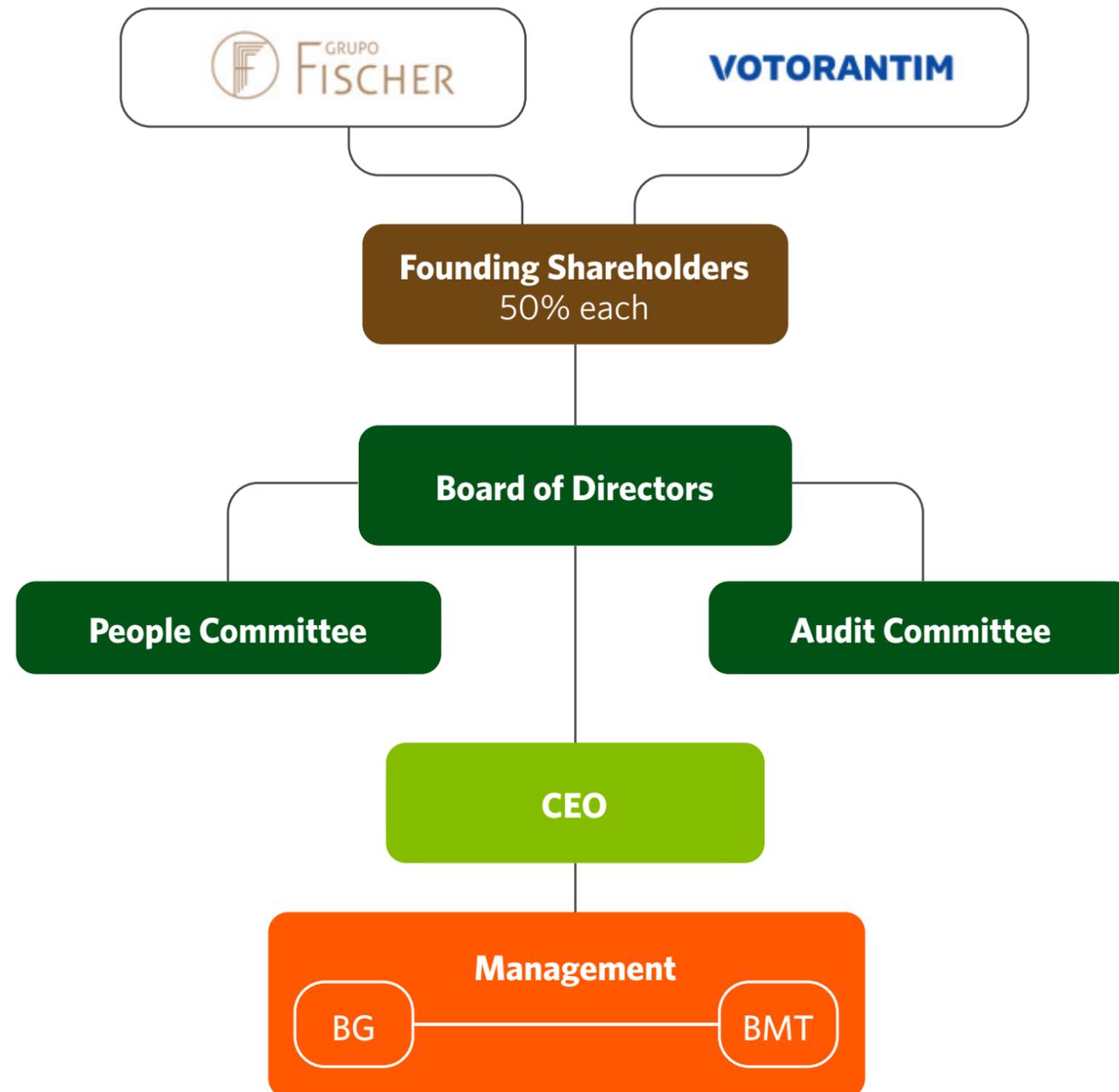
# Governance

WE ACT WITH  
INTEGRITY,  
RESPONSIBILITY  
AND A CLEAR  
PURPOSE

**Governance** | GRI 102-5, 102-18

**TRANSPARENT LEADERSHIP**

Citrosuco is a privately-held, family-founded multinational company jointly owned by Votorantim and Fischer. Our mission, vision and values guide us on our journey to create sustainable value for our Company. Our corporate governance guidelines ensure, above all, an upstanding work environment. As important as our results is how we achieve them.



We act with integrity. We foster ethics and transparency in business, respecting people and our communities, laws and our commitments. These guiding principles apply not only to our management approach, but also to our relations with stakeholders.

## OUR GOVERNANCE STRUCTURE

With a professional and transparent management structure, Citrosuco deploys clearly-articulated processes, committees, governance forums and methodologies that foster transparency and corporate responsibility, and ensure that we do business in accordance with the basic principles of corporate governance.

The following governance bodies are in place to align our management with the guidelines set out by our shareholders, and streamline interaction between the management team and shareholders:

- **Board of Directors (BoD)** – The Board of Directors is appointed by shareholders and is responsible for approving our strategic direction and ensuring the business is managed sustainably, looking at the long-term.

- **People Committee** – An advisory committee to the Board of Directors, the People Committee is composed of four members, including one professional and

independent member, the chair of the BoD, and representatives from our shareholders. It advises the Board on matters that include compensation models, succession plans and strategic guidance in people management.

- **Audit Committee** – An advisory body to the Board of Directors, it is comprised of three members, including one professional and independent member and representatives from the shareholders. The role of the Committee is to ensure the integrity of Company financial statements, internal controls environment and *compliance* and risk management processes.

Company administration is handled by a team of three senior executives led by the CEO. In addition, the Company has the forums and instances required to ensure suitable business execution, delivering results over the short, medium and long terms.

- **Management Board (MB)** – comprised of the team of Company executives, responsible

for implementing the Citrosuco management model and perpetuating Company values and organizational culture.

- **Business Management Team (BMT)** – comprised of Company executives, responsible for overseeing implementation of the Company's strategic plan.

- **Management Board (MB)** – Management Board may be created to serve the Company's need for organization and inter-departmental progress in certain topics. These committees will be multidisciplinary and have specific objectives. Their role is to leverage Company management in specific themes, ensuring the implementation of the associated new best practices.

The Company's current governance reflects our commitment to risk management and sustainable business development in a transparent and upstanding way. We believe that good corporate governance practices convert basic principles into objective recommendations, aligning different

interests with a view to preserving and optimizing the long-term economic value of the organization. Our management is integrated and aligned with good practices in management and governance, which lists three levels of responsibility and their interactions (the Company's three lines of defense). These business areas are completely independent and have different spans of action, but work in synergy and use common language. They are supported by Governance, Risk and Compliance and Internal Controls, which are constantly reviewed by Internal Auditing. This model allows the Company to continuously identify and mitigate risks, protecting its value.

GRI 102-10, 102-11, 102-15, 102-16, 102-17, 103 | 205-1, 205-2, 205-3, 103 | 206-1, 103 | 406-1, 103 | 407-1, 103 | 408-1, 103 | 409-1, 103 | 412-1, 412-3, 103 | 419-1

## ACTING WITH INTEGRITY

Underpinned by our organizational value of Integrity, Citrosuco has clearly articulated the conduct expected in all its dealings, incorporating and consolidating its Compliance Program, which is based on the Company's values, culture and Code of Conduct.

The program is in its fourth year (in this crop year) and has been implemented across the entire Company. Through the program, we work to continually improve our practices on transparency and corporate integrity, ensuring compliance with laws and regulations and the prevention of fraud, antitrust violations and corruption.

We act with integrity! This is the Program's brand and reflects how we conduct our business. The principles behind all actions in our Compliance Program are engagement and the responsibility of everyone in the Company.

Compliance is tasked with supporting the Program's ongoing development, updating it to fight any conduct or compliance risk with clear guidelines and documents, training and communication actions, process reviews and/or implementation, monitoring and issue resolution, among other practices. This crop year we bolstered our continuous capability building in compliance for the coming years to make it more effective, and increase frequency and reach across the Company.



Over the year we ramped up communication initiatives, systemically addressing issues related to the Program and Code of Conduct. We also implemented a set of tools to monitor the progress of the controls in our Compliance Program. In this regard we improved our monitoring of the Regulatory Framework in Health, Safety and the Environment, Food Security and Social Responsibility with a specific tool that not only combines the entire set of regulations to which the Company is subject, but also ensures it is constantly updated and that points for improvement are identified. We also started to implement a structured process to assess the integrity of third parties (Integrity Due Diligence), and implemented and published the Company's Donation and Sponsorship Policy.

We embarked on a review and diagnosis of the enforcement of the General Data Protection Law (LGPD), which led to a number of action plans to ensure the company is constantly compliant.



**COMPLIANCE WEEK**

Our fourth Compliance Week was fully *online*, and involved all the Company's business units, fostering dialogs on integrity, live conversation rounds and communication "pills" during the course of the week. We took advantage to stress the topics addressed by the Compliance Program during the course of the year, engaging everyone to ensure these topics are integrated and upstanding conduct is the norm.

INTEGRITY

As part of the Compliance Program, the Citrosuco Code of Conduct provides clarity around the behavior expected of all stakeholders in their interaction with the Company. It sets out our commitment to ethics in our relations with stakeholders, and the guidelines to be followed in business activities and decisions. All employees and suppliers must read and accept this document, which guides our relationship with them. All of the suppliers contracted by Citrosuco agree to abide by our Code of Conduct. Any breach of this Code is subject to contractual termination and legal penalties.

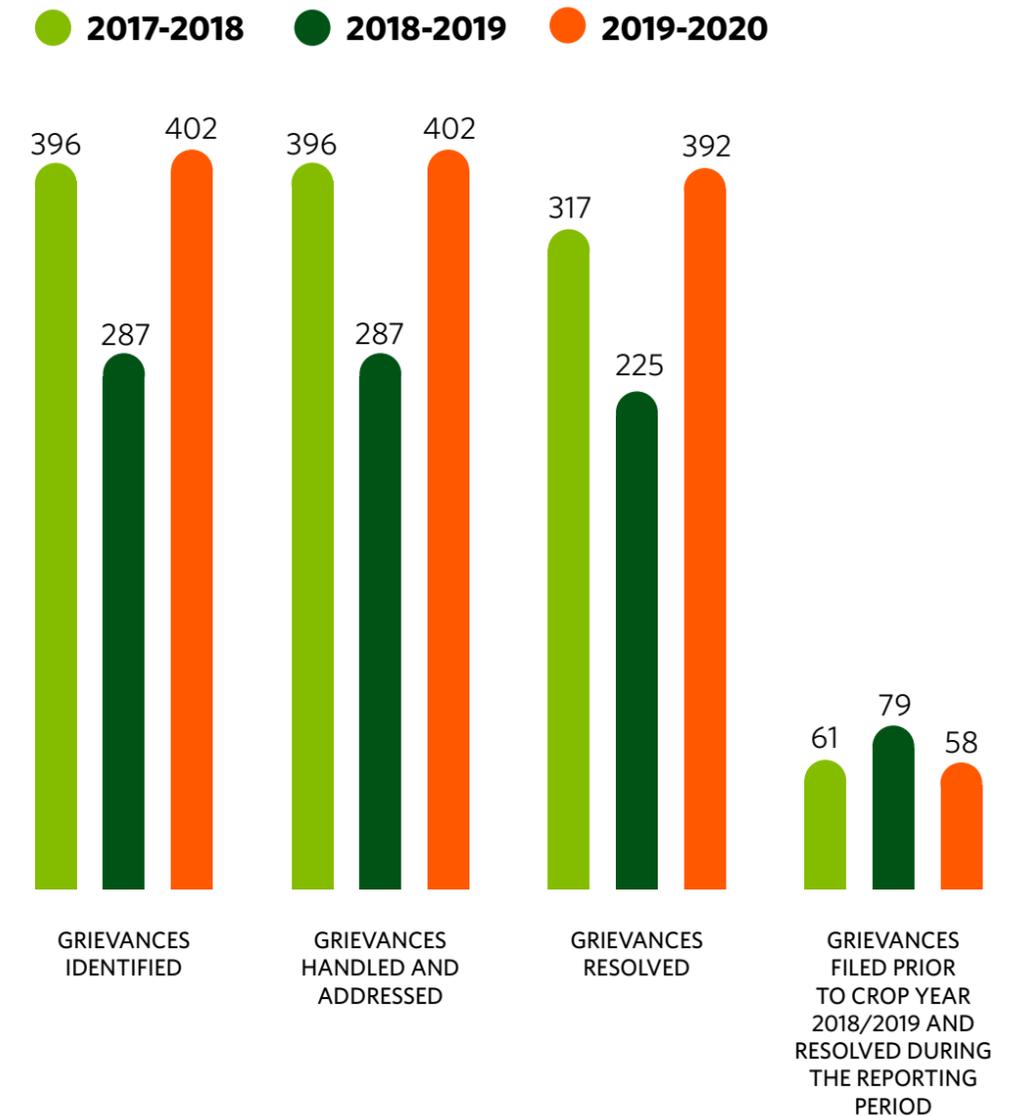
Potential violations of the Code and applicable legislation must be reported to our Conduct Hotline, which can be reached online or by telephone from all locations where Citrosuco has direct operations.

All reports receive an initial analysis before being sent to the appropriate sector, depending on the issue. All cases are investigated impartially by our Conduct Committee, and we ensure the confidentiality, impartiality and integrity of the information reported, keeping the identity of the parties involved anonymous. Reports may be anonymous or identified.

Substantiated cases guide corrective measures to ensure the desired behaviors and compliance of our operations. This crop year we had one confirmed case of discrimination and one of extortion. The discrimination case involved inappropriate behavior regarding race and social standing. The extortion case involved a handful of Citrosuco employees who tried to get an orange supplier driver to unfairly pay for better fruit unloading conditions. After an investigation and confirmation of these cases, the employees involved were dismissed and measures were taken to reinforce awareness of the behavior expected by Citrosuco, along with other internal control measures to prevent further similar incidents.

**CONDUCT HOTLINE**  
 Brazil: online and 0800 900 9095  
 Other locations: online

**HOTLINE REPORTS\***



\*Grievances refer primarily to respect in the workplace, conflicts of interest, and health and safety.



## RISK MANAGEMENT IN BUSINESS

Our risk identification and management process is constant and systemic, ensuring rapid response whenever we identify a topic that could have a negative impact on the business. We focus on four main risk pillars: strategic, financial, operational and regulatory. Based on these pillars we will analyze the inherent and business-related risks, and then identify the events that could affect the Company's strategy. Risk events are analyzed from a qualitative and quantitative perspective, depending on their likelihood and impact. A governance process is determined based on risk ratings, and action plans are constantly defined by management (business areas) and reported to the appropriate forums via the Risk Matrix management system. This season we updated and expanded our analysis of the main risks in our risk matrix. The review was performed across the entire Company to identify potential new risks and review existing risks, classifying them and determining the potential impact and action plans.

Our focus continues to be embedding a risk management culture in all our business areas. This leads to collegiate discussions in forums, and qualified debates on the theme in project and investment decisions.

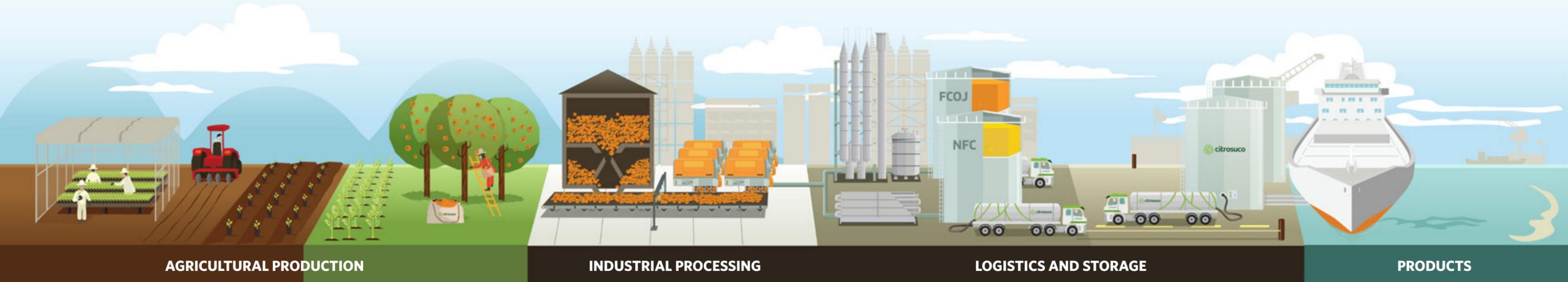
### CONTROL ENVIRONMENT

During the crop year, Internal Controls supported the business areas in improving our internal controls systems as part of the Company's Digital Transformation Program. Our work allowed us to fully review our processes and address new controls.

Internal Audit is responsible for independently and objectively assessing the quality of our operational management practices and internal controls, providing recommendations on how to improve them and create value for the business.

GRI 102-9, 102-11, 102-12, 103 | 308-1, 103 | 412-1, 103 | 414-1, 103 | 416-1, FP1, FP5

# CONTINUOUS IMPROVEMENT AND SUPPLY CHAIN INTEGRITY



As an industry leader, we are clear about our role in influencing ethical actions and adopting sustainable practices along the entire orange juice supply chain. Our goal is to achieve further progress in strengthening alliances, engaging different stakeholders, and building a resilient, profitable and sustainable supply chain for orange juice and ingredients, benefiting all those involved and fostering integrity in all steps of our supply chain.

Since March 2020, Citrusuco has been a member of the Sustainable Juice Covenant (SJC). This initiative brings together different players along the fruit juice, purees and concentrate supply chain around the common goal of 100% sustainable supply by 2030. This commitment includes all of the operations along the supply chain, from agricultural output to product distribution, ensuring compliance with social and environmental standards such as labor conditions, food security,

health and safety, the environment and business ethics. Subscribing to the SJC reinforces Citrusuco's values and position on behalf of a resilient and ethical orange juice supply chain, creating value for all stakeholders.

Citrusuco assumes the commitment to a **100%** sustainable supply by 2030



The **Sustainable Juice** Covenant

**THE SUSTAINABLE JUICE COVENANT encourages its members to share knowledge to reduce risks and strengthen the entire juice and concentrate production chain. In 2019, 4.5 million tons of juice were marketed under SJC, 22% of which were sustainably sourced.**



## QUALITY, FOOD SECURITY AND SUSTAINABILITY

Our processes are compliant with global sustainability, quality and food-safety standards. Audits, inspections and stakeholder visits confirm our compliance with these standards.

In the 2019/2020 crop year, we evaluated 100% of our operations using these requirements, based on Brazilian legislation, on corporate instruments (Compliance Program, Conduct Channel and Internal Audits) and international standards such as FSA-SAI Platform, Rainforest Alliance, Sedex SMETA 4-Pillar, ISO 14001, OHSAS 18001, ISO 9001, SGF and FSSC22000. We have also made progress in engaging our suppliers and making them compliant.

These evaluations found no operations or suppliers with any significant risk of using child, forced or slave-like labor, nor situations where the right to freedom of association or collective bargaining had been curtailed or jeopardized, nor any cases of failure to comply with codes and regulations related to the impact of our products on consumer health and safety.



102-9, 102-12

## AGRICULTURE GOALS

We are pioneers in disseminating agricultural practices focused on productivity and socio-environmental development among citrus growers.

Our "Trilhar" Program includes actions and tools to enable consistent progress in promoting sustainability among Citrosuco fruit growers. In the 2019/2020 crop year we strengthened program governance and partnered with Produzindo Certo (Producing the Right Way) to involve all our producers in a diagnostic effort that will allow us to jointly develop a plan to increase the level of sustainability among our fruit farmers, in line with our goal of 100% sustainable production.

"Sustainable production cannot be the privilege of only a few producers. We are dedicated to disseminating responsible agricultural practices to make sustainable production the norm among all our citrus growers."

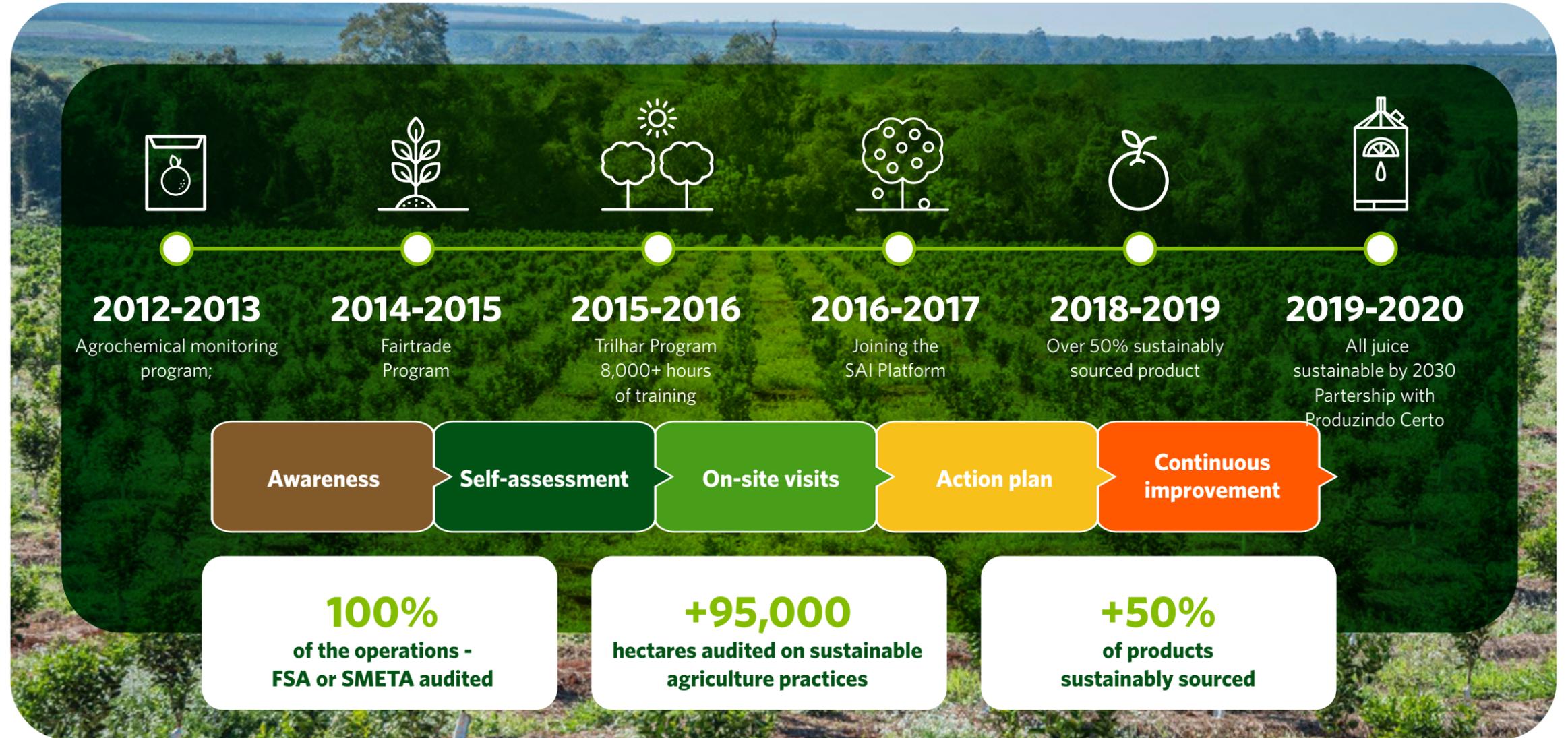
**Marcell da Costa Ferreira Gameiro**, Product Manager.

Because of the Covid-19 pandemic, the first phase of the program - engagement with producers and self-assessment of the sustainability condition of the properties - was completed in the form of online workshops. This approach allowed all Citrosuco producers to participate and understand our value proposition and the program objectives, becoming engaged in evaluating the properties. This evaluation will be the starting point to build a continuous improvement plan and adjust the properties, reducing risks and capturing opportunities and productivity gains.



## UNITED TOWARDS A BETTER CITRUS INDUSTRY

Our journey started in 2012, with a program to monitor agrochemicals and strengthen the relationship between Citrosuco and citrus farmers, offering products safe to consume. In 2014, the first third-party farms were Fairtrade certified due to our partnership with Cooperfam. In 2016 we formalized our Trilhar Program, the result of a culture to partner and develop together with producers. In 2017 we took another step, when we subscribed to the SAI Platform and audited the first third-party farms in this platform. By 2020 we went public with our commitment to disseminate sustainable agricultural practices for all fruit farmers and joined the Sustainable Juice Covenant. We have consistently expanded the number of farms implementing systematic improvements to their farming and management practices, as attested by audits within verification frameworks such as the SAI Platform, the Rainforest Alliance and Fairtrade.



In the season, about 50% of the total volume of fruits we processed were sourced from audited own- and third-party farms and all of the purchased fruits were sourced in compliance with Citrosuco's procurement policy.



### "TRILHAR" PROGRAM

This program reinforces the dissemination and implementation of sustainable good agricultural practices among the more than 500 farmers who supply our operations. Together, we aim to ensure the production of quality fruit, the safety of people and food, productivity increases and stronger socio-environmental management of the property.

The program portrays Citrosuco's efforts, and those of its partners to develop increasingly better citrus farming.



### SAI PLATFORM

A non-profit network of companies committed to advancing sustainable agricultural practices that support competitive, efficient and socially responsible production of safe, high quality agricultural products.

### PRODUZINDO CERTO

The company is committed to promoting a balance of output and respect for people and the environment among farmers. Present in Brazil, Mexico, Paraguay and Colombia it works with over 1,300 properties and fostering good labor conditions and environmental protection for over 5 million hectares.



"The mission of Produzindo Certo has always been to take technical service and knowledge to farmers directly in the field. The partnership with Citrosuco, in the form of the Trilhar Program, fits this mission. We realized that farmers would benefit extensively as the main goal would be to prepare farmers to meet market needs. Rather than exclude less capable farmers, Citrosuco chose to help them understand and meet future demand.

Even in light of the difficulties brought on by the pandemic, the goals of the first phase of the Produzindo Certo and Citrosuco venture were amply reached. We were also able to further demystify the term sustainability among citrus farmers, who are now engaged in a process of continuous improvement. We are very happy with the results and thank Citrosuco for the partnership."

**Maria Zelma**, Project Coordinator - Produzindo Certo



## AGROCHEMICAL MONITORING PROGRAM

This program raises awareness about the proper use of agricultural chemicals in a way that is safe for people and the environment. This program discloses and monitors products that are allowed in citrus farming. Farmers receive instructions on the proper handling of pests and disease, and the correct date of application for each parcel of land. For every incoming load the PHI and compliance with program requirements are checked. Random samples are analyzed in accredited labs to ensure the actions are being effective. The new SAP 4/Hana allowed us to update the citrus farmer portal, optimizing the process of managing the data received.



## SUPPORT FOR FAMILY FARMING

Citrosuco, working with Coperfarm, the Cooperative of Family Farmers and supported by Fairtrade standards, has a program to strengthen citrus farming among family farmers. This consists of 159 rural properties across 1,600 hectares around Bebedouro, SP. This certification ensures family citrus farmers a minimum price for their fruit. The cooperative also receives funds from Fairtrade Premium, which are used to invest in productivity, management and legal regularization of the properties, in addition to worker health and safety, environmental conservation and other initiatives. The system allows family farmers to continue producing through cooperatives.

## INDUSTRIAL PROCESSES

Stringent controls ensure product identity standards and that microbiological, physical-chemical and sensory properties are as specified. All industrial operations are audited for FSSC22000 certification of food safety management systems, including risk control along the entire production chain to ensure foods that are safe for human consumption, and for SEDEX-SMETA certification regarding occupational health and safety, workplace conditions, the environment and ethics.

**We monitor 100% of our products, from raw materials to final product delivery, fostering assessment of food safety and health conditions during transportation, processing, storage and distribution.**



For the orange ingredients considered chemicals, a Material Safety Data Sheet [FISPQ] is compiled in accordance with the Brazilian Association of Technical Standards (ABNT) requirements containing information about the proper transportation handling and disposal.



## LOGISTICS AND STORAGE

We ensure that both Company- and third-party-managed logistics and storage operations comply with cleaning and disinfection requirements in both maritime and land transportation. Ocean terminals in Brazil, the U.S. and Europe are audited by SEDEX-SMETA, and logistics operations are assessed for occupational health and safety, labor conditions and environmental compliance.

**Reports on product nonconformities are investigated to inform improvements in each step of the production process.**

## DIGITAL TRANSFORMATION

Late in the 2019/2020 crop year we implemented SAP 4/Hana go live. We are the world's first agribusiness company to migrate to the more modern SAP version and its solutions. Go live happened remotely, ensuring the safety of all those involved despite the Covid-19 pandemic.

This new system uses cloud computing and is ready for integration with other tools and solutions, facilitating processes, operations and integration with other technologies such as IoT (internet of things) and AI (artificial intelligence). This gives us more capacity to gather and integrate data, enabling more accurate decisions and integrated management of all steps in the production process. As a result, operational and financial traceability will be more integrated and effective in all operations and geographies where we operate. In addition, the system will result in increased operating efficiency, supported by greater availability of data and tools, producing environmental and social gains for our operations. Some of these gains can be seen in the form of digitized Health, Safety and Environment operations.

**Implementation of SAP S/4Hana consolidates the basis upon which we can advance in Citrosuco's process of digital transformation.**



## ECONOMIC PERFORMANCE

During the reporting period, the Brazilian harvest increased 35% compared to 2018/2019, primarily in the so-called citrus belt. Brazilian orange juice exports also increased 17% compared to the previous crop year. However, the price of orange juice dropped, impacting our revenue, which dropped in the year. As a result, the Company was unable to perform its contractual financial covenants negotiated with lending institutions. The Company's history of consistency and the expectation of a better competitive environment in the coming year allowed it to negotiate with financial institutions with no debt acceleration.

Meanwhile, the Company made new investments, totaling over USD 400 million in a 4-year cycle. These were made to develop new projects, technologies, innovation, modernization, capacity and productivity increases, resulting in new products, market growth and value creation for our clients.



The Company made new investments, totaling over USD 400 million in a 4-year cycle for new projects, technologies, innovation, modernization and increased capacity and productivity.



# People

RESPECTING PEOPLE  
IS THE ESSENCE OF  
OUR BUSINESS

**People** | GRI 102-8, 102-12, 102-41, 103 | 202-1, 103 | 401-2, 103 | 404-1, 404-2, 103 | 405-1, 103 | 407-1, 103 | 412-1

## RESPECT AND INCLUSION

Respect for people is the essence of our business. We produce by valuing the best of each individual, training people and strengthening diversity and inclusion. We facilitate volunteering and foster the development of the communities where we operate. We demand ethical and responsible practices from our employees, suppliers and partners. We foster decent working conditions and respect for human rights, creating values for all our stakeholders.

The success of our business and the positive impact we can have on our communities depend on each of our employees and the way we interact with those around us. We are present in more than 40 municipalities in Brazil and abroad, with a workforce of more than 10 thousand direct employees and thousands more indirect workers. Together, we supply over 20% of the world's orange juice, satisfying the demand of thousands of people each and every day.

Our scope and footprint reinforce our responsibility and influence in building a sustainable society.

Our culture and values aim to nurture a work environment that supports the health and well-being of workers, based on respect, integrity and ethics in business.

We comply with laws, internal regulations and our commitments, preserving and ensuring a legally formal relationship with each of our employees, respecting their right to free association and the agreements made with the unions representing the rights of these workers. Salaries conform to collective bargaining agreements for each employee category, and all employees are paid at least the national minimum wage, with no gender-, color-, or race-based disparity. Compliance is verified through internal and external audits.



**Benefits provided to permanent and seasonal employees are consistent with market practices in each location.**

### BENEFITS AT CITROSUCO

- Health and dental insurance
- Life and funeral insurance
- Transportation tickets or chartered buses
- Cafeteria
- Meal vouchers
- Medication subsidies
- Gympass - corporate health and wellbeing platform)
- Salary supplements
- Christmas hampers
- Credit cooperative
- "Convida" Program
- Motherhood Program
- Private pensions

## MIGRANT WORKERS

Migrant workers receive life insurance and they are officially registered immediately at their work sites, thereby ensuring their rights apply straight away. Out-of-pocket expenses when traveling to and from their homes are paid by Citrosuco. Farm worker accommodations have appropriate infrastructure and daily cleaning services.

We maintain a Socio-educational Program to improve coexistence and harmony among these workers, impacting their accommodations and the work environment. Actions include visits to accommodations and health, safety and quality of life receptions such as welcoming, domestic care, health, mental health, and prevention of HIV-AIDS and breast and prostate cancer. These actions impact over 1,700 migrant workers in the Center, North, South and Extreme South.



## A DIVERSE AND INCLUSIVE WORK ENVIRONMENT

We see diversity as a way of unlocking people's potential, valuing people for who they are, and getting the best out of each individual.

Citrosuco has selected inclusion as the path to become a more diverse company. Our diversity program, "Para Todos" (For All), is designed to make our work environment increasingly inclusive. During the harvest season, Para Todos acquires a new shape, with heavier discussions and awareness of equity of gender and race, all of which pave our journey of diversity and inclusion, and will enable further progress in the coming seasons. Regarding People with Disabilities (PwD), in December 2020 we had 475 professionals with disabilities, or more than 5% of Citrosuco's workforce. This is the result of the maturing of the Company's culture on this theme, supported by actions of the Diversion and Inclusion Committee, and awareness and engagement campaigns such as the Para Todos week, preparing employees and managers to support inclusion, and the involvement with agents of organized civil society, among others.

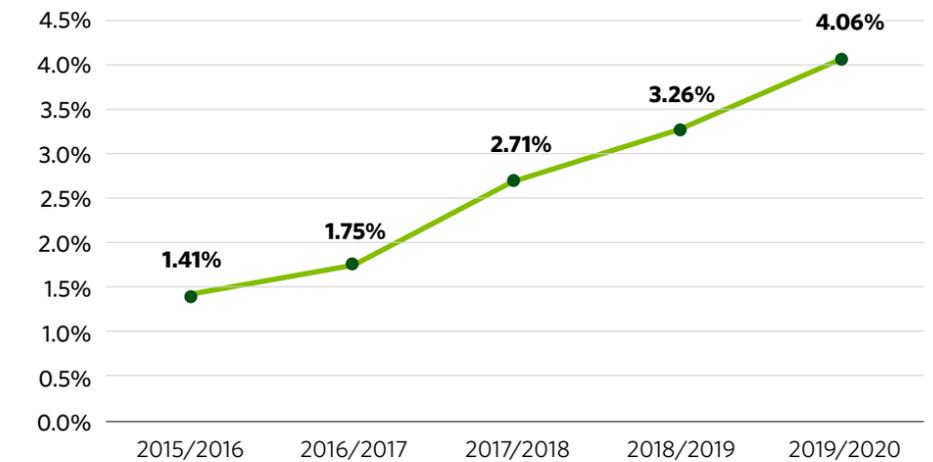


**PARA TODOS (FOR ALL) WEEK**

Every crop year we set aside a week to mobilize all employees to reflect and learn about inclusion and diversity. This crop year the Para Todos Week was virtual and reinforced our commitment to build an increasingly plural company. We highlight the discussion of other diversity fronts, beyond including people with disabilities, with reflections on equity in gender, race and LGBTQIA+.



**PERCENT PWD AT CITROSUCO BY CROP YEAR**



**Note:** by December 2020 we had surpassed 5% (447) people with disabilities in our operations, or 475 professionals.

GRI 102-12

**INVESTING IN SOCIAL TRANSFORMATION**

In 2019, we partnered with the São Paulo de Matão Federal Institute for Education, Science and Technology (a free public teaching institution) and NAAP, the Organization to Support Para-Olympic Athletes, offering a course specifically for PwD. 14 Industrial Process Operators were trained and hired by the job market. A new group started in February 2020, but these activities have been temporarily suspended due to the Coronavirus pandemic.



GRI 103 | 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9

## HEALTH AND SAFETY CULTURE

Health and safety is a value that permeates all our activities.

In addition to promoting legal compliance, human rights and well-being, we work to instill a culture of safety in each of our employees. Using the Hearts and Minds methodology, and with support from the Safety Committee, we implemented a set of management tools and practices that help continuously deliver better working conditions, reduce risks, and strengthen our health and safety culture, with a mission of creating a mindset of genuine, active caring—self-care, care for others and allow others to care for us.

Safety is the responsibility of all of us, and safety results are a component of compensation for all organizational levels. Our Health, Safety and Environment (HSE) policy promotes quality of life and conservation of the environment,

focusing on the results the Company wants to achieve. The policy is disseminated and adhered to by all employees and third-party workers at Citrosuco.

### ALL FOR SAFETY

Every season, all employees and third-party workers are engaged in safety discussions and learning activities. Our goal, which is aligned with the business culture and values, is to make safety a value that is perceived and practiced by all, within and outside the organization. Among such actions we highlight S Day and the Internal Workplace Accident Prevention week, which mobilize all employees and engage them in activities that bolster our culture of safety

## PREVENTION COMES FIRST

Structured processes to identify and assess risks help us determine control measures to suitably manage, mitigate and prevent the risks associated with our operations. In addition to our legal obligations such as PPRA (Program to Prevent Environmental Risks), PCMSO (Program for the Medical Control of Occupational Health, PGR (Risk Management Program) and CIPA, the Internal Accident Prevention Committee, we use specific tools to help mitigate risks in our operating routine. PRA (Preliminary Risk Analysis) enables mitigating potential risks before activities even start, WP (Work Permit) specific by type of risk, creating a chain of communication and approval of critical activities, increasing their safety, and the LHD (List of Hazards and Damages). As our operations become more digital, some of these tools are electronic, advancing towards making our HSE more digital.

### Our Valor da Vida (Value of Life) channel

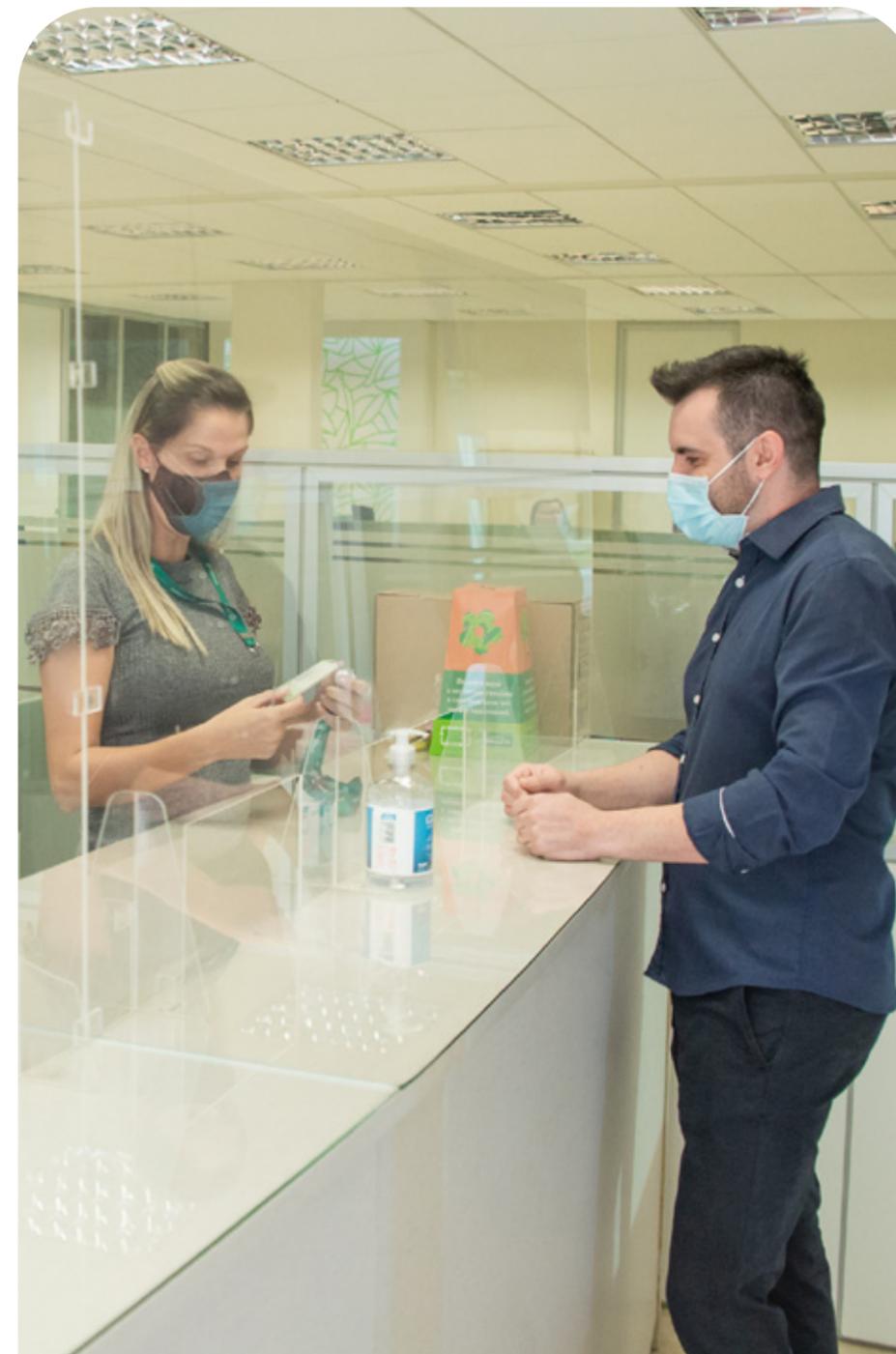
- a risk identification tool - encourages open discussion between employees and their supervisors to reduce risks and strengthen our culture of safety. In addition, all employees at Citrosuco have a duty to refuse to perform any task that cannot be performed safely.

Citrosuco's strengthening culture of safety is also reflected in improved indicators over the past years.

### PERFORMANCE | GRI 403-9

EMPLOYEES	2017-18	2018-19	2019-20
Lost time injury frequency rate	1.06	1.03	0.32
Injury frequency rate	2.23	2.28	4.39
Severity (Days lost rate)	50.28	32.55	28.85

THIRD PARTIES	2017-18	2018-19	2019-20
Lost time injury frequency rate	5.46	1.43	1.62
Injury frequency rate	6.63	4.77	7.30
Severity (Days lost rate)	63.96	10.97	21.49



## HEALTH AND WELL-BEING

Health and well-being are present in our products and practices. Every year, Citrosuco promotes educational campaigns that focus on employee health, such as the H1N1 immunization campaign, awareness campaigns on fighting breast cancer (Pink October) and prostate cancer (Blue November), and the action plan for Ergonomic Improvements, recommended in the Ergonomic Labor Analyses, and the Convida Program that encourages telephone follow-up of chronic cases of diabetes, high-cholesterol and cardiac disease, we also have a pregnancy monitoring program and Gympass, an app that gives employees access to gyms in Brazil and the world, encouraging them to practice daily physical activities.

GRI 103|404-1, 404-2

## EDUCATION AND CAREER-BUILDING

In addition to this being a fundamental right established in the Universal Declaration of Human Rights, education is also a means to achieve individual development and thus sustainable socioeconomic development.

At Citrusuco education is ubiquitous within and outside the organization. The goal is to promote personal, organizational and social development. We provide learning and development opportunities that extend beyond our organizational walls, providing opportunities, inclusion and recognition. Our actions are structured into programs that range from learning support for children to executive development to lead the business.

The goal of our education programs is to develop and qualify employees at all levels of the organization.

Capability building addresses worker health and safety, operational excellence, leadership training, and personal and professional development. Our education, training and development actions are monitored and managed using a knowledge portal. We also have specific programs that focus on leadership development and young professionals. The #semear (#seed) program prepares undergraduate students to start their professional careers, supporting succession management at Citrusuco. Transformar (Transform) grooms professionals to lead the business, exercising their leadership in a manner aligned with our people management practices, values and culture. Saber em Campo (Knowledge in the Field) provides technical training for our first-line leaders in the agricultural area. The Citrusuco Development System supports organizational change and helps to strengthen our culture, addressing strategic challenges through an assessment model focused on developing leaders and supporting their careers.



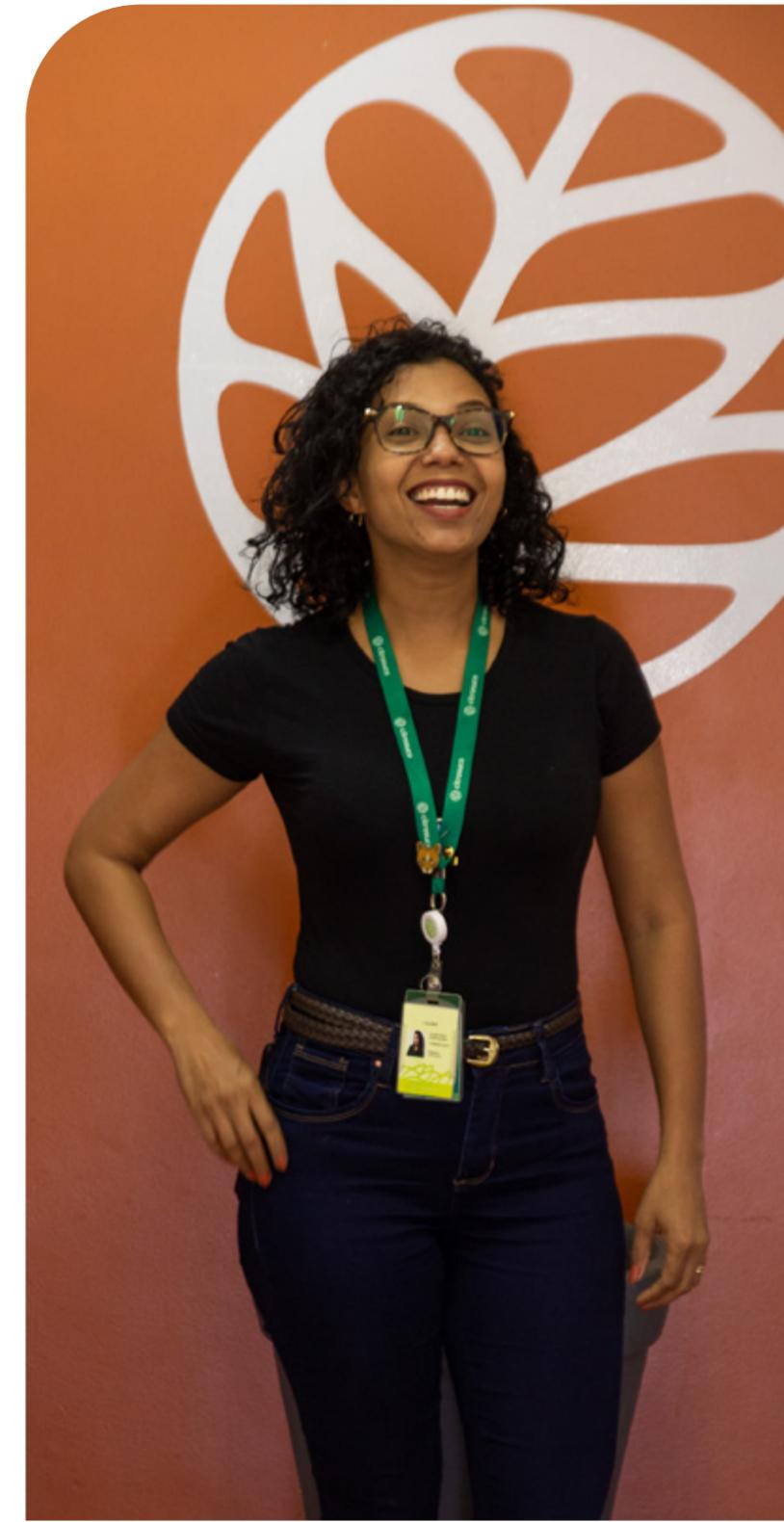
Career start



Leadership training



Technical qualification in the agricultural area



**+100**

Leaders impacted by the development programs

**36**

professional initiation students

**22**

Hours of training per employee (average)

**100%**

of operations are engaged in education programs



"I joined Citrosuco as a multipurpose agricultural eight years ago, and in just a few months was promoted to tractor driver. In the 2014/2015 crop year I had the chance to complete the Supervisor Training Program, and qualified for different areas of work, preparing myself to become a leader. One year later, I was promoted to operations supervisor and, in 2018, was again promoted to agricultural supervisor at the Monte Verde Farm. I am grateful for the opportunities I have had and especially for having experienced so many positions! Through them, I learned to love and respect working in the field and this made me want to learn. As a result, I started an agronomy course, from which I plan to graduate in 2023, always striving to grow."

**Valeria Cristina Sonogo**, Agricultural Supervisor III - Monte Verde Farm in Itapetininga

People | Special COVID-19 insert

# COVID-19 AND LIFE SAVING MEASURES

We are experiencing the most severe global pandemic of recent history. The Covid-19 pandemic has had significant negative impact on society, the environment and the economy. In business it has changed the demand profile, caused supply chain instabilities and changed how we work.

It is amidst these major challenges and uncertainties for society and business that the true nature of companies shines through. At Citrosuco, these challenges further reinforce our commitment to provide society with fruit-based healthy foods. This commitment inspires our leaders and employees to work hard to ensure the health and safety of all those involved in our operations, preserve the environment and supply the market with healthy and safe products, creating value for society as a whole.

With these goals and given the challenges posed by the pandemic, we immediately created the Covid Crisis Committee, comprised of senior leaders who report to the executive board on a weekly basis. Very early in the pandemic we implemented a rigorous protocol, primarily focused on the safety of our employees and communities, which we were able to reconcile with the challenge of keeping activities essential for producing orange juice up and running. The guidelines of this protocol were defined based on the guidelines of Brazilian and international health authorities, with the input of experts. The Company proactively decided to inform the municipal governments and health authorities of the locations where we operate of our prevention practices and protocols adopted, creating transparency and credibility for our dialog. Some of these practices were subsequently adopted by these entities.

The sum of all these actions allowed us to keep a safe working environment and continue supplying our clients as usual, with no disruptions in our supply chain. Among these actions we highlight:

- We furloughed workers in any of the risk groups who could not work from home and were able to keep worker income and employment.
- Workers in risk groups unable to work from home were put on paid leave, thereby ensuring their income.
- Employees were trained in social distancing and hygiene practices;
- Protocols were written for sanitizing and disinfecting environments using certified products;
- Vaccination against H1N1 was available to 100% of fixed employees;
- Personal protective equipment was adjusted as instructed by the health bodies, to make it compliant with Covid-19 requirements;
- Temperature scanners were placed at the entrance of our facilities, and those entering were checked to make sure they were using masks;
- Employee health status was monitored;
- We increased the fleet of buses to ensure social distancing, each operating at 50% capacity;
- We increased mobile connectivity with 1,500 mobile phones distributed to agricultural activities for connectivity and social distancing;
- We drafted a document entitled "Organizational guidelines and measures to fight the coronavirus", which includes the protocols Citrosuco adopted to prevent Covid-19, which were shared with the local government of every municipality where we have operations.

In Public Health, investments made together with Instituto Votorantim were prioritized based on the Municipality Vulnerability Index (MVI) and the business strategy. The goal was to strengthen the ability of these communities to respond, with prevention and support actions to react to the challenges brought on by the pandemic, in particular:

- Program to Support Public Management: Covid-19 Crisis Management, working on the governance, communication, vigilance, care and fiscal impact fronts of seven municipalities.
- Telemedicine Front in 5 municipalities (Matão, Catanduva, Araraquara, Itapetininga and Angatuba).
- Funding to build five Intensive Care Units (ICUs) in the Matão Hospital, totaling R\$ 400,000.00 (to be completed in the first half of 2021).
- Donation of Personal Protective Equipment and use protocols to the health departments of 17 municipalities surrounding our operations, valued at R\$ 2.65 million, with support from the Beneficência Portuguesa Hospital in São Paulo.
- Meal vouchers totaling R\$ 227 thousand were distributed to 630 socially vulnerable families in seven municipalities.



**100%**

of Citrosuco employees and contractors were helped by Covid-19 prevention measures

**+30**

municipalities benefited

**+R\$ 3.2 MILLION**

invested in social actions to fight Covid-19

"The pandemic showed us that the company's social role extends beyond jobs and dividends. Our management expertise helped support different areas of society in the fight against Covid-19. We have reconciled the interests of numerous stakeholders in support of society. The leading result was the service provided to the population and a closer relationship with other government players, helping strengthen our actions and relationships with the community."

**Diego Victoriano**, Director of Human and Organizational Development

GRI 102-12, 103 | 413-1, 413-2

## SOCIAL TRANSFORMATION

We work ethically and transparently, contributing to the socioeconomic development of the communities where we operate, and society as a whole. We invest in creating shared value based on dialog and insights gained through listening to local communities, aligned with our business strategy. The focus of Citrosuco's outreach is on inclusion, diversity, education and professional development, with programs that enhance the quality of vocational education and training for youth, preparing them to join the working world.

The pandemic forced us to review our programs and refocus our efforts and resources to support society in general in facing Covid-19. This season we invested R\$ 2.3 million through partnerships with civil-society organizations as a gateway to the development and implementation of our programs.



**R\$ 2.3 million**

invested in social initiatives

**+31 thousand**

people reached by social programs

**+30**

municipalities involved



# EDUCATION AND TRANSFORMATION

Education is known to be one of the most efficient ways to train citizens who question, are engaged, proactive and able to promote important changes in society. Our social impact journey begins with basic education and continues into professional and vocational training—we believe we can make a difference by strengthening the quality of education and professional training for youth, giving them a needed boost into the job market.



Since 1999 Citrosuco has been recognized by Fundação Abrinq as a “Child-Friendly Company” for our commitment to children and youth



Our **Partnership to Value Education** and foster better quality municipal public schools includes measures that focus on social mobility on behalf of education, qualified demand and support for school management, and monitoring the Ideb, the Index that measures the performance of basic education. It is present in eight municipalities in the interior of Sao Paulo state, supporting over 31 thousand students in the municipal school network. Our knowledge and partnership with PVE over the past years has allowed us to effectively support municipalities during the novel coronavirus pandemic, helping managers switch from in-school to distance learning, supporting health protocols and training the technical team to face this scenario, and bringing them closer to families with social mobilization.

Our **Projeto Pescar (Fishing Program)** promotes professional initiation of young people who are socially vulnerable, providing citizenship and professional training and preparing them for the job market. This season 59 young people benefited from professional initiation in Administrative Service, Industry Operations and Agroindustry Operations. 80% joined the job market or moved on to universities/technical courses. Partnering with Fundação Pescar we enabled training with the participation of company and community volunteers. By sharing their knowledge and learnings, volunteers helped these young people break down their own barriers and transform their reality, encouraging the development of the competences required by the job market, where Pescar youth are the protagonists of their careers. Because of the Covid-19 pandemic, in-school classes were suspended and replaced with remote learning, which required a change of plans and more intense volunteer work. We created a group of Volunteers for Workplace Education to facilitate the interaction between volunteers and youth. The Pescar network also created areas for online learning.



At Citrosuco, the Young Apprentice Program is a partnership with the Pescar Foundation, Senar, Senai, Senac and other agencies working on youth inclusion and training for the job market. This crop year, 116 youth graduated from the program

In this same support for education guideline, we maintain a **Complementary School**, together with Cambuhy Agrícola. This provides art, music, sports and environmental education for 25 children in the Matão rural municipal school, keeping them in school all day. This is the only school in the region that serves the agricultural area. In-school activities were suspended following recommendations of the Health and Education Department, however the students were provided with pedagogical material and craft workshops were offered via WhatsApp to keep them engaged.

We also foster Abrace uma Causa (Embrace a Cause) a solidarity pathway. The program provides guidance to employees on making donations via their income tax. This season we collected R\$ 339,000.00, 42% more than last season, split across four projects for at-risk children in our communities:

- **Equine therapy provided by APAE in Matão**
- **Gratitude - Seasons of Life, provided by Oficina das Meninas in Araraquara**
- **Children, Future Citizens in Araras**
- **Training for the Future in Catanduva**

Integral to our diversity efforts is the inclusion of people with disabilities (PwDs). The Center to Support Para-Olympic Athletes (NAAP), sponsored by Citrosuco, helps children, youth and adults with disabilities by providing sports and improving their quality of life and self-esteem. 32 PwDs benefited this crop year. The NAAP's Para-Olympic swimming team has made waves, winning medals in regional, state and national competitions. Unable to practice sports during the pandemic, beneficiaries received PPE, food baskets, psychological support and inclusion events. They were also encouraged to practice physical activity with video-calls and individual support when necessary.

### DEMOCRATIC CULTURE

In Matão, we are working with Instituto Votorantim to create a Citizenship Lab. The goal is to strengthen democratic culture and citizen political participation, which should have a structural impact on the city's democratic culture. The pandemic forced us to switch our activities to remote, however none of the steps was canceled. We point out three groups of youth developed in response to the "What is your response?" project, a partnership with 25 local organizations, including 14 schools: Women, Democracy and the Pandemic; Art, Culture and the Environment; Student Leadership. In all we had 120 young people discussing themes related to democracy. We had over 8 thousand Facebook accesses during remote activities. The indicators and results of this effort will be monitored during the 2020/2021 season.



"Before the project I didn't think I could change the political and cultural arena, however both groups I was involved with taught me how I could improve the world around me. This learning certainly marked me forever.

**Rafaela Bozelli**, young person participating in the What is Your Response program



# Planet

WE ARE  
COMMITTED TO  
DEVELOPING MORE  
SUSTAINABLE  
SUPPLY CHAINS

**Planet** | GRI 103| 416-1, 103 | 304-3, 103 | 307-1

*Agribusiness is an essential activity for the global economy, and plays a special role in sustainability as a whole, creating jobs, providing food security and environmental conservation. Throughout its history, Citrosuco has striven to adopt and disseminate sustainable production processes all along its supply chain, in line with the needs of society.*

## DIGITAL CITRUS FARMING

At Citrosuco we recognize the role of innovation and of new technologies to develop a business that is ever more sustainable.

As part of our business strategy, Citrosuco's digital transformation process will create the necessary condition to embrace new technologies that will enable greater interaction and connectivity between all steps of our production process.

We believe this will boost the performance of our assets and operations, increasing process efficiency and productivity, optimizing resource utilization, decreasing our impact on the environment and providing better work conditions due to a more resilient and sustainable business.

The first step of this agricultural transformation process was strengthening the infrastructure required to embrace new technologies and use them in operations.

We partnered with TIM to build towers for 4G *Wi-Fi* communication in all our farms. We also invested to update our transactional platform with SAP 4/Hana *go live* as the foundation for digital integration of people and processes with new equipment and technology.

These measures will enable vertical integration of all our agricultural practices, from the nursery to supplying fruit to our plants and, through these, with the entire Citrosuco corporate business.



Not only do we invest to strengthen our infrastructure, we also invest in new equipment and technology to effectively integrate all steps of our production process.

In this area, we call attention to our partnership with SeeTree, an Israeli startup dedicated to developing technologies used in precision agriculture, which has helped us apply state-of-the-art technology to detail our plants and groves.

Using drones and AI software we were able to remotely map 100% of Citrosuco's farms in real time. This provides accurate information about each individual tree, its health, quality and productivity, resulting in plant-by-plant reliable and traceable decisions.

Another technology we used for the first time this season is automatic planting, which provides the geolocation of each sapling, with accurate data on its geolocation, variety, date and climate, helping traceability.

Another important step was distributing over 1,500 smartphones to our farms. These give workers real-time access to SAP, electronic documents and indicators, making it easier to make decisions and integrating the different steps of the production process.

Our advances did not stop here. We are in the process of analyzing or implementing other equipment and softwares such as telemetry, central agricultural operations (CAO) and smart sensors (IoT), and are prepared to test new equipment and solutions that will contribute to continuously improving our production, making it increasingly sustainable and resistant.

An additional benefit of this journey is improved quantity and quality of field data.

These technologies and the data analysis tools guide our decisions and make them more agile and focused on ever more sustainable solutions.



The main legacy of this journey is more sustainable and precise agriculture, with "data" becoming the main input for smart handling.

GRI 103 | 201-2, 103 | 302-1, 103 | 303-1, 303-2, 303-3, 303-4, 103 | 305-1, 305-2

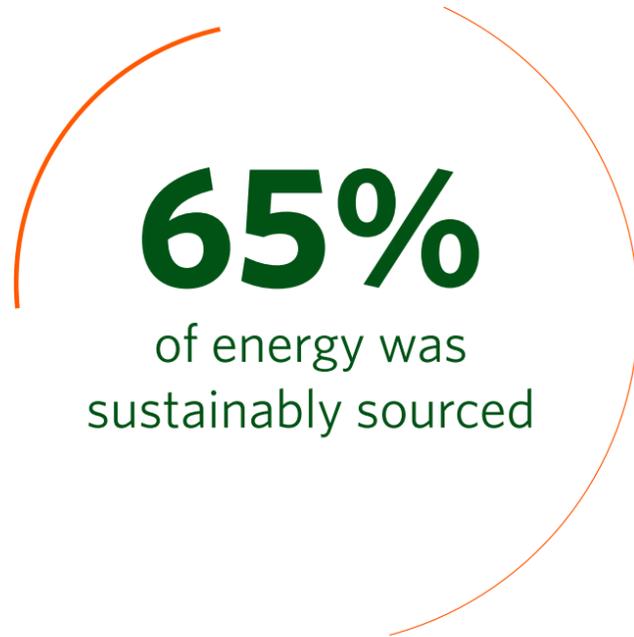
# CLIMATE AND ENERGY

Traditional agriculture is widely affected by climate change, with scenarios that show a change in the ability to farm in some regions. Monitoring the impact and exposure of these new technologies is part of our operations and strategy. We are working on a number of actions, including reducing our exposure to these changes, such as ten-year climate modeling studies in citrus-growing regions. We also seek to reduce the impact of our operations with measures to reduce our greenhouse gas (GHG) emissions, using renewable energy sources and constantly improving how we manage natural resources.

In partnership with Votorantim Energia, Citrosuco has invested in Ventos do Piauí, a wind farm project that met 25% of our industrial electricity demand in the crop year and will supply approximately 50% by 2023.

In 2019, over 65% of our energy needs were renewably sourced. This is the result of increasing our use of renewable energy in past years, in particular biomass and renewable electricity, and reducing our use of non-renewable energy, driven in part by shutting down the Lake Wales processing plant, reducing the volume processed in

Araras and lower use of fossil fuels in our maritime logistics operations. Together, these actions reduced our GHG emissions and increased the share of renewably sourced energy we use.



## ORANGE TREE BIOMASS

Our Orange Tree Biomass project, an innovative process developed and perfected by Citrosuco over the last few years, uses circular economy concepts to transform end-of-life orange trees into wood chips that are used as fuel to generate steam and electricity.

This new source of biomass generates a number of systemic benefits for society as a whole, and is associated with more than one SDG as it increases farm output in a given area, creates new jobs and income for the community, develops new business models for the region, and reduces GHG emissions.

This season over 2 thousand hectares were processed, cutting down some 750 thousand orange trees that generated 76 thousand tonnes of orange tree chips. In addition to the direct benefits for Citrosuco, the project has also created an additional revenue stream for citrus growers.

TOTAL ENERGY CONSUMPTION (GJ)	2017	2018	2019
Non-renewable (fossil)	5,104,748	5,892,779	4,664,955
Renewable	6,870,402	7,627,783	8,793,227
<b>Total</b>	<b>11,975,150</b>	<b>13,520,563</b>	<b>13,458,181</b>

## EMISSIONS

Over the course of recent years we have made considerable investments in processes that seek efficient operations and lower GHG emissions. Among them, we call attention to our use and production of biomass, production of renewable electricity, exporting the excess, the purchase of renewably sourced electricity, and our investment in transportation systems with lower GHG emissions. We also implemented measures to reduce GHG emissions and capture carbon in agricultural systems.

The IPCC (Intergovernmental Panel on Climate Change) report states that all scenarios to control global warming to 1.5°C depend on removing carbon. Maintaining Citrosuco forests and citrus groves contribute to this.

TOTAL GREENHOUSE GAS EMISSIONS (tCO <sub>2</sub> eq/year)	2017	2018	2019
Direct greenhouse gas emissions - Scope 1	440,929*	497,912*	406,714
Indirect emissions from purchased electricity - Scope 2	40,281*	30,663	29,167
<b>Total</b>	<b>481,210</b>	<b>528,574</b>	<b>435,881</b>
Biogenic CO <sub>2</sub> emissions - Scope 1	782,503	705,362	833,687
CARBON CAPTURE (tCO <sub>2</sub> eq)**	2017	2018	2019
	340,851	350,273	356,602

\* Calculations are based on the methodology used by the IPCC or the Brazilian GHG Protocol. In 2019 we started to use the nitrogen emission protocol in the GHG Protocol - Agriculture - Brazil v3.5 dated 2018. Excluding this new value for nitrogen emissions adjusted to Brazilian conditions, Scope 1 GHG emissions in 2017 and 2018 would have been 470,687 and 528,523 tCO<sub>2</sub>eq/year respectively, as reported in the previous sustainability reports. Correction of the Scope 2 value reported for 2017 regarding the use of incentivized (renewable) energy. Citrosuco has not reported its scope 3 emissions for the current reporting period.

\*\* Carbon capture in protected areas and orange groves. As a conservative estimate we considered only 60% of the carbon captured in the remaining areas of native vegetation.



This season carbon captured by our farms and the native vegetation under Citrosuco stewardship corresponded to over 80% of our direct emissions.

## WATER RESOURCES

On average, agriculture is responsible for 70% of the world's use of freshwater. This is also true in our own operations, in where irrigation of our groves represents 80% Citrosuco's water requirement at Citrosuco.

Our irrigation network covers 36% of the agricultural land. Irrigation is performed as water is available and according to technical guidelines. Most (99%) is drip irrigation, an efficient system that delivers water and nutrient directly to plant roots, saving energy, fertilizer and water. Given the climate of the areas where our groves are located, irrigation is essential to ensure productivity.

Citrosuco captures 77.6% of the water it uses from surface sources, and most of this is used for irrigation or to spray our groves. Underground sources provided 17.5% of the total, most of this (60%) used in our plant operations.

In our plant operations, we work to reduce water consumption and maximize the use of recycled water. Significant investments in our wastewater treatment plants are expected to increase water reuse by 7% over the following crop years.



### TOTAL WATER WITHDRAWAL BY SOURCE (ML)

	2017-2018	2018-2019	2019-2020
Surface waters	32,329	31,194	29,361
Groundwater	8,304	7,315	6,636
Water produced (condensate from vegetation)**	1,670	1,086	1,484
Third-party water	317	323	345
<b>Total</b>	<b>42,620</b>	<b>39,918</b>	<b>37,826</b>

### WATER DISCHARGED (ML)\*

	2017-2018	2018-2019	2019-2020
Surface water		2,251	1,930
Groundwater (soil infiltration)		2,003	1,999
Water shipped to third parties		58	71
<b>Total</b>		<b>4,312</b>	<b>4,000</b>

\* All wastewater generated by our production processes are disposed of in a compliant manner. Wastewater is treated either at Wastewater Treatment Plants that are more than 80% efficient in removing organic loads, or used in fertigation of alternative crops, such as sugarcane.

\*\*Water produced: all water entering the organization as a result of extraction or processing or using any raw material. Vegetable condensate: water extracted when orange juice is concentrated.

Our management values water quality and conscientious water use, recycling and reuse. Our HSE policy guides management activities, focusing on the quality of water distributed to our employees and used in our operations, on managing water

resources, and capacity-building and measures to reduce water consumption. The use of any water resource depends on permits issued by the relevant authority, and consumption is measured using hydrometers and monitored in operation bulletins.

GRI 103 | 306-1, 306-2, 306-3, 306-4, 306-5

# WASTEWATER AND SOLID WASTE

Waste management and monitoring is supported by our Waste Management Plan, which prioritizes waste reduction, reuse and proper final disposal.

All wastewater generated from our production processes, which has a high organic load, is treated and disposed of in accordance with applicable regulations. We are building a new Wastewater Treatment Plant in Catanduva to replace fertigation. This WTP is a R\$ 26 million investment and will enable increasing the amount of recycled water and reduce the amount we capture. Four thousand ML of effluents were treated this crop year.

93% of our solid waste is organic, mostly ashes from burning biomass and sludge from our wastewater treatment plants. Third-party companies process these waste materials into compost that is then sold as organic fertilizer under a license issued by the Ministry of Agriculture and Food Supply (MAPA). Recycled materials are sent to companies that specialized in reusing them. Only 0.4% of the waste Citrosuco generates is considered hazardous.

## HAZARDOUS WASTE GENERATED (IN TONNES)

DISPOSAL METHOD	TYPE	2017-2018	2018-2019	2019-2020
Recycling	Lamps, agrochemicals packaging	1	65*	36
Co-processing	Oil and grease, contaminated rags and absorbents, and thermal insulation materials	125	92	89
Re-refining	Lubricant refining	11	33	4
Incineration and class 1 landfills	Miscellaneous waste	49	30*	41
On-site storage	PTO shaft covers, oil filters, oil-contaminated waste, contaminated sawdust	20	5	5
<b>Total (in tonnes)</b>		<b>206</b>	<b>237</b>	<b>175</b>

## NON-HAZARDOUS WASTE GENERATED (IN TONNES)

DISPOSAL METHOD	TYPE	2017-2018	2018-2019	2019-2020
Recycling	Recyclable materials, wood, scrap metal	1,433	2,251	1,821
Composting	Organic process and catering waste	79,349	36,298	48,513
Landfilling	Municipal waste	3,028	1,412	1,405
On-site storage	Ash storage in Catanduva	20,000	4,000*	0
<b>Total (in tonnes)</b>		<b>103,848</b>	<b>43,961</b>	<b>51,739</b>

\*The number reported for the 2018/2019 crop season has been corrected.

## ZERO LANDFILLING

Over 80% of all landfilled waste in Brazil could be used for other purposes. At our Santos Unit we challenged ourselves to reduce Class I waste sent to landfills by 5%, helping change this reality and reduce our environmental impact.

We achieve this by setting in motion actions such as training employees in how to manage solid waste, adapting our waste center, reinforcing environmental management in all steps of the production process, and monitoring and controlling where and how our waste was disposed.

This will allow us to improve our waste management and gradually reuse our waste as we search for new solutions and technologies for that waste that is still sent to landfill, rolling this effort out to other Citrosuco units.

GRI 103 | 304-2, 304-3, 103 | 307-1

## BIODIVERSITY

Citrosuco is also responsible for the conservation of 19.1 thousand hectares adjacent to our plants. This area has been set aside to protect the flora and fauna, some of it is Cerrado and some Atlantic Forest, both biomes are very valuable for biodiversity. Of these, 3.8 thousand hectares are Permanent Protected Areas adjacent to springs, rivers, lakes or artificial reservoirs, which play a key role in conserving biodiversity and water resources.

We manage these environmental conservation areas in harmony with our plants, applying a Biodiversity Conservation and Protection Plan. This program includes projects to restore natural habitats, collect native species seeds for nurseries, map the biodiversity, environmental education, and promoting responsible land use and sustainable farming practices.

With these ideas consolidated, all farms will tend to have conservation areas that need no human intervention to survive. Enrichment of green areas follows Standard SMA 32 for species, quantity and spacing of saplings.

In the 2017/2018 crop year we began developing fauna sighting maps covering all Citrosuco managed properties as part of the Biodiversity Conservation and Protection Program. This has proven to be an important tool for wildlife protection, and is used as a reference in restoring protected areas, creating ecological corridors and engaging employees around environmental preservation.

### NATIVE SAPLING NURSERY

Created in 2012, our sapling nursery reproduces endemic native species that help to increase biodiversity on our properties and in surrounding communities.



**53,400**  
native saplings planted in reforestation projects\*

*\*50% increase compared to the 2018/2019 crop year*

**19,300**  
animals spotted

**95**  
species observed

**850**  
animals considered extremely rare, such as maned wolves, ant-eaters and jaguars

## CITROAPIS PROGRAM

Bees have always been present in our orchards, especially when the trees are in bloom. They play a key role in pollination and have a positive impact on productivity. However, without suitable control, they present a risk for workers.

The goal of the CitroApis program is to sustainably add value to our farms and benefit the environment while having a positive social impact and increasing farm productivity. CitroApis shows that agriculture and beekeeping can coexist and optimize farm output. This program defined new operating procedures and set aside areas suitable for beehives, signaling the areas where they are located. Hives can be moved around our orchards and honey production monitored. This program is only available at some farms, but should be rolled out to all properties by crop year 2023/2024. By then, we expect to have a total of 5 thousand beehives in operation. This crop year our 700 hives produced 10 tons of honey, mostly orange-blossom. This could double if we take into consideration the potential from native blooms. Income from the sale of CitroApis honey will be used to fund the social projects supported by Citrosuco.



This program is only available at some farms, but should be rolled out to all properties by crop year 2023/2024. By then, we expect to have a total of 5 thousand beehives in operation.

## BIOLOGICAL CONTROL

Biological control of agricultural pests and diseases has evolved in recent years and is now an ally for quality, productivity and respect for the environment. The combined use of biotechnology and monitoring crops using agriculture 4.0 has shown itself to be increasingly effective, and has become an alternative for the sustainable development of agribusiness.

As part of its business strategy, Citrusuco has invested in biological control to fight greening, one of the most serious diseases affecting citrus farms all over the world. Citrusuco has pioneered and become a leader in the large-scale deployment of biological control against citrus greening, which helps reduce the use of pesticides.

This form of control identifies and removes diseased plants on and off its properties, and the production of *Tamarixia radiata*.



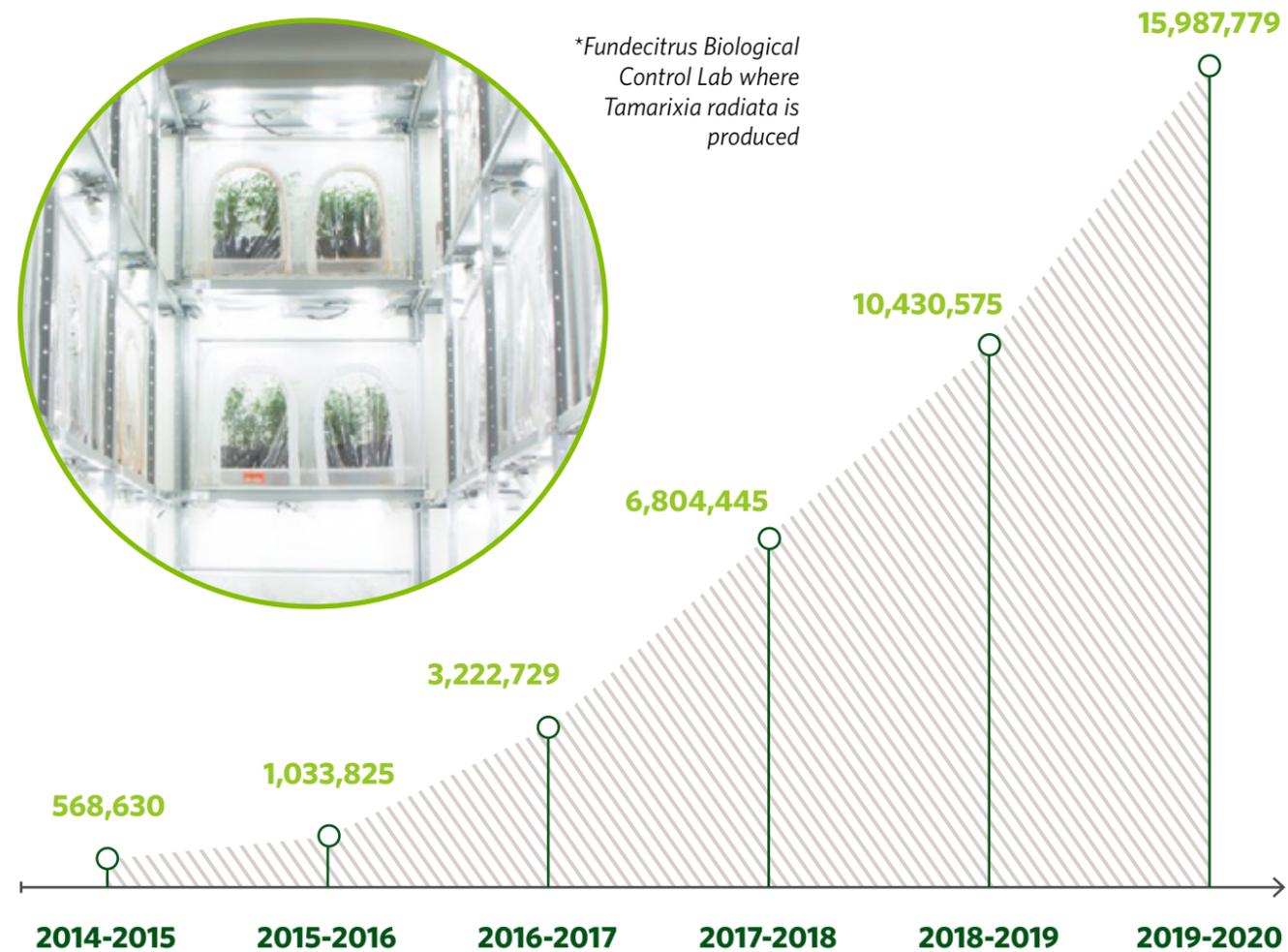
Biological control uses organisms that leave no residue on the food, are safe for farm workers and consumers, and protect biodiversity. Their use reduces the risk of resistant organisms, which happens with chemical control. The non-existence of any HIP is another advantage for farmers.

Citrusuco is testing new biological agents to help fight pests and diseases.

### PRODUCTION OF TAMARIXIA RADIATA



\*Fundecitrus Biological Control Lab where *Tamarixia radiata* is produced



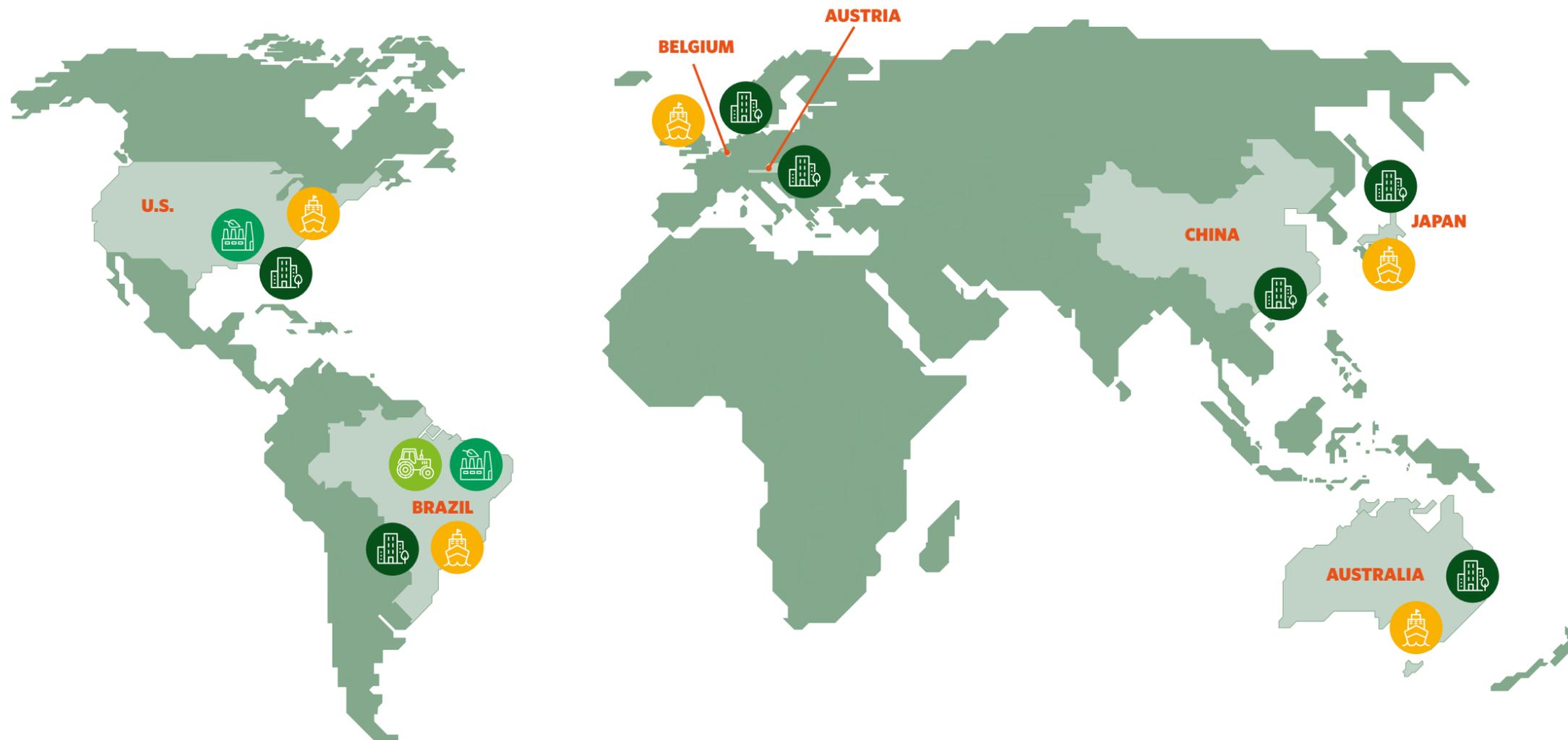
### UNITED AGAINST GREENING

The 10th edition of Citrusuco's greening management workshop brought together researchers, growers and technicians to share insights and good practices in managing the disease, while also raising awareness in the scientific community about growers' needs and challenges.

GRI 102-1, 102-2, 102-4, 102-5, 102-6, 102-7, 102-8, 102-10, 102-45, 102-49

# GLOBAL PRESENCE

We are one of the largest orange juice producers in the world. Our operations span the entire value chain, from citrus groves through processing to distribution on five continents. Our orange juice and ingredients solutions are supplied to customers around the world. Citrosuco has a 20% global market share and produces 40% of the orange juice exported from Brazil.



**10,484**  
employees

**3**  
processing plants in Brazil

**1**  
orange seedling nursery

**28**  
farms in the state of São Paulo

**7**  
Offices in Europe, Asia, Oceania and the Americas

**5**  
Ocean terminals

**5**  
company-owned ships + 1 chartered multi-cargo

**20%**  
of the world market

GRI 102-40, 102-42, 102-43, 102-44,  
102-46, 102-47

## MATERIALITY

We value active dialog with our stakeholders. In 2019 we reviewed our material themes, checking with 164 stakeholder representatives, within and outside the company, consolidating industry, market and business trends in matters of the Environment and ESG.

The stakeholder survey included interviews with our leadership team and industry experts, and an online survey of different groups, including: employees, local communities, academia, financial institutions, customers, growers and other suppliers.

Citrosuco selected nine relevant themes for its materiality matrix: innovation and technology, productivity and efficiency, supply chain management, climate change, transparency and ethics, ensured rights and working conditions, land use and biodiversity, partnering with clients and relationship with the community.



This review of materiality will serve as the basis for ample discussion in crop year 2020/2021, the goal of which is to consolidate and advance in proposing a long-term agenda for sustainable business development.

Reporting Process | GRI 102-54, 102-55412-1

# GRI CONTENT INDEX

This report was produced according to GRI Standards: Essential option.  
This report has not been independently audited.

## GENERAL DISCLOSURES

### ORGANIZATIONAL PROFILE

GRI Standard	Disclosure	Page/URL	Omission	Sustainable Development Goals
<b>GRI 102:</b> General disclosures 2016	102-1 Name of the organization			
	102-2 Activities, brands, products, and services			
	102-3 Location of headquarters	Rua João Pessoa, 305. Matão - SP.		
	102-4 Location of operations			
	102-5 Ownership and legal form			
	102-6 Markets served			
	102-7 Scale of the organization			
	102-8 Information on employees and other workers			8
	102-9 Supply chain			
	102-10 Significant changes to the organization and its supply chain			
	102-11 Precautionary principle or approach			
	102-12 External initiatives			

**GENERAL DISCLOSURES**

**ORGANIZATIONAL PROFILE**

GRI Standard	Disclosure	Page/URL	Omission	Sustainable Development Goals
<b>GRI 102:</b> General disclosures 2016	<b>102-13</b> Membership in associations	Citrosuco is a member of CitrusBR, an association founded in June 2009 by Brazil's largest producers and exporters of citrus juice and citrus products. Its purpose is to defend the collective interests of citrus exporters.		

**STRATEGY**

<b>GRI 102:</b> General disclosures 2016	<b>102-14</b> Statement the from senior decision-maker			
	<b>102-15</b> Key impacts, risks, and opportunities			

**ETHICS AND INTEGRITY**

<b>GRI 102:</b> General disclosures 2016	<b>102-16</b> Values, principles, standards, and behavioral standards			16
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**GOVERNANCE**

<b>GRI 102:</b> General disclosures 2016	<b>102-18</b> Governance structure			
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**STAKEHOLDER ENGAGEMENT**

<b>GRI 102:</b> General disclosures 2016	<b>102-40</b> List of <i>stakeholder</i> groups			
	<b>102-41</b> Collective bargaining agreements			8
	<b>102-42</b> Identifying and selecting stakeholders			
	<b>102-43</b> Approach for <i>stakeholder</i> engagement			
	<b>102-44</b> Key topics and concerns raised			

**GENERAL DISCLOSURES**

**REPORTING PRACTICES**

GRI Standard	Disclosure	Page/URL	Omission	Sustainable Development Goals
GRI 102: General disclosures 2016	<b>102-45</b> Entities included in the consolidated financial statements			
	<b>102-46</b> Defining report content and topic boundaries			
	<b>102-47</b> List of material topics			
	<b>102-48</b> Restatements of information	None.		
	<b>102-49</b> Changes in reporting	None.		
	<b>102-50</b> Reporting period	Crop year 2019/2020		
	<b>102-51</b> Date of most recent report	Crop year 2018/2019		
	<b>102-52</b> Reporting cycle	Annual (crop year).		
	<b>102-53</b> Contact point for questions regarding the report	sustentabilidade@citrosuco.com.br		
	<b>102-54</b> Option to agree with GRI Standards	Core.		
	<b>102-55</b> GRI content summary			
<b>102-56</b> External assurance	This report has not been externally assured.	---	---	

**MATERIAL TOPICS**

**ECONOMIC PERFORMANCE**

GRI Standard	Disclosure	Page/URL	Omission	Sustainable Development Goals
<b>GRI 103:</b> Management Approach 2016	<b>103-1</b> Explanation of the material topic and its boundaries			
	<b>103-2</b> The management approach and its components			1, 5, 8, 16
	<b>103-3</b> Evaluation of the management approach			
<b>GRI 201:</b> Economic Performance 2016	<b>201-2</b> Financial implications and other risks and opportunities due to climate change			13

**MARKET PRESENCE**

<b>GRI 103:</b> Management Approach 2016	<b>103-1</b> Explanation of the material topic and its boundaries			
	<b>103-2</b> The management approach and its components			
	<b>103-3</b> Evaluation of the management approach			
<b>GRI 202:</b> Market Presence 2016	<b>202-1</b> Ratios of standard entry level wage compared to local minimum wage			1, 5, 8

**ANTI-CORRUPTION**

<b>GRI 103:</b> Management Approach 2016	<b>103-1</b> Explanation of the material topic and its boundaries			
	<b>103-2</b> The management approach and its components			
	<b>103-3</b> Evaluation of the management approach			
<b>GRI 205:</b> Anti-corruption 2016	<b>205-1</b> Operations assessed in terms of corruption-related risks			
	<b>205-2</b> Communication and training in anti-corruption policies and procedures			
	<b>205-3</b> Confirmed incidents of corruption and actions taken	There were no incidents of corruption in crop year 2019-2020.		16

**MATERIAL TOPICS**

**ANTI-COMPETITIVE BEHAVIOR**

GRI Standard	Disclosure	Page/URL	Omission	Sustainable Development Goals
<b>GRI 103:</b> Management Approach 2016	<b>103-1</b> Explanation of the material topic and its boundaries			
	<b>103-2</b> The management approach and its components			
	<b>103-3</b> Evaluation of the management approach			
<b>GRI 206:</b> Anti-competitive behavior 2016	<b>206-1</b> Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Citrosuco was not a party in any legal actions in crop year 2019/2020 for anti-competitive behavior, anti-trust, or monopoly practices.		16

**ENERGY**

<b>GRI 103:</b> Management Approach 2016	<b>103-1</b> Explanation of the material topic and its boundaries			
	<b>103-2</b> The management approach and its components			1, 5, 8, 16
	<b>103-3</b> Evaluation of the management approach			
<b>GRI 302:</b> Energy 2016	<b>302-1</b> Energy consumption within the organization			7, 8, 12, 13

**WATER**

<b>GRI 103:</b> Management Approach 2018	<b>103-1</b> Explanation of the material topic and its boundaries			
	<b>103-2</b> The management approach and its components			
	<b>103-3</b> Evaluation of the management approach			
<b>GRI 303:</b> Water and Effluents 2018	<b>303-1</b> Approach to water as a shared resource			6, 7, 8, 12
	<b>303-2</b> Management of the impact associated with water discharges			6, 12

**MATERIAL TOPICS**

**WATER**

GRI Standard	Disclosure	Page/URL	Omission	Sustainable Development Goals
GRI 303: Water and Effluents 2018	303-3 Water capture			6
	303-4 Water discharged			6

**BIODIVERSITY**

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries			
	103-2 The management approach and its components			
	103-3 Evaluation of the management approach			
GRI 304: Biodiversity 2016	304-2 Significant impact from activities, products and services on biodiversity			
	304-3 Habitats protected or restored			6, 14, 15

**EMISSIONS**

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries			
	103-2 The management approach and its components			
	103-3 Evaluation of the management approach			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions			3, 12, 13, 14, 15
	305-2 Indirect (Scope 2) GHG emissions			3, 12, 13, 14, 15

**MATERIAL TOPICS**

**EFFLUENTS AND WASTE**

GRI Standard	Disclosure	Page/URL	Omission	Sustainable Development Goals
<b>GRI 103:</b> Management Approach 2016	<b>103-1</b> Explanation of the material topic and its boundaries			
	<b>103-2</b> The management approach and its components			
	<b>103-3</b> Evaluation of the management approach			
<b>GRI 306:</b> Waste 2020	<b>306-1</b> Waste generation and significant waste-related impact			
	<b>306-2</b> Management of significant waste-related impact			
	<b>306-3</b> Waste generated			3, 6, 12, 14
	<b>306-4</b> Waste not sent for final disposal			
	<b>306-5</b> Waste sent for final disposal			

**ENVIRONMENTAL COMPLIANCE**

<b>GRI 103:</b> Management Approach 2016	<b>103-1</b> Explanation of the material topic and its boundaries			
	<b>103-2</b> The management approach and its components			
	<b>103-3</b> Evaluation of the management approach			
<b>GRI 307:</b> Environmental compliance 2016	<b>307-1</b> Non-compliance with environmental laws and regulations	In crop year 2019/2020 the company paid a R\$ 141,143,00 fine due to a citation in 2008 given to the manager of the Califórnia Farm for burning agricultural/pastureland without a permit.		12, 13, 14, 15, 16

**MATERIAL TOPICS**

**SUPPLIER ENVIRONMENTAL ASSESSMENT**

GRI Standard	Disclosure	Page/URL	Omission	Sustainable Development Goals
<b>GRI 103:</b> Management Approach 2016	<b>103-1</b> Explanation of the material topic and its boundaries			
	<b>103-2</b> The management approach and its components			
	<b>103-3</b> Evaluation of the management approach			
<b>GRI 308:</b> Supplier environmental assessment 2016	<b>308-1</b> New suppliers screened using environmental criteria			

**EMPLOYMENT**

<b>GRI 103:</b> Management Approach 2016	<b>103-1</b> Explanation of the material topic and its boundaries			
	<b>103-2</b> The management approach and its components			
	<b>103-3</b> Evaluation of the management approach			
<b>GRI 401:</b> Employment 2016	<b>401-1</b> New employee hires and employee turnover			5, 8
	<b>401-2</b> Benefits provided to full-time employees that are not provided to temporary or part-time employees			8

**OCCUPATIONAL HEALTH AND SAFETY**

<b>GRI 103:</b> Management Approach 2016	<b>103-1</b> Explanation of the material topic and its boundaries			
	<b>103-2</b> The management approach and its components			
	<b>103-3</b> Evaluation of the management approach			

**MATERIAL TOPICS**

**OCCUPATIONAL HEALTH AND SAFETY**

GRI Standard	Disclosure	Page/URL	Omission	Sustainable Development Goals
<b>GRI 403:</b> Occupational Health and Safety 2018	<b>403-1</b> Workplace health and safety management system			
	<b>403-2</b> Identification of hazards, risk assessments and accident investigation			
	<b>403-3</b> Worker health services			
	<b>403-4</b> Worker participation, worker queries and communication regarding workplace health and safety			
	<b>403-5</b> Worker training in workplace health and safety			
	<b>403-6</b> Promoting workplace health			
	<b>403-7</b> Preventing and mitigating the impact of workplace health and safety directly related to the business			
	<b>403-8</b> Workers covered by a workplace health and safety management system			
	<b>403-9</b> Workplace accidents			

**TRAINING AND EDUCATION**

<b>GRI 103:</b> Management Approach 2016	<b>103-1</b> Explanation of the material topic and its boundaries			
	<b>103-2</b> The management approach and its components			
	<b>103-3</b> Evaluation of the management approach			
<b>GRI 404:</b> Training and education 2016	<b>404-1</b> Average hours of training per year per employee			4, 5, 8
	<b>404-2</b> Programs for upgrading employee skills and transition assistance programs			8

**MATERIAL TOPICS**

**DIVERSITY AND EQUAL OPPORTUNITIES**

GRI Standard	Disclosure	Page/URL	Omission	Sustainable Development Goals
<b>GRI 103:</b> Management Approach 2016	<b>103-1</b> Explanation of the material topic and its boundaries			
	<b>103-2</b> The management approach and its components			
	<b>103-3</b> Evaluation of the management approach			
<b>GRI 405:</b> Diversity and equal opportunities 2016	<b>405-1</b> Diversity in governance bodies and employees			5, 8

**NON-DISCRIMINATION**

<b>GRI 103:</b> Management Approach 2016	<b>103-1</b> Explanation of the material topic and its boundaries			
	<b>103-2</b> The management approach and its components			
	<b>103-3</b> Evaluation of the management approach			
<b>GRI 406:</b> Non-discrimination 2016	<b>406-1</b> Incidents of discrimination and corrective actions taken			5, 8, 16

**FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING**

<b>GRI 103:</b> Management Approach 2016	<b>103-1</b> Explanation of the material topic and its boundaries			
	<b>103-2</b> The management approach and its components			
	<b>103-3</b> Evaluation of the management approach			
<b>GRI 407:</b> Freedom of association and collective bargaining 2016	<b>407-1</b> Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk			8

**MATERIAL TOPICS**

**CHILD LABOR**

GRI Standard	Disclosure	Page/URL	Omission	Sustainable Development Goals
<b>GRI 103:</b> Management Approach 2016	<b>103-1</b> Explanation of the material topic and its boundaries			
	<b>103-2</b> The management approach and its components			
	<b>103-3</b> Evaluation of the management approach			
<b>GRI 408:</b> Child labor 2016	<b>408-1</b> Operations and suppliers at significant risk for incidents of child labor			8, 16

**FORCED OR SLAVE-LIKE LABOR**

<b>GRI 103:</b> Management Approach 2016	<b>103-1</b> Explanation of the material topic and its boundaries			
	<b>103-2</b> The management approach and its components			
	<b>103-3</b> Evaluation of the management approach			
<b>GRI 409:</b> Forced or slave-like labor 2016	<b>409-1</b> Operations and suppliers at significant risk for incidents of forced or slave-like labor			8

**HUMAN RIGHTS ASSESSMENT**

<b>GRI 103:</b> Management Approach 2016	<b>103-1</b> Explanation of the material topic and its boundaries			
	<b>103-2</b> The management approach and its components			
	<b>103-3</b> Evaluation of the management approach			
<b>GRI 412:</b> Human rights assessment 2016	<b>412-1</b> Operations that have been subject to human rights reviews or impact assessments			
	<b>412-3</b> Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	There were no significant investment agreements or contracts this season.		

**MATERIAL TOPICS**

**LOCAL COMMUNITIES**

GRI Standard	Disclosure	Page/URL	Omission	Sustainable Development Goals
<b>GRI 103:</b> Management Approach 2016	<b>103-1</b> Explanation of the material topic and its boundaries			
	<b>103-2</b> The management approach and its components			
	<b>103-3</b> Evaluation of the management approach			
<b>GRI 413:</b> Local communities 2016	<b>413-1</b> Operations focused on local communities for engagement, impact assessment and development programs			8, 16
	<b>413-2</b> Operations with real or potential significant negative impact on local communities			8, 16

**SUPPLIER SOCIAL ASSESSMENT**

<b>GRI 103:</b> Management Approach 2016	<b>103-1</b> Explanation of the material topic and its boundaries			
	<b>103-2</b> The management approach and its components			
	<b>103-3</b> Evaluation of the management approach			
<b>GRI 414:</b> Supplier social assessment 2016	<b>414-1</b> New suppliers that were screened using social criteria	59% of new suppliers were screened using social criteria		

**CONSUMER HEALTH AND SAFETY**

<b>GRI 103:</b> Management Approach 2016	<b>103-1</b> Explanation of the material topic and its boundaries			
	<b>103-2</b> The management approach and its components			
	<b>103-3</b> Evaluation of the management approach			

**MATERIAL TOPICS**

**CONSUMER HEALTH AND SAFETY**

GRI Standard	Disclosure	Page/URL	Omission	Sustainable Development Goals
<b>GRI 416:</b> Customer health and safety 2016	<b>416-1</b> Assessment of the health and safety impacts of product and service categories			
	<b>416-2</b> Incidents of non-compliance concerning the health and safety impacts of products and services			16
<b>Food Processing Sector Supplement - Consumer health and safety</b>	<b>FP5</b> Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards	100% of production volumes at Citrosuco are manufactured at sites that are certified to internationally recognized food safety management system standards.		3
	<b>FP6</b> Percentage of total sales volume of consumer products, by product category, with reduced saturated fats, trans fats, sodium and added sugars	Not applicable. Orange-based products for human consumption produced by Citrosuco are 100% natural and free of saturated fat, trans fats, sodium and added sugars.		2
	<b>FP7</b> Percentage of total sales volume of consumer products, by product category, that contain increased nutritious ingredients and additives such as fiber, vitamins, minerals, phytochemicals or functional food additives	This percentage is not applicable as the orange products supplied by Citrosuco for human consumption are 100% natural and conserve the original content of fibers, vitamins, minerals and bioactive compounds found in fruit.		2

**SOCIAL AND ECONOMIC COMPLIANCE**

<b>GRI 103:</b> Management Approach 2016	<b>103-1</b> Explanation of the material topic and its boundaries			
	<b>103-2</b> The management approach and its components			
	<b>103-3</b> Evaluation of the management approach			

**MATERIAL TOPICS**

**SOCIAL AND ECONOMIC COMPLIANCE**

GRI Standard	Disclosure	Page/URL	Omission	Sustainable Development Goals
<b>GRI 419:</b> Social and economic compliance 2016	<b>419-1</b> Non-compliance with laws and regulations in the social and economic area	A total of R\$ 120,707 in fines were paid during the period. Fines received in the period that may or may not be appealed at up to R\$ 164,610. The Company received ICMS citations and notices of fiscal debt from SENAI or SESI, which are being appealed. There were other ICMS citations that have been paid. No non-monetary sanctions nor arbitration proceedings were brought against the company		16

**OUTSOURCING AND PROCUREMENT**

<b>Food Processing Sector Supplement - Consumer health and safety</b>	<b>FP1</b> Percentage of purchased volume from suppliers compliant with company's sourcing policy			
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# ANNEX

## (A) QUALITY AND SAFETY

### PERCENTAGE OF PRODUCTION VOLUME MANUFACTURED IN CERTIFIED SITES | GRI FP5

Standard	Description	Certified Sites	Units certified
<b>FSSC 22000</b> (Food Safety System Certification)	Certification for food safety management systems, including supply chain risk management, to ensure food products are safe for human consumption. FSSC 22000 was developed to certify food safety systems of companies in the food chain that process or manufacture and storage animal products, perishable vegetable products, products with a long shelf life and other food ingredients.	9	Plants: Matão, Catanduva, Araras and Lake Wales (US); Port terminals: Ghent (Belgium), Santos and Santos Warehouse 29 (Brazil), Wilmington (US), Toyohashi (Japan).
<b>SGF/IRMA</b> (Sure-Global-Fair / International Raw Material Assurance)	SGF/IRMA certification attests, by means of a voluntary control system, that companies supplying raw materials to European manufacturers meet the specified requirements, especially in relation to good manufacturing practices and product authenticity.	5	Plants: Matão, Catanduva and Araras (Brazil), Lake Wales (US); Port terminal: Ghent (Belgium).
<b>FDA</b>	Certification attesting that exporters and domestic manufacturers have food safety management systems conforming to U.S. legislation.	5	Plants: Matão, Catanduva and Araras (Brazil), Lake Wales (US); Port terminal: Ghent (Belgium).
<b>USDA</b>	A certification process carried out by the United States Department of Agriculture to assess production standards and the quality of the processes involved.	2	Plant: Lake Wales (US); Port terminal: Wilmington (US).
<b>ACS G029</b>	Food safety verification by the Belgian food safety authority.		
<b>Halal</b>	Certification attesting that food manufacturing processes and ingredients conform to Islamic law and that products are suitable for consumption by Muslim consumers.	4	Plants: Matão, Catanduva and Araras (Brazil); Port terminals: Santos (BRA).
<b>Kosher</b>	Certification attesting that food manufacturing processes and ingredients conform to orthodox Jewish dietary law.	4	Plants: Matão, Catanduva and Araras (Brazil), Lake Wales (US).
<b>GMP+</b>	Animal feed safety standards covering the entire supply chain. This certification applies to our Citrus Pulp Pellets (CPP) used as animal feed.	4	Plants: Matão, Catanduva and Araras (Brazil).

**(A) QUALITY AND SAFETY**

**PERCENTAGE OF PRODUCTION VOLUME MANUFACTURED IN CERTIFIED SITES | GRI FP5**

Standard	Description	Certified Sites	Units certified
<b>SAI Platform</b>	SAI Platform is a global food industry initiative for sustainable agriculture. The FSA checklist covers social, environmental and economic topics and good farming practices. Sustainable agriculture, as defined by the SAI platform, is the efficient production of safe, high quality agricultural products, in a way that protects the natural environment, improves the social and economic conditions of farmers, their employees and local communities and safeguards the health and welfare of all farmed species.	25	Farms: 25 Citrosuco orange farms.
<b>Rainforest Alliance Certified</b>	Social and environmental certification attesting that producers protect biodiversity and rural workers in the supply chain. In Brazil, audits are performed by the Institute for Forestry and Agriculture Management and Certification (IMAFLOA).	18	Plants: Matão, Catanduva, Araras and Limeira (Brazil); Port terminals: Ghent (BEL) and Santos (BRA). Farms: 12 farms
<b>SMETA</b>	Provides best practice guidance for conducting ethical trade audits based on four pillars: - Labor standards - Health & Safety - Environment; - Commercial ethics.	6	Plants: Matão, Catanduva and Araras (Brazil) and Lake Wales (US); Port terminals: Santos (BRA), Ghent (BEL).
<b>ISO 9001</b>	Quality management.	2	Port terminals: Santos and Santos Warehouse 29 (Brazil).
<b>ISO 14001</b>	Environmental management systems.	2	Port terminals: Santos and Santos Warehouse 29 (Brazil).
<b>OHSAS 18001</b>	Occupational health and safety management systems.	2	Port terminals: Santos and Santos Warehouse 29 (Brazil).

**(B) PEOPLE DEVELOPMENT**

**AVERAGE HOURS BY EMPLOYEE CATEGORY GRI 404-1**

Employee category	2018-2019	2019-2020
Management	39	35
Technical/Administrative	46	29
Operational	26	21
Interns	43	59
Apprentices	12	9
<b>Total</b>	<b>28</b>	<b>22</b>

**AVERAGE TRAINING HOURS BY GENDER**

Gender	2018-2019	2019-2020
Men	29	22
Women	23	21

**(C) SOCIAL IMPACT**

**COMMUNITY ENGAGEMENT PROGRAMS - PERCENTAGE GRI 413-1**

	2017-2018	2018-2019	2019-2020
Social impact assessments	38%	31%	100%
Environmental impact assessment and ongoing monitoring	100%	97%	100%
Public disclosure of results of environmental and social impact assessments	100%	97%	100%
Local community development programs	38%	31%	100%
Stakeholder engagement plans	38%	31%	74%
Boards, committees and other significant organizations	100%	97%	100%
Formal local community grievance processes	100%	97%	100%

(C) INFORMATION ON EMPLOYEES AND OTHER WORKERS GRI 102-8, 405-1

102-8-A. NUMBER OF EMPLOYEES BY EMPLOYMENT CONTRACT AND BY GENDER

Contract type	2017-2018			2018-2019			2019-2020		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
<b>Definite term - Brazil</b>	<b>63</b>	<b>75</b>	<b>138</b>	<b>110</b>	<b>90</b>	<b>200</b>	<b>78</b>	<b>74</b>	<b>152</b>
<b>Interns</b>	14	23	37	28	25	53	24	12	36
<b>Apprentices</b>	49	52	101	82	65	147	54	62	116
<b>Indefinite term - Brazil</b>	<b>8,799</b>	<b>3,093</b>	<b>11,892</b>	<b>8,740</b>	<b>2,866</b>	<b>11,606</b>	<b>7,516</b>	<b>2,819</b>	<b>10,335</b>
<b>Permanent</b>	3,816	1,191	5,007	3,549	1,059	4,608	3,714	1,140	4,854
<b>Seasonal*</b>	4,983	1,902	6,885	5,191	1,807	6,998	3,802	1,679	5,481
<b>Indefinite term - Other countries</b>	<b>i.n.d.</b>	<b>i.n.d.</b>	<b>186</b>	<b>112</b>	<b>47</b>	<b>159</b>	<b>99</b>	<b>50</b>	<b>149</b>
<b>Total</b>	<b>8,862</b>	<b>3,168</b>	<b>12,216</b>	<b>8,962</b>	<b>3,003</b>	<b>11,965</b>	<b>7,615</b>	<b>2,869</b>	<b>10,636</b>

\* Seasonal plant and harvest workers are hired under indefinite employment agreements.

(C) INFORMATION ON EMPLOYEES AND OTHER WORKERS GRI 102-8, 405-1

102-8-B. NUMBER OF EMPLOYEES BY EMPLOYMENT CONTRACT AND BY REGION

Region	2017-2018			2018-2019			2019-2020		
	Definite term	Indefinite term	Total	Definite term	Indefinite term	Total	Definite term	Indefinite term	Total
<b>Brazil (total)</b>	138	11,892	12,030	200	11,606	11,806	152	10,335	10,487
<b>Other countries (total)</b>	0	0	0		159	159		149	149
<b>Grand total</b>	<b>138</b>	<b>11,892</b>	<b>12,030</b>	<b>200</b>	<b>11,765</b>	<b>11,965</b>	<b>152</b>	<b>10,484</b>	<b>10,636</b>

102-8-C. TOTAL WORKFORCE BY EMPLOYMENT TYPE

Type of employment	2018-2019									2019-2020								
	Brazil			Outside Brazil			Total			Brazil			Outside Brazil			Total		
	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total
<b>Full time</b>	8,734	2,865	11,599	107	42	149	8,841	2,907	11,748	7,514	2,818	10,332	94	45	139	7,608	2,863	10,471
<b>Part time</b>	116	91	207	5	5	10	121	96	217	80	75	155	5	5	10	85	80	165
<b>Total</b>	<b>8,850</b>	<b>2,956</b>	<b>11,806</b>	<b>112</b>	<b>47</b>	<b>159</b>	<b>8,962</b>	<b>3,003</b>	<b>11,965</b>	<b>7,594</b>	<b>2,893</b>	<b>10,487</b>	<b>99</b>	<b>50</b>	<b>149</b>	<b>7,693</b>	<b>2,943</b>	<b>10,636</b>

**(C) SOCIAL IMPACT**

**405-1-A. PERCENTAGE OF INDIVIDUALS WITHIN THE ORGANIZATION'S GOVERNANCE BODIES, BY GENDER\***

<b>i. Gender</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>
<b>Men</b>	66%	66%	66%
<b>Women</b>	34%	34%	34%

\* Adjusted data for the last two crop years, when we included only members of the Board of Directors.

**405-1-A. PERCENTAGE OF INDIVIDUALS WITHIN THE ORGANIZATION'S GOVERNANCE BODIES, BY AGE GROUP**

<b>ii. Age group</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>
<b>Under 30</b>	0%	0%	0%
<b>30 to 50</b>	60%	34%	34%
<b>Over 50</b>	40%	66%	66%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

**405-1-B. PERCENTAGE OF EMPLOYEES BY EMPLOYEE CATEGORY IN MINORITY AND/OR VULNERABLE GROUPS**

	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>
<b>Women</b>	25%	25%	28%
<b>Over 50</b>	17%	19%	17%
<b>PwDs</b>	2.7%	3.3%	4.0%

**(C) SOCIAL IMPACT**

**405-1-B. PERCENTAGE OF EMPLOYEES, BY JOB CATEGORY AND GENDER**

<b>i. Gender</b>	<b>2017-2018</b>		<b>2018-2019</b>		<b>2019-2020</b>	
	<b>Men</b>	<b>Women</b>	<b>Men</b>	<b>Women</b>	<b>Men</b>	<b>Women</b>
<b>Management</b>	90%	10%	87%	13%	82%	18%
<b>Technical/Administrative</b>	77%	23%	73%	27%	71%	29%
<b>Operational</b>	76%	24%	76%	24%	73%	27%
<b>Interns</b>	38%	62%	53%	47%	67%	33%
<b>Apprentices</b>	49%	51%	56%	44%	47%	53%
<b>Total</b>	<b>75%</b>	<b>25%</b>	<b>75%</b>	<b>25%</b>	<b>72%</b>	<b>28%</b>

**405-1-B. PERCENTAGE OF EMPLOYEES, BY JOB CATEGORY AND AGE GROUP**

<b>ii. Age group</b>	<b>2017-2018</b>			<b>2018-2019</b>			<b>2019-2020</b>		
	<b>Under 30</b>	<b>30 to 50</b>	<b>Over 50</b>	<b>Under 30</b>	<b>30 to 50</b>	<b>Over 50</b>	<b>Under 30</b>	<b>30 to 50</b>	<b>Over 50</b>
<b>Management</b>	4%	64%	32%	2%	62%	36%	1%	65%	35%
<b>Technical/Administrative</b>	20%	70%	10%	18%	70%	12%	18%	68%	14%
<b>Operational</b>	24%	57%	18%	23%	57%	20%	27%	55%	18%
<b>Interns</b>	100%	0%	0%	98%	2%	0%	100%	0%	0%
<b>Apprentices</b>	100%	0%	0%	100%	0%	0%	100%	0%	0%
<b>Total</b>	<b>26%</b>	<b>57%</b>	<b>17%</b>	<b>25%</b>	<b>56%</b>	<b>19%</b>	<b>27</b>	<b>55%</b>	<b>17%</b>

**HIRES AND TURNOVER GRI 401-1**

**TOTAL NUMBER AND RATE OF NEW EMPLOYEE HIRES BY AGE GROUP**

Age group	2017-2018		2018-2019		2019-2020	
	Total no.	Rate	Total no.	Rate	Total no.	Rate
<b>Under 30</b>	462	9.1%	232	4.9%	797	15.9%
<b>30 to 50</b>	427	8.4%	237	5.0%	702	14.0%
<b>Over 50</b>	66	1.3%	18	0.4%	81	0.1%
<b>Grand total</b>	955	18.7%	487	10.3%	1,580	31.5%

**TOTAL NUMBER AND RATE OF NEW EMPLOYEE HIRES BY GENDER**

Gender	2017-2018		2018-2019		2019-2020	
	Total no.	Rate	Total no.	Rate	Total no.	Rate
<b>Men</b>	748	14.7%	334	7.1%	1107	22.1%
<b>Women</b>	207	4.1%	153	3.2%	473	9.4%
<b>Grand total</b>	955	18.7%	487	10.3%	1,580	31.5%

**HIRES AND TURNOVER GRI 401-1**

**TOTAL NUMBER AND RATE OF NEW EMPLOYEE HIRES BY REGION**

Region	2017-2018		2018-2019		2019-2020	
	Total no.	Rate	Total no.	Rate	Total no.	Rate
<b>Brazil</b>	948	18.6%	477	10.1%	1555	31.0%
<b>Outside Brazil</b>	7	0.1%	10	0.2%	25	0.5%
<b>Grand total</b>	955	18.7%	487	10.3%	1580	31.5%

**TOTAL NUMBER AND RATE OF EMPLOYEE TURNOVER BY AGE GROUP**

Age group	2017-2018		2018-2019		2019-2020	
	Total no.	Rate	Total no.	Rate	Total no.	Rate
<b>Under 30</b>	395	7.7%	306	6.5%	724	14.5%
<b>30 to 50</b>	534	10.5%	538	11.4%	795	15.9%
<b>Over 50</b>	217	4.3%	189	4.0%	175	3.5%
<b>Grand total</b>	1146	22.5%	1033	21.9%	1694	33.9%

**HIRES AND TURNOVER GRI 401-1**

**TOTAL NUMBER AND RATE OF EMPLOYEE TURNOVER, BY GENDER**

Gender	2017-2018		2018-2019		2019-2020	
	Total no.	Rate	Total no.	Rate	Total no.	Rate
Men	926	18.1%	724	15.3%	1161	23.2%
Women	220	4.3%	309	6.5%	533	10.7%
<b>Grand total</b>	1146	22.5%	1033	21.9%	1694	33.9%

**TOTAL NUMBER AND RATE OF EMPLOYEE TURNOVER, BY REGION**

Region	2017-2018		2018-2019		2019-2020	
	Total no.	Rate	Total no.	Rate	Total no.	Rate
Brazil	1122	22.0%	986	21.4%	1676	33.5%
Outside Brazil	24	0.5%	47	40.5%	18	0.4%
<b>Grand total</b>	1146	22.5%	1033	21.9%	1694	33.9%

# REPORT PRODUCTION

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## EDITORIAL DESIGN

rpt: sustentabilidade

## IMAGES

Citrosuco Archive



We would like to thank all Citrosuco employees for the dedication and teamwork that made this report possible

