



ANGEL CAMACHO
ALIMENTACION

ADDING FLAVOUR TO YOUR LIFE

Sustainability Report 2018 - 2019

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MESSAGE FROM THE MANAGING DIRECTOR

CREATING VALUE AND ADDING FLAVOUR TO YOUR LIFE

In times of crisis, uncertain times like the present, it is very important to be faithful to our mission, which tells us what we want to do as a company. Ángel Camacho Alimentación's mission is **to add flavour to the life** of all the people with whom we interact at our company: farmers, suppliers, employees, shareholders, public administrations, financial entities and, of course, our clients and consumers. If we succeed, we ensure the sustainability of the company.

Trust and transparency are essential values to minimise the impact of adverse situations. We nurture both of them with all the people and social entities we are related with. This Sustainability Report is a good example, as we report on our business activities with transparency to further strengthen this trust.

We are aware of the importance of the company's role in society, hence

the submission of our fourth Sustainability Report. Now more than ever, food companies have an essential role to play, and our goal is to highlight our responsible performance, while being consistent with the economic, environmental and social reality, creating value for all our interest groups.

As a family company with over 120 years of history, we have always had a **long-term orientation** aimed at the sustainability of the company throughout its operations. Unfortunately, during the last months, we have learned that we must include pandemics in our risk control. It is very important to learn from experience.

We now have a great social responsibility to safeguard employment. This is the great challenge for today's society: **work sustainability**. In this sen-

se, at Ángel Camacho Alimentación we are taking the necessary measures to remain competitive and focus on sustainable employment generation.

We must not be afraid of change and adapt quickly to new situations. Focus must be on solutions, as there is much to do and we can do it right. This will require anticipation, adaptability, flexibility, realism and, above all, optimism. All of it while, of course, adding flavour to your life.

Ángel Camacho Perea
Managing Director



A LOCAL

COMPANY

WITH MULTINATIONAL
VOCATION

ABOUT ÁNGEL CAMACHO ALIMENTACIÓN

Grupo Ángel Camacho (hereinafter, GAC) is a **100% family-owned food company** that works to offer the best products to consumers all over the world. Currently managed by the fourth generation, it has become a reference in the industry **for its innovative character, its global vocation and its commitment to the environment**, especially in terms of local development and the environment.

Since its creation in 1897, it has experienced enormous growth by acquiring other companies and **diversifying** its business activities. Currently, Grupo Ángel Camacho is a **multinational company with international business** units and exports to more than 90 countries.

The Group's main business unit is Ángel Camacho Alimentación (hereinafter, ACA), which has become **one of the world's leading suppliers of table oli-**

ves, remaining faithful to its roots in the town of Morón de la Frontera in Seville. These strong local roots have always defined the company hallmarks, focusing on closeness, quality and a long-term vision so that future generations can continue to generate wealth.

Grupo Ángel Camacho produces and distributes a **wide product range**, including table olives, olive oils and pickles, under the commercial brands Fragata and Mario; jams, under the brands La Vieja Fábrica and Stovit; and functional herbal teas, under the Susarón brand. Their common denominator is quality, and they are all designed to meet the needs of each consumer, adding flavour to their lives.

This Sustainability Report presents the integrated business activity of the main company, Ángel Camacho Alimentación, as well as some consolidated initia-

tives and data of Grupo Ángel Camacho, for the years 2018 and 2019.

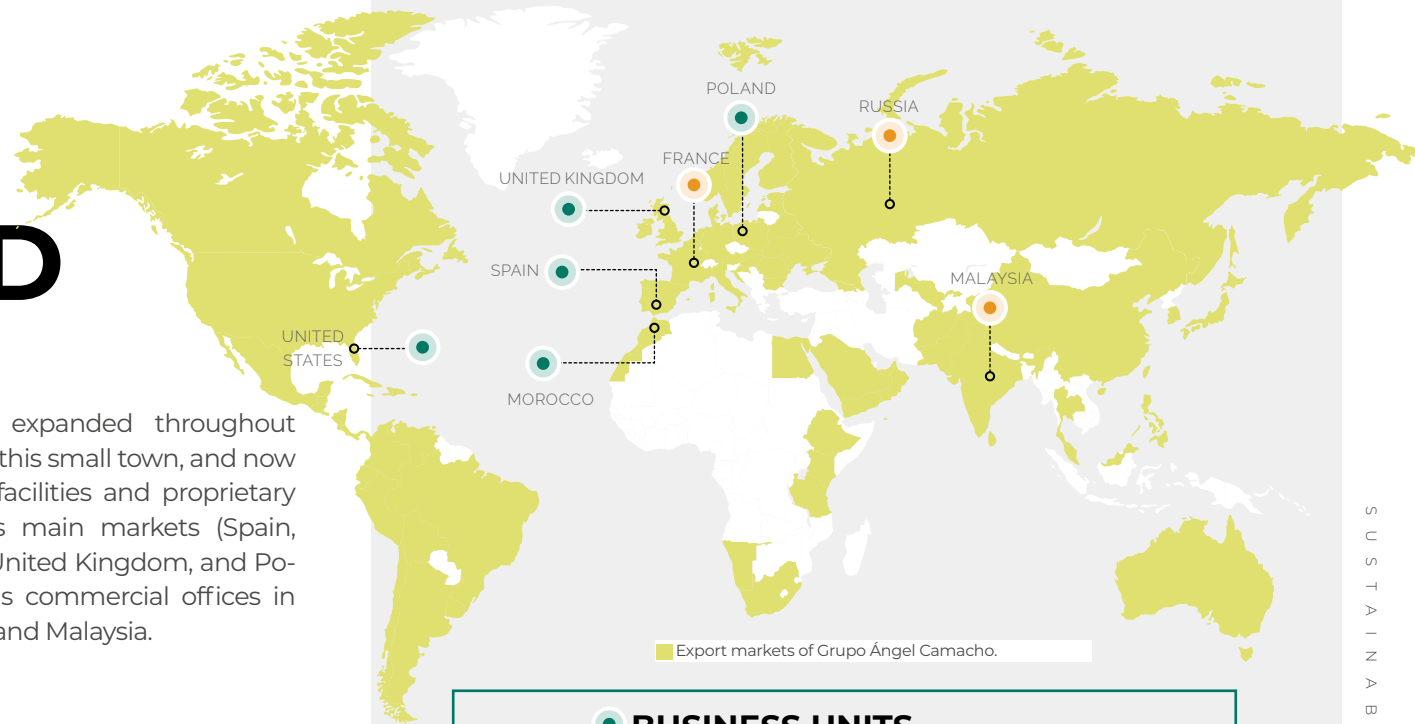
Strong local roots have defined the company hallmarks: closeness, quality and long-term vision



FROM MORÓN DE LA FRONTERA TO THE WORLD

The phrase that best defines Ángel Camacho Alimentación is 'a **small-town multinational**'. Its corporate headquarters are still in Morón de la Frontera, a small town in Seville with a great olive-growing culture, where the company was born over 120 years ago. The

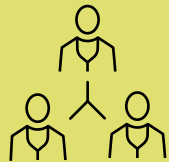
company has expanded throughout the world from this small town, and now it has its own facilities and proprietary branches in its main markets (Spain, United States, United Kingdom, and Poland), as well as commercial offices in France, Russia, and Malaysia.



Exports to over **90** countries



Employees 2019 **787**



70% of sales abroad

BUSINESS UNITS

SPAIN

Ángel Camacho Alimentación:
Morón de la Frontera and Espartinas (Seville)

Infusiones Susarón:
Otero de las Dueñas (León)

UNITED KINGDOM

A. Camacho UK
(Great Cambourne)

POLAND

Stovit Group (Bydgoszcz)

MOROCCO

Cartier Saada (Marrakech)*.

UNITED STATES

Mario Camacho Foods
(Plant City, Florida)

* Mario Camacho Foods entered the company's shareholding in December 2019

COMMERCIAL OFFICES

France (Nantes)

Russia (Moscow)

Malaysia (Kuala Lumpur)



KEY FIGURES 2018-2019

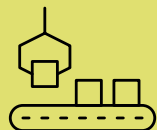
In terms of turnover and production centres, Ángel Camacho Alimentación is the Group's flagship. The great progress of its business activity is reflected on its financial performance in years 2018 and 2019, with a turnover of 157 and 176 million euros, respectively. This business unit accounts for more than **80% of GAC's invoicing**.

FINANCIAL HIGHLIGHTS

	Ángel Camacho Alimentación		Grupo Ángel Camacho	
	2018	2019	2018	2019
Sales	157.2	175.9	196	212.6
Ebitda	2.8	5.5	6.3	9.5
Investments	1.5	1.1	3.6	2.4
Profit before taxes	1.0	1.6	0.0	3.6
Total assets	141.8	140.3	188.6	182.1
Equity	36.2	37.5	65.9	70.8



1st table olives
packer in Spain



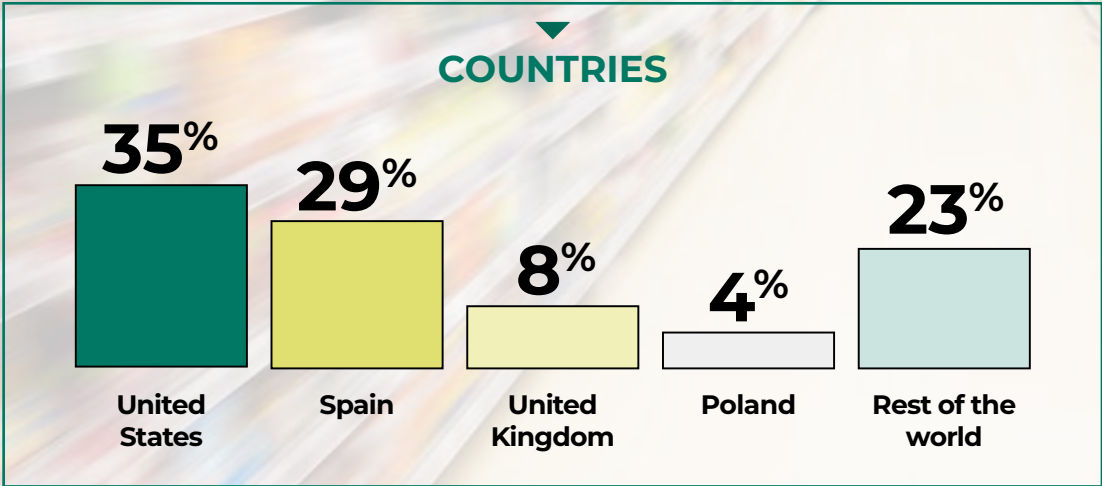
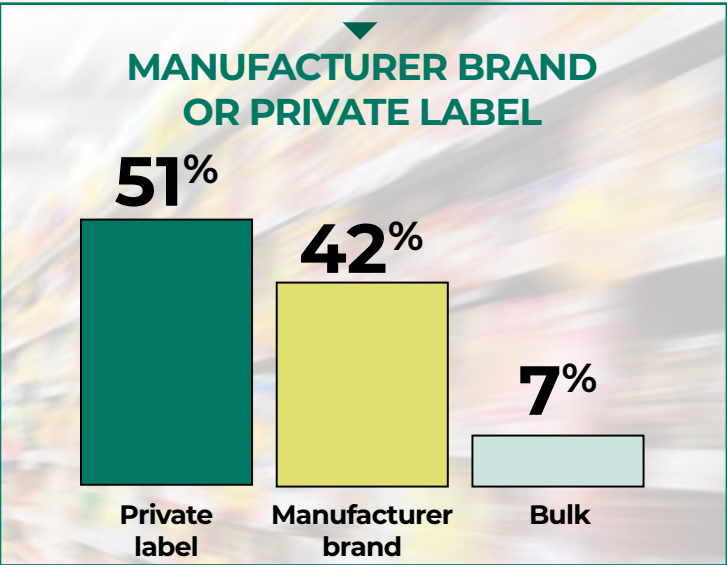
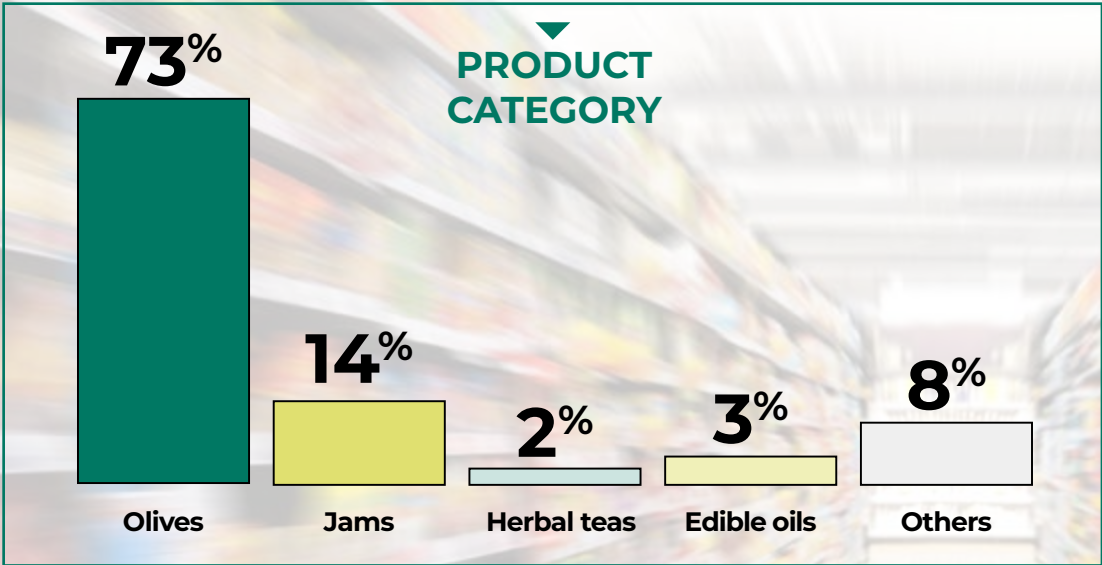
Manufacturer No. **133** by invoicing,
and No. **47** by exports turnover

59,500 tons/year of
marketed olives

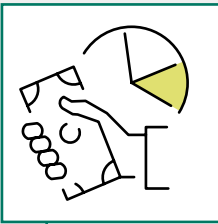


11,000 tons/year
of marketed **jams**

SALES 2019



Grupo Ángel Camacho's sales amounted to 212.6 million euros in 2019



GAC FINANCIAL HIGHLIGHTS

	2018	2019
Taxes	3.26	5.37
Exports	143.65	148.27
Suppliers	419	393
Salaries	19.97	21.10

Figures in millions of euros



ACA ENVIRONMENTAL IMPACT*

	2015-2019
Reduction of CO₂ per kg of packaged olives	-28%
Reduction in water consumption	-10.0%
Reduction in electricity consumption	-3%
Reduction in diesel oil consumption	-34%
Increase in biomass consumption	+29%
Floor area occupied	-2%

* Only ACA's figures are included, as this business unit is responsible for the leading factories in the Group.



GAC'S SOCIAL IMPACT

	2018	2019
Employees	773	787
Women in the workforce	303	290
Investment in training (€)	177,311	130,860
Local purchases*	58%	53%
Salaries (million €)	19.97	21.10
Integrated suppliers (Camacho Integra Programme)	634	535

*ACA





MILESTONES 2018-2019



BUSINESS

- **Cartier Saada becomes a shareholder** by acquiring 10% of Mario Camacho Foods, the Moroccan company.
- **Presentation of the Evolution Plan**, the Group's new strategic framework for the period of 2019-2023.



ENVIRONMENT

- **Development of the Best Environmental Practices Guideline**, aimed at the protection of the environment.
- **Progress on the Life Laser Fence project**, to reduce rat poison and pesticides use, and protect crops from animal intrusion.
- **Elimination of plastics** in Susarón boxes.
- **Optimisation and reduction of paper use.**



PRODUCTS

- **New products in all business lines** to continue adding flavour to consumers' lives, and respond to their needs and demands. Highlights: La Vieja Fábrica with Zero Refined Sugar, Susarón functional herbal teas, Fragata seasoned olives, Mario organic olives, and the new Stovit jams.
- **Halal certificate**, granted by the Halal Institute of the Islamic Board of Spain.
- **Implementation of a 'Zero Pesticide Residues'** protocol to produce safe food.
- **Participation in the Global Security Verification (GSV)**, *programme, with a score of 98 out of 100.*



PEOPLE

- **New safety campaigns to strengthen** the culture of prevention and healthy habits in the company.
- **Success of the InPULSA-t Project**, designed to achieve effective change management.
- **Second study on the working environment.**
- **Performance bonus** for the personnel who are with superior conditions to the collective agreement.



COMMUNITY

- **Consolidation of the Camacho Integra Project**, which guarantees supply chain traceability
- **More than 120,000 familias beneficiadas** families benefited from the positive impact of GAC's donations.
- **Great impact on local development**, 75% of purchases were made from local suppliers.



RECOGNITION

- **The "Landaluz Loyalty Award"**, granted by the Food Business Association of Andalusia (Landaluz) acknowledging the continued support provided to the association (2018).
- **The "Bandera de Andalucía"**, award, granted by the Government

Delegation of the Junta of Andalusia, for its work in the area of Agriculture and Rural Development in the province of Seville (2018)

- La Vieja Fábrica, **"Best Andalusian Brand"** award in the 18th edition of the Andalucía Económica Awards (2019).

A LITTLE BACKGROUND



1927
Trademark registration



First exports to the United States.



was born in Morón de la Frontera, and produced oil and cereals.

1977
Internationalisation: property facilities and distribution abroad. Acquisition of Specialty Food Packing & Importing Co. (Chicago, USA).

1968
Innovation in packaging by using glass jars for olives.

1955
Development of **cutting-edge technology:** first olive pitting and stuffing machine.

1996
Inauguration of the **new factory:** an over 100,000 m² facility with the latest technology.

1994
Diversification: acquisition of 

1985
Constitution of **agricultural companies**, with more than 1,100 hectares of olive groves.

1980
New processes: transport of olives through pipelines.



2005
Industry benchmark: world's leading supplier of olives with a certified environmental programme.

2002 **Expansion:** Foundation of 

2001
World innovation: presentation of the 'Pouch Pack'.

2009
Innovación mundial: presentación del snack pack sin salmuera.

2007
Zero waste: implementation of an innovative industrial water treatment plant.

Global growth: acquisition of  in Poland, and creation of  in the United States.



2015
Growth: acquisition of the 100% of  and 

2014
Preparation of the first **Sustainability Report.**

2013
Visible commitment: calculation of the carbon footprint of olives and jams. Adherence to the United Nations Global Compact.

2019
New business: Entry into the shareholding of



2017
Launch of the  **Project** for the approval and integration of farmers in the value chain.

2016
New times: starting an industrial reorganisation and modernisation.

1897-1929 1950-1979 1980-1999 2000-2009

2010-2019

BUSINESS MODEL

The company develops its business activity thinking about the present and, above all, about the future. Hence, it focuses its business model on the long term, with the conviction that its mission must continue over time in order to **continue generating value for the next generations**, and offering the best products to consumers.

The Evolution Plan, named after the Strategic Plan 2019-2023, will be key to achieving the defined goals. This roadmap's logic is to continue with the evolution of the company, which started a few decades ago and is a process that is enabling us **to evolve from being an eminent olive-focused company to a global food company**. The goal is to improve the levels of profitability, but always maintaining a balance between Ownership, Family and Company, all three pillars that support Grupo Ángel Camacho.

EVOLUTION PLAN STRATEGIES



Consumer orientation



Motivated and committed
people



Continuous improvement
in all operations



One single company
with different business units

The company, which has always been aligned with innovation, continuous improvement, and sustainable growth, is still committed to the development of a business **activity that generates a return on investments** not only for the organisation, but also for society and the local environment in which it operates. Besides, the company always maintains the utmost respect for the environment to minimise its footprint



The goal of the company is to evolve and grow continuously, always adhering to its founding principles and values

ÁNGEL CAMACHO ALIMENTACIÓN AND SDG

Sustainable development, which is implicitly part of the company management, is an essential element for the **creation of shared value** with all interest groups in the short, medium, and long term. As a result of this commitment, Grupo Ángel Camacho joined the United Nations Global Compact in 2013, assuming and incorporating the ten principles of the compact into management as well as reporting its performance every year in the annual Progress Report.

At a local level, in 2016, Ángel Camacho Alimentación adhered to the Guidelines for Socially Responsible Companies of Seville, an initiative that promotes the generation of income and employment as a means for contributing to economic and social development.

SUSTAINABLE DEVELOPMENT GOALS

Thanks to its business activity, Grupo Ángel Camacho supports and contributes directly to the achievement of Sustainable Development Goals (SDG) promoted by the United Nations as part of its 2030 Agenda for Sustainable Development.



**The company joined
the United Nations
Global Compact
in 2013**





CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS

1 NO POVERTY

Collaboration with food banks and NGOs, implementation of measures to reduce food waste, increase in the number of local purchases, and promotion of local employment.

7 AFFORDABLE AND CLEAN ENERGY

Production of biomass from olive stones that can be used as a power source in facilities. 89% of energy consumption and 100% of electric energy consumption are derived from renewable resources.

13 CLIMATE ACTION

Carbon and water footprints measurement committed to reducing the environmental impact and fighting against climate change. Removal of plastic from the shrink wrap of Susarón herbal tea boxes.

3 GOOD HEALTH AND WELL-BEING

Development of healthy products in all fields to raise awareness on the health and well-being of people, implementation of the 'Zero Waste' protocol in agricultural companies to produce safe food.

8 DECENT WORK AND ECONOMIC GROWTH

Promotion of the protection, training, and safety of people and a Code of Ethics as the basis for establishing relations with employees.

15 LIFE ON LAND

Participation in some initiatives such as the Life Laser Fence project for safeguarding animal life.

5 GENDER EQUALITY

Commitment to achieving personnel equality and an increase in the proportion of women at any organisation level.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

More efficiency and fewer emissions by means of the industrial reorganisation and modernization of the main olive factory.

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Promotion of ethical and responsible conduct through the implementation of the Code of Ethics and Compliance and the Best Environmental Practices Guideline.

6 CLEAN WATER AND SANITATION

Development of programmes for protecting water resources, recycling of the water used in the main factory ('Zero Waste').

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Implementation of initiatives such as the development of the Guide for Suppliers, an order-based manufacturing system, or the integration of suppliers with the Camacho Integra project.

17 PARTNERSHIPS FOR THE GOALS

Adherence to the Guidelines for Socially Responsible Companies of Seville to generate income and employment that contribute to local economic and social development. Participation in the programmes 'La alimentación no tiene desperdicio' by AECOC, the Spanish association of manufacturers and distributors, and 'Andaluces compartiendo', by Landaluz, the Spanish Food Business Association of Andalusia.

ORGANISATIONAL STRUCTURE

Grupo Ángel Camacho is a 100% family company with a shareholding structure made up of the third and fourth generations of the Camacho family. It is managed by a **Sole Administrator** and governed by the most demanding standards of transparency.

FAMILY PROTOCOL

As a family business, the company has a specific protocol for the regulation, organisation, and internal management of the relationship between the family, the company, and its owners, aimed at **maintaining the company for future generations**. This family protocol regulates certain aspects such as the incorporation of family members into executive positions, the training and motivation of descendants, or the dividend distribution policy.

MANAGEMENT COMMITTEE

Responsible for defining the strategy of the company and ensuring a long-term vision by the **fulfilment of corporate goals**. Main functions:



Guarantee the **viability** of the business.



Ensuring **compliance** with the strategic plan.



Developing **talent** and leadership.



Defining and enhance the **corporate culture**.



Promoting the integration of **sustainability** into the business.



MANAGEMENT COMMITTEE OF GRUPO ÁNGEL CAMACHO

Ángel Camacho Perea	Managing Director
Ignacio José Martín Rodríguez	Chief Financial Officer
Beatriz Camacho Cruz-Auñón	Deputy General Manager of the Jam Division and Manager of Business Units
Jaime Millán Verdugo	Chief Operations Officer
Juan Camacho Bilbao	Deputy General Manager of the Olive Division and Purchases Director
Juan Carlos Sánchez Herrera	Marketing and Communication Director
Ignacio Martínez Escribano	Information Systems Director
Jaime Zubiría de Castro	People Manager

REINFORCEMENT OF THE ORGANISATIONAL STRUCTURE

Due to the implementation of the Evolution Plan, two new sub-directorates-general have been created: the Olive Division and the Jam Division, which help

GAC reinforce the follow-up of projects and speed up decision-making while promoting a transformation towards a food company.

MISSION, VISION AND VALUES

To be part of consumers' life, every day and in a special way



VISION

Adding flavour to your life



MISSION



COMMITMENT

We are passionate about everything we do. Commitment has connotations associated with **effort, respect, personal connection** to the company, and above all, improvement in productivity and financial performance. Our commitment provides responsibility, initiative, and creativity.



INTEGRITY

We are honest, transparent, and respectful. **We keep our promises and commitments.** Maintain integrity is not only about doing things right, but also about doing the right thing.



SIMPLICITY

We want to make things simple, by **seeking clear and concise solutions.** If we keep things simple, the outcome will be excellent.



TEAMWORK

We coordinate and integrate our **efforts to achieve results.** Teamwork requires knowing how to share, and honouring a vocation of respect, responsibility, participation and dialogue.



EXCELLENCE

We seek continuous improvement in everything that we do. Excellence **drives us to be better every day** and not to compete with others but as a personal challenge to grow. It means doing things optimally and trying to do them better next time.

VALUES



GOOD GOVERNANCE



One of the company's values is **integrity**, and consequently it strives to ensure that its performance and that of all its people is honest, transparent and respectful, always striving to comply with the highest ethical standards.

To make this a reality, since 2015 GAC has a **Code of Ethics** that promotes strict compliance with the regulatory framework both nationally and internationally, as well as ethical and responsible behaviour of the entire team. This must be guided by **three basic principles**:

- avoid any conduct that may damage the Group's reputation.
- act legally and honestly, looking after the interests of the company.
- respect the established Code of Ethics.

The Code of Ethics serves as a **risk management** tool for the prevention of crime and provides a written record that all individual and group actions within the company must be aligned with its mission, vision and values. It also makes it possible to **establish relationships** of trust with all interest groups.

It is a **living document** that is continuously revised to update it and incorporate all these subjects of interest. In addition, in order to promote its knowledge, the Group provides specific training and develops dissemination initiatives through various communication media. Some of the latest actions taken are:

- Implementation of the **gift policy**.
- Compliance with the regulatory fra-

mework on **data protection and trade secrets**.

- Promotion of a **culture of prevention**.
- **Systems and information security**.
- Internal **communication** and communication with the media, shareholders and authorities.
- **Internal Audit**.

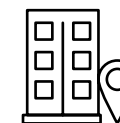
COMPLIANCE COMMITTEE

This body ensures the **validity of the Code of Ethics** and controls that all the members of the company, as well as all its business units, act in accordance with it.

COMPLAINT MAILBOX

Created in 2016, it is open to all persons who have a relationship with

Grupo Ángel Camacho so that they can make, confidentially, any enquiry, communication or report related to compliance with the Code of Ethics. There are two **contact channels**:



Regular mail
Avda. del Pilar,
nº 6, Morón de la
Frontera,
41530, Seville.



E-mail address

comitedecumplimiento@acamacho.com



OUR VISION FOR THE INDUSTRY



The company operates in the food and beverage industry, one of the main economic driving forces in Spain and the European Union (EU). According to data from the Spanish Ministry of Agriculture, Fisheries and Food, food is the main manufacturing industry in the EU, with more than 294,000 companies involved employing almost 4.6 million people.

The Spanish food industry is ranked fifth in turnover value (8.7%), behind France (16.2%), Germany (15.4%), Italy (12.0%) and the United Kingdom (10.7%). It is the leading manufacturing branch of the industrial sector in the country, with more than 107 billion euros in product sales, a figure that represents 24.3% of the industrial sector, in addition to 18% of the persons employed and 15.5% of the added value.

TABLE OLIVE



There are some 850 million olive trees in the world, occupying an area of ten million hectares, of which over one million are devoted to table olive production, according to data from the International Olive Industry Council. In Spain, nearly 2.77 million hectares are devoted to olive groves, of which almost 7% to table olives, according to data from the 2019 survey on areas and crop yields (ESYRCE). Of the latter, almost 87% are in Andalusia and 11% in Extremadura.

Spain is the world's leading producer of table olives, followed by countries such as Egypt, Turkey, Algeria, Greece, Syria, Morocco and Argentina. World average production over the last five seasons amounted to 2,661,800 tons, of which 543,780 tons were produced in Spain, which represents 21% of the

total. The sector is of great importance in the Spanish agri-food industry as a whole. It generates more than 8,000 positions as direct employment and over six million pay-per-hour jobs for the harvest and cultivation of the olive tree, plus all the employment created by the subsidiaries.

INDUSTRY CHALLENGES



- **Tariffs with the United States:** in 2019, for the third consecutive year, the customs-related problems with this country have set the agenda for the industry. In addition to the tariffs imposed on black olives, at the end of the year those on green olives were also added.
- **Brexit:** the UK market accounts for 3.8% of Spanish table olive exports,

so the industry has continued to work to adapt to all scenarios.

- **Complicated harvest:** due to weather conditions, the 2019 harvest has been smaller than expected, which will make the 2020 marketing campaign difficult.
- **Quality standard:** the industry has continued to work towards a standard that would require the variety and country of origin of the olive to be indicated on the labelling.
- **Technological contributing factors:** in 2019, steps were taken with the Administration to authorise the use of sodium hydroxide, which would allow for an increase in sales of organic olives from Spain in the EU.

ASSOCIATIVE PARTICIPATION

Ángel Camacho Alimentación is present and participates very actively in many organisations, entities and associations. In this way, the company demonstrates its commitment to the development and promotion of the industry, by fostering best practices of corporate governance and collaboration in various fields for the benefit of society.

ASEMESA: Asociación de Exportadores e Industriales de Aceituna de mesa (Spanish Association of Exporters and Industrialists of Table Olives) Juan Camacho Bilbao, Deputy General Manager of the Olive Division and Director of Purchases, is currently its Vice-President

FIAB: Federación Española de Industrias de la Alimentación y Bebidas (Spanish Federation of Food and Drink Industries). Carlos Camacho is a member of the Board of Directors

ASOLIVA: Asociación Española de la Industria y Comercio Exportador de

Aceites de Oliva y Aceites de Orujo (Spanish Olive Oil & Pomace Olive Oil Exporters Association)

AECOC: Asociación de Fabricantes y Distribuidores (Spanish Association of Manufacturers and Distributors)

APD: Asociación para el Progreso de la Dirección (Spanish Management Progress Association)

AETI: Asociación Española de Tés e Infusiones (Spanish Tea and Infusions Association)

LANDALUZ: Asociación Empresarial Alimentos de Andalucía (Spanish Food Business Association of Andalusia). Ángel Camacho Perea, General

Manager of GAC, is currently the first Vice-President of this entity

CEA: Confederación de Empresarios de Andalucía (Business Confederation of Andalusia)

SEVILLE CHAMBER OF COMMERCE

CES: Confederación de Empresarios de Sevilla (Confederation of Entrepreneurs of Seville)

ASEOGRA: Asociación Sevillana Empresarial del Olivo y de la Grasa (Spanish Olive and Fats Business Association of Seville)

AEMORON: Asociación de Empresarios de Morón (Association of Entrepreneurs of Morón)



Our company promotes collaboration for the benefit of society



A close-up photograph of a wooden cutting board with several slices of whole-grain bread. One slice is topped with a thick layer of red jam. A hand is visible in the upper right, spreading jam on another slice. A metal cookie cutter is partially visible in the bottom left. A large, semi-transparent orange triangle is overlaid on the center of the image, containing the text.

ADDING
FLAVOUR
TO YOUR LIFE

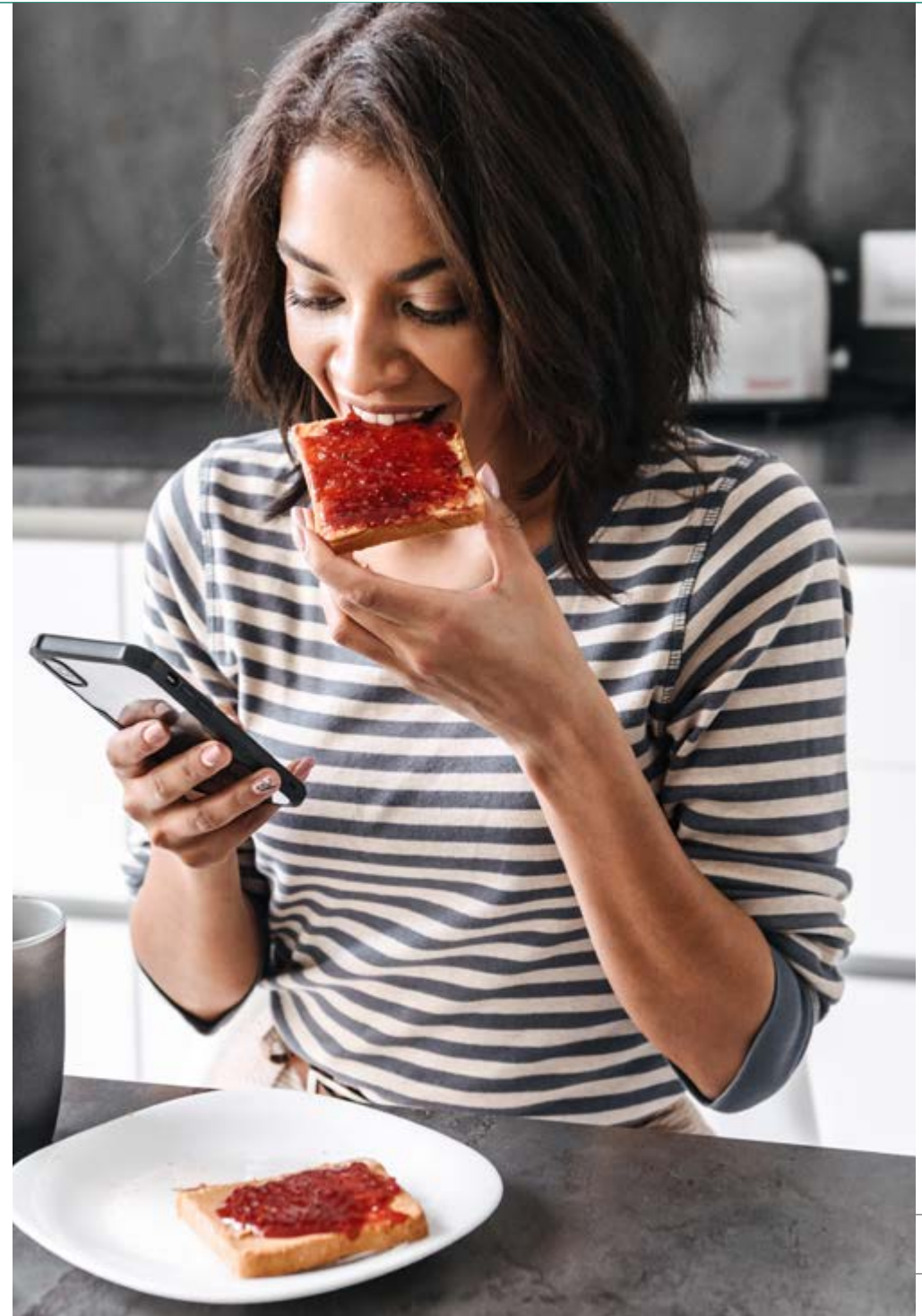
EVERY DAY IN OUR CONSUMERS' LIVES

In times of crisis, uncertain times like the present, it is very important to be faithful to our mission, which tells us what we want to do as a company. Ángel Camacho Alimentación's motto is that everyone in Grupo Ángel Camacho works to fulfil the mission of 'adding flavour to consumers' lives'. To this end, we produce and market products of the highest quality and best taste, always with the best raw materials and following the most efficient processes.

By the same token, the company is constantly looking for new ways to offer increasingly healthy and sustainable products throughout the production process, in line with the demands of a consumer who is increasingly concerned about a healthier diet, which is beneficial to their health and has a lesser impact on the environment.

In this line, our goal is to ensure that the company's commercial brands generate maximum trust in the market and the clients, reinforcing their positioning so that they are always in the consumer's mind and become their main purchase option.

**The company's
entire strategy
develops
around 'adding
flavour to
consumers'
lives'**





BY OUR CLIENTS' SIDE

By the end of 2019, Ángel Camacho Alimentación had a thousand clients, buying its products from over 90 different countries. This highly internationalised business activity requires enormous **adaptability** in order to meet the demands of its very diverse markets, each defined by the requirements of different clients, which range from large global retail chains to local supermarket chains. On the other hand, it is also essential to adapt the products to the taste and preferences of the consumers.

In this complex and heterogeneous scenario, our strategy focuses on developing global alliances with the world's most important clients to generate **stable relationships** that last over time. This collaboration has endured for over 20 years with many, which contributed to the growth of the company and all its commercial brands.

More than half of Grupo Ángel Camacho's clients are large international retail companies. Eight out of the ten most important distribution companies in the world, included in the Top 25 ranking published every year by Deloitte (Global Powers of Retailing 2017), are clients of the company.

Ángel Camacho Alimentación serves more than a thousand clients, from small local supermarkets to the main global retail chains



DISTRIBUTION CHANNELS

Ángel Camacho Alimentación develops a comprehensive offer for the retail and food service channel, as well as for the food industry, with all its commercial brands, or even with the client label or private label (PL). Our goal is to always offer exceptional quality at a competitive price, accompanied by elegant and innovative packaging.



Retail channel

Products are distributed directly to the end consumer.



Food service channel

Products are purchased to be reprocessed or used as ingredients.



Food industry

The product is reprocessed or packaged in different formats, or in bulk for third-party companies.

The company guarantees responsible service and continuous supply to all its clients



QUALITY AND SAFETY



Quality is a hallmark of all the company's commercial brands and products. To achieve the highest standards in this field, we apply our strict **Food Quality and Safety Management System**, which is based on:

- **Meeting implicit and explicit product**, quality, legal, and safety requirements, as well as third-party audits.
- **Continuous improvement**, identifying all processes necessary to maximise the development of our business activities.
- **Establishing quality management** and food safety objectives aimed at achieving strategic preferences.
- **Involving and engaging the entire team** in the process of continuous improvement.
- **Ensuring availability of all the necessary resources** to achieve the goals established.

OBSERVATION DURING THE WHOLE PROCESS

The company has implemented a **traceability system** to know the entire trajectory of the products throughout the supply chain, from the origin of the raw materials to the specifications of the clients to whom each lot is sent. All this information, in addition to improving process observation, increases efficiency and helps improve customer service.

CONTINUOUS INNOVATION

Besides quality, Ángel Camacho Alimentación promotes innovation as a tool for improvement in all its business activities. In this regard, its **R&D&I Management System**, certified under the UNE standard 166,002, channels the development of new projects and products. It also has an **R&D&I policy** that favours progress in this field.

CERTIFIED EXCELLENCE

The company has the most demanding and prestigious international certifications:



First company in the table olive industry to have its innovation processes certified: UNE 166002

GLOBAL SECURITY

Since 2015, the company has voluntarily participated in the **GSV** (Global Security Verification) **Programme**, an audit that comprehensively analyses the supply chain, and certifies compliance with the security measures required by the U.S. Customs Office, as well as other international security standards.

- In 2018, the result of the ACA verification was 98 out of 100, exceeding the average of 82 obtained by other companies in the industry. The audit focused, among other aspects, on existing processes, procedures and infrastructure related to supply chain security and safety areas, such as logistics, physical safety, shipping information controls, security personnel, storage and distribution, information access controls, registration and documentation.



CONSUMERS AT THE CORE

Ángel Camacho Alimentación strives to **satisfy the needs** of consumers, but also **exceed their expectations**. It achieves this through continuous innovation, responding to their demands with healthier products with less impact on the environment.

Likewise, **it involves the consumer** in the development of products, by carrying out enquiries and tests to find out their opinions through qualitative and quantitative research, tastings, surveys and follow-up of procedures. The suggestions received help to define future launches or improve existing products.

Since mid-2019, the usual tasting process has been reinforced with the creation of **an in-house tasting panel**. This group has received specific training and education to be able to objectively and reliably define and evaluate current and developing products.

On the other hand, it has a protocol for **complaint management**, which establishes the responsibility, system and criteria for dealing with and controlling non-conformities originating in the performance of suppliers, customer complaints and returns of products sold.

Complaints are also dealt with through direct channels with the consumer, such as customer service (via telephone or e-mail) or active listening on social networks through the social media profiles of the various commercial brands. This, in addition to **fostering a close and supportive relationship with the consumer**, allows the company to turn complaints into opportunities for improvement.



VISIBLE COMMITMENT

Halal certificate



Ángel Camacho Alimentación has obtained the Halal certificate, granted by the Halal Institute of the Islamic Board of Spain, necessary for the export of products to Muslim countries.



BPA-free containers

Bisphenol A (BPA) has been eliminated from all lids and cans used in packaging. This chemical substance is used, among other things, in the manufacture of packages and has been banned for years in products for children, such as baby bottles.



Reduction and elimination of plastic

The company has created a task force, which since 2018 is working on reducing or eliminating plastic consumption.



'Zero pesticide residues'

Implementation of a protocol that aims to eliminate pesticides in agricultural companies, to produce safe food.

PRODUCT CATALOGUE

Through various manufacturers' or own brands, Grupo Ángel Camacho markets a wide variety of products, which are increasingly diversified, to meet the needs and tastes of consumers. Over the years, each brand has defined its own character, which has allowed it to improve its positioning on the market, always with the **guarantee of quality** that the company offers in every field.



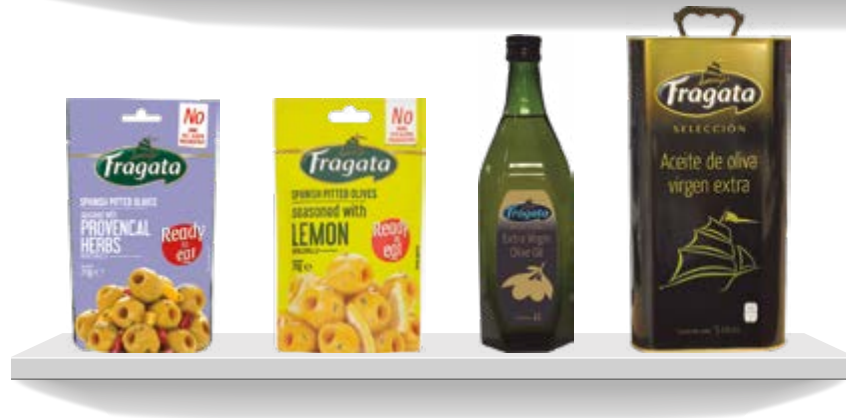
ORIGIN 1925

PRODUCTS olives, oils, pickles, seasoning

WEB www.fragata.es

Since it was founded almost a century ago, Fragata has become the company's driving force and an international benchmark thanks to the excellence of its olives, oils, pickles and other Mediterranean specialties, which it adapts to the tastes of each market.

Fragata has an extensive product catalogue, all of which are made from the finest ingredients using a careful production process. Through-out its history, the brand has established itself as a leader in innovation thanks to the different varieties that it puts on the market, but also to the advances made in terms of packaging, formats and presentation.



New online catalogue: a valuable multimedia communication tool to visually present the wide variety of the brand's products



Anchovy-stuffed olives 'Free of Flavour Enhancers': in its preparation, glutamate is replaced by a yeast extract that preserves the original taste of the product.

Wide range of marinated olives: seven new flavours of green olives marinated with different spices and seasoning.

Relaunch of pickles and condiments: made with a new formula that enhances and improves their taste.



LA VIEJA FÁBRICA
Desde 1834

ORIGIN **1834**

PRODUCTS jams and hazelnut cream

WEB www.laviejafabrica.com

The La Vieja Fábrica brand produces jams with a markedly artisanal character that has won over consumers for decades. Its tradition and quality are combined with innovation, which allows it to offer new ranges adapted to consumer trends.

La Vieja Fábrica has made experience and know-how its main value, offering consumers products its own character that are clearly distinguished by their quality, texture and taste.

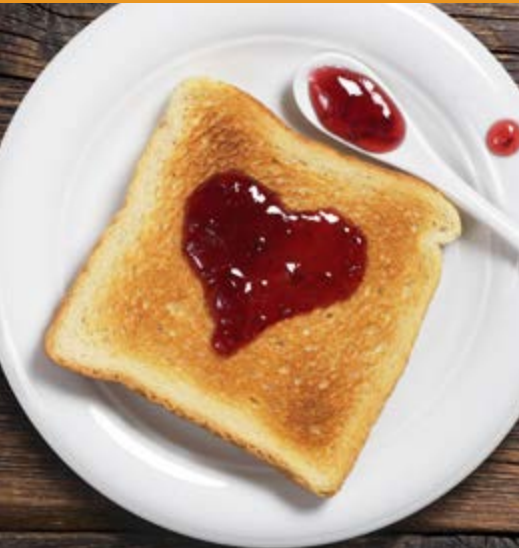


La Vieja Fábrica No Chunks: with six delicious flavours (strawberry, strawberry and banana, peach, forest fruits, tangerine and mango), this new range is perfect for consumers looking for a jam with a finer texture, no chunks or seeds.

La Vieja Fábrica Cacao and Hazelnut, without palm oil: the cacao and hazelnut variety is reformulated to eliminate palm oil. Furthermore, it does not use genetically modified raw materials and does not contain hydrogenated fats, colourings or preservatives. It is produced from cacao processed with a UTZ certification (which certifies the safety of sustainable agricultural production), thus supporting sustainable cocoa farming.

La Vieja Fábrica Without Refined Sugar: range aimed at consumers who want to eliminate or reduce the consumption of sucrose (common sugar) or added refined sugar. These jams have eliminated the refined sugar and replaced it with a 100% natural sweetener, made from an apple and carob pod concentrate, obtained through a physical process of pressing. They are available in strawberry, raspberry, blueberry and strawberry, bitter orange, peach and berries flavours.

PRODUCT NOVELTIES





ORIGIN 1929



PRODUCTS herbal teas and sweetener



WEB www.susaron.es

The long-established Susarón brand of herbal teas has become a benchmark in the wellness segment with its functional herbal teas and its 100% natural sweetener. Susarón has become a health ally, helping people to take care of themselves and feel better. All of this puts the focus on taste, for an unbeatable consumer experience.

It has recently renewed its brand and corporate look, seeking a visual identity that enhances its values and transmits everything that it stands for and represents. It has also launched a new website to bring all the brand related information closer to the public.



Wide variety of functional herbal teas: under the umbrella of two new ranges that internally encompass the concepts 'women's health' and 'young adults', Susarón has launched new product references in two waves (June 2018 and June 2019). This wide variety has increased its positioning as a benchmark in healthy products.

Natural Sweetener: in line with new trends, Susarón launched a natural and healthy alternative to sugar and other sweeteners. It is aimed at consumers who are looking to replace sugar and/or sweeteners with a 100% natural sweetener with health benefits. It is made from 100% fruit (apple, grape and carob pods) and is produced by a physical pressing process, free of any chemical modification or preservatives.





1937



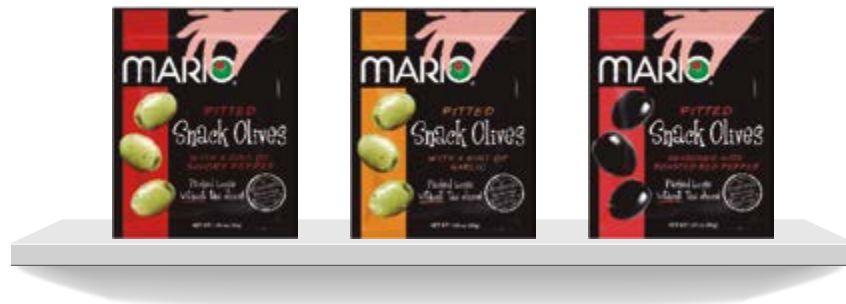
olives, oils, pickles, seasoning



www.mariocamachofoods.com

Mario is the main brand of GAC in the United States, its main market. Oriented towards the North American market, it sells olives and other typically Mediterranean products characterised by their quality and innovation, which has allowed the brand to be highly recognised by consumers.

Mario's catalogue is very extensive and includes different types of olives by variety, origin and format, as well as other Mediterranean specialties such as olive oil, pickles and seasoning, spring onions, bell peppers, capers or artichokes.



Organic Extra Virgin Olive Oil: a high-quality oil made from organically grown olives.

Snax by Mario: delicious brine-free packaged olives in attractive recyclable containers. They are a healthy snack to be taken and consumed anywhere.





ORIGIN 1970



PRODUCTS jams, jellies and fruit preserves



WEB www.stovit.com.pl

Using the best raw materials, the Stovit brand, whose name means 'one hundred vitamins', makes, among other products, jams and fruit preserves that are in great demand in the Polish market, the country where Stovit was born and which joined Grupo Ángel Camacho in 2007.

Through its different product ranges, the brand seeks to satisfy the needs of consumers who love fruity flavours, and be present at their tables for all kinds of meal.



PRODUCT NOVELTIES



Wide range of jams and fruit preserves: the brand constantly updates its product catalogue with new varieties. Among the latest launches are jams free of refined sugars and sweetened with birch sugar and jams flavoured with mint, a very novel ingredient. It has also expanded its range of apple desserts.





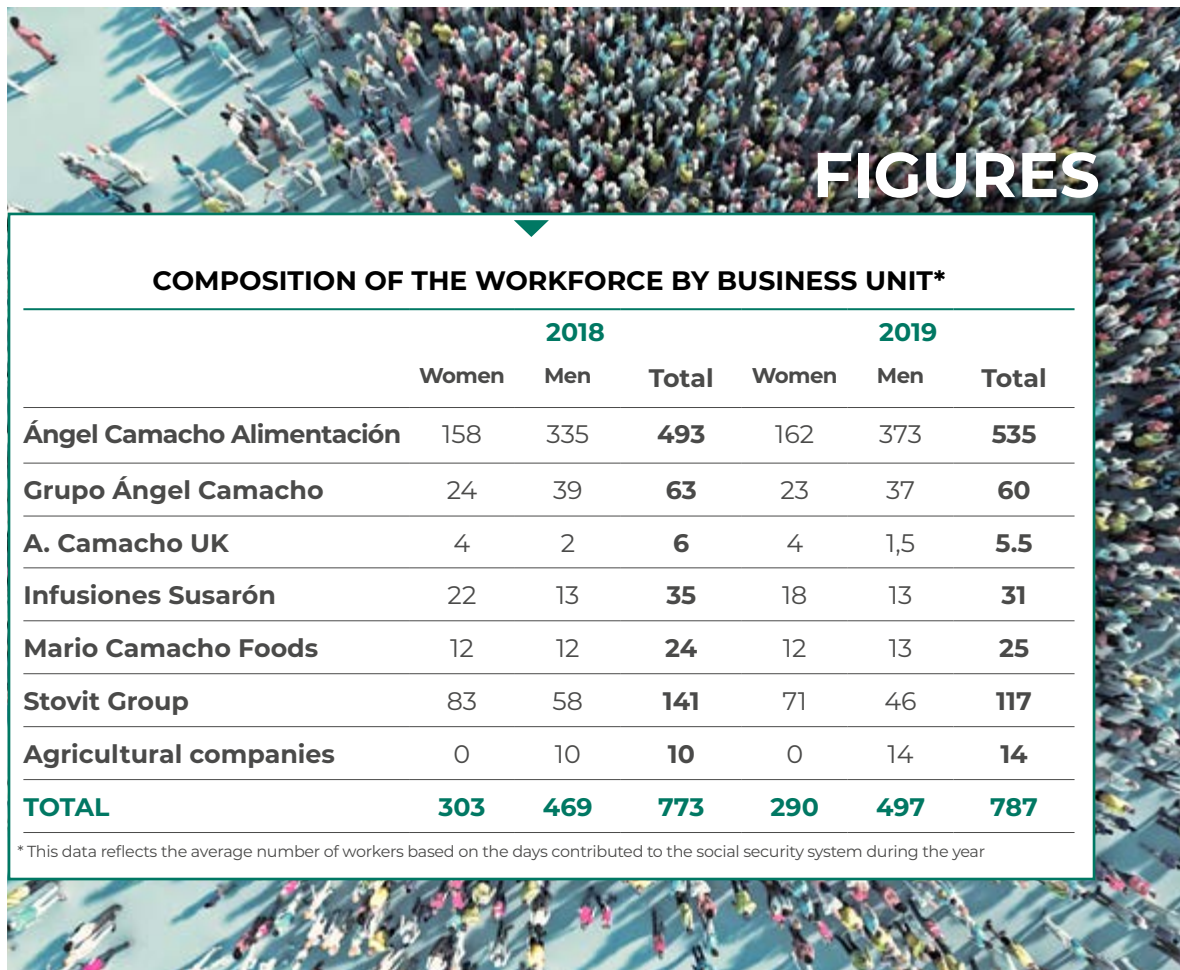
MOTIVATED AND COMMITTED
PEOPLE

OUR TEAM'S EFFORT

People are Grupo Ángel Camacho's driving force and make it grow. At the end of 2019, the global personnel were composed of almost 800 men and women who, in their daily performance, show a tremendous commitment to the business.

The company strives to offer all its professionals the best place to work, implementing continuous initiatives so that

they can develop all their talent and potential, and always watching over their health and safety. Likewise, it promotes policies that favour equality and non-discrimination, as well as focusing on such relevant aspects as training, internal communication, balance and well-being. All this to increase their motivation and achieve their full integration into corporate strategies.



FIGURES

COMPOSITION OF THE WORKFORCE BY BUSINESS UNIT*

	2018			2019		
	Women	Men	Total	Women	Men	Total
Ángel Camacho Alimentación	158	335	493	162	373	535
Grupo Ángel Camacho	24	39	63	23	37	60
A. Camacho UK	4	2	6	4	1,5	5.5
Infusiones Susarón	22	13	35	18	13	31
Mario Camacho Foods	12	12	24	12	13	25
Stovit Group	83	58	141	71	46	117
Agricultural companies	0	10	10	0	14	14
TOTAL	303	469	773	290	497	787

* This data reflects the average number of workers based on the days contributed to the social security system during the year



The main business unit brings together **68%** of the company's employees

Personnel

63% men  **37%** women 

PROMOTING EQUALITY



The company has various tools to **guarantee the principles of equality, diversity and non-discrimination** among all the persons who make up the company. This is reflected both in its Code of Ethics and in specific corporate policies and plans.

GENDER EQUALITY

Since 2016, Ángel Camacho Alimentación has had an **Equality Plan** that guarantees the same treatment and opportunities for workers regardless of their gender. This favours hiring by **exclusively professional criteria** and there are no significant differences in remuneration, despite the fact that this industry has historically had a greater presence of men. By the end of 2019, the percentage of women in the company was close to 37 percent.

NON-DISCRIMINATION

In compliance with current legislation, the company has mechanisms in place to ensure that its employees are not discriminated against for any reason (sex, age, race, religion or beliefs, political ideas, etc.).

INTEGRATION

Similarly, it offers job opportunities to people with certain types of disability and favours their **integration into the labour market** by outsourcing services to special employment centres.

At Ángel Camacho Alimentación, 100% of the employees are covered by the collective agreement

BALANCE

In order to foster a balance between the personal and professional lives of employees, the company promotes measures that result in an effective work-life balance and **encourage greater motivation and commitment to the organisation.**

takes the rights linked to maternity/paternity and family responsibilities

very seriously. It also establishes different working days and schedules depending on the area of each employee to promote flexibility and, therefore, balance. Besides, provided that the position allows for it, the company offers the **possibility of teleworking**, supplying the necessary technical means.

EMPLOYEES' WORK-LIFE BALANCE						
	2018			2019		
	Women	Men	Total	Women	Men	Total
With maternity/paternity	24	26	50	19	16	35
With a reduction in working hours	14	17	31	18	8	26
With family care leave	17	2	19	8	30	38

COMMITMENT TO TRAINING

One of the pillars of the company's corporate culture is the promotion of knowledge and learning. In this sense, many resources are allocated every year to **improve the capacities and competences of the personnel** by means of a Training Plan, the perfect way for developing talent and reaching the full potential of employees. This professional growth results in the success of the company.

In 2018 and 2019, the Training Plan was focused on different fields:

- **Languages**, as a consequence of internationalisation.
- **Management and appreciative coaching** aimed at improving skills such as communication, coordination, and teamwork.
- **The technical area** based on specific programmes on electricity, mechanics, and pneumatics.
- **The Lean Manufacturing system** taught to the middle management (Yellow Belt level) and to the conti-

nuous improvement team (Green Belt level).

- **Code of Ethics** to improve the application and knowledge about it.

HOURS OF TRAINING		
	2018	2019
Hours/employee	14.15	13.79
TOTAL	7,869	8,214



INVESTMENT IN TRAINING (in Euros)		
	2018	2019
ACA	115,569	91,227
Susarón	1,750	13,418
Stovit	59,992	26,215
TOTAL	177,311	130,860



More than **300,000** euros invested in training in 2018 and 2019

In the same period, there were more than **16,000** hours of training





inPULSA-t Change Management Programme

This programme has been designed to create spaces for growth and service leadership that promote the talent of the company. Therefore, the company gives training, mentoring and accompaniment sessions in leadership, competences, and interdisciplinary skills that must be put into practice in daily performance. The goal is to **encourage cultural change** by means of simple tools in order to progress towards excellence and improved performance.



The importance of cybersecurity
The company implemented this communication action to raise awareness among employees on the possible consequences of the misuse of computer equipment and information. Using visual and highly graphic messages, the campaign provided recommendations and advice to **minimise the risks related to cybersecurity** at both the professional and personal levels.



Learning from in-house talent

Every year, Grupo Ángel Camacho brings together **the business unit managers in a meeting** focused on forging bonds between people, strengthening the team spirit, and strategically aligning all subsidiaries. During two intense working days, each unit has the opportunity to communicate the latest news on its business, as well as identify and share best practices.

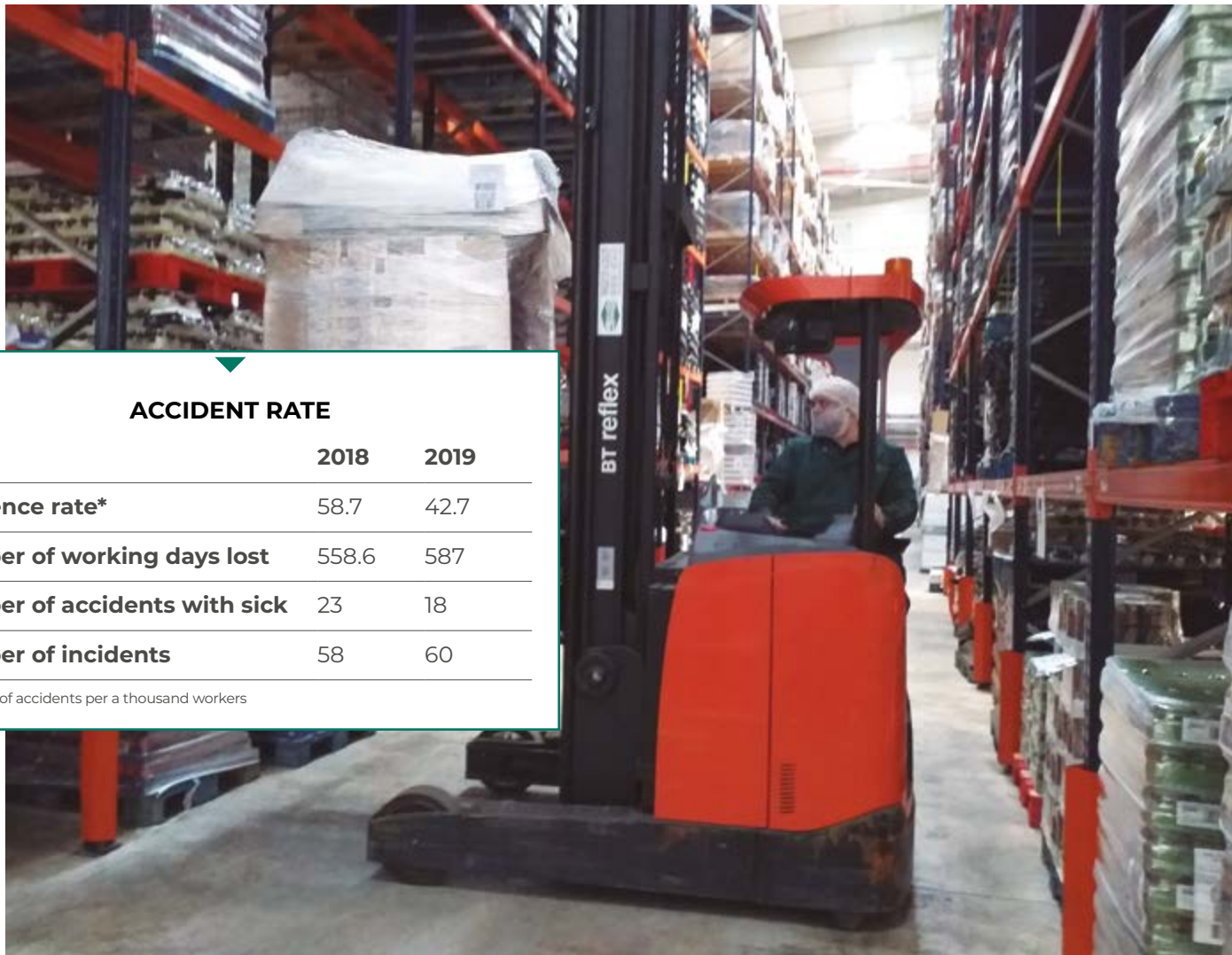
In Spain, Ángel Camacho Alimentación **holds the 'Poniendo Sabor a tu Vida'** annual conference, a major internal communication event that allows for sharing with 150 people the company's current situation, its main ongoing projects, and the strategies that will determine its future. It also represents an unbeatable framework for promoting cohesion and strengthening the pride of belonging to the company. The event takes place at the Instituto Internacional San Telmo in Seville, and the tenth edition was held in November 2019.

HEALTH AND SAFETY

Ángel Camacho Alimentación proves its strong commitment to the health and safety of professionals by working constantly and tirelessly to improve all aspects related to this field and **reduce the accident rate**. Since 2015, it holds the OHSAS 18001:2007 certification on occupational health and safety, which demonstrates the company commitment, turning it into a benchmark in the industry.

Similarly, it has been promoting for years a **culture of prevention** that aims to involve and make everyone aware of the importance of maintaining safe behaviour and moving from risk control to preventive commitment. This is the only way to achieve the **'zero accidents'** goal in the near future.

The company has achieved a 41% reduction in its incidence rate since 2016



ACCIDENT RATE		
	2018	2019
Incidence rate*	58.7	42.7
Number of working days lost	558.6	587
Number of accidents with sick	23	18
Number of incidents	58	60

* Number of accidents per a thousand workers

Preventive culture



Towards a culture of prevention

In order to put its commitment to safety into practice, ACA implemented the **Q-Safely Project** in 2016 to promote a cultural change aimed at replacing the risk control model with a preventive commitment. In this way, the company involved all its people and began to adopt a philosophy based on continuous improvement to emphasise on all aspects related to safety.

The project is in its second phase of implementation, called **'Transformation through action'**, and the **5* Safely Programme**, whose starting point is the leadership of middle management, is being applied. They dedicate

five minutes a day to carry out an observation, a conversation, or some management for the actual improvement in safety conditions and ways of working. In this way, **the participation of workers** is promoted through their contribution to work meetings and the provision of suggestions about observed risks, as a channel of communication and innovation in safety.

Safest centres reward

In order to acknowledge the commitment to safety and prevention, the company rewards those work centres that have **not recorded any occupational accident** during the year.



Cardio-protected facilities

To protect the health and well-being of people, ACA has installed **automatic defibrillators** in the plants and offices of Seville, providing employees with training in their use.



Communication is Prevention

As a complement to the 5* Safely programme, the **'Communication is Prevention' campaign**, was launched in 2019 to strengthen the commitment and involvement in compliance with safety standards and best preventive practices. By means of positive messages, the company focuses on relevant issues, such as possible risks, causes of accidents, and safe actions.





GOOD WORKPLACE ENVIRONMENT

The company policies and initiatives related to people not only promote the equality, development, and safety of the personnel but also aim to achieve the best possible workplace environment to **increase employee satisfaction and strengthen their pride of belonging** to the organisation.



Performance bonus

In order to connect ACA people to the general objectives of the company, in 2019, a **new remuneration system** was implemented to supplement the annual salary of people who are with superior conditions to the collective agreement. The system consists of a **quarterly bonus of 1%** of the fixed gross annual salary in relation to performance.



Second working environment study

The opinion and satisfaction level of people are essential to the company. Therefore, in the last quarter of 2019, the second working environment survey was carried out in order to **evaluate the personnel perception of certain issues** of interest targeted at professional development in the company.

The study also allowed for learning about elements that **improve the working environment**, favouring interpersonal relations, communication, trust, and motivation.

Commitment to internal communication

In its efforts to promote trust and dialogue, the company has assumed **a strong commitment to transparency in communication.**

During 2018 and 2019, the number of releases about any kind of information increased with the aim of **sharing the economic and financial situation of GAC**, as well as its industry updates and organizational or strategic changes. There are many different internal communication channels: general releases, general management releases, the corporate newsletter, weekly news, and so on.

As a consequence of the new strategic plan, an ambitious communication project was carried out throughout 2018 and 2019 to involve the largest number of people at the company in the **Evolution Plan.**





COMMITMENT TO THE ENVIRONMENT



FOCUS ON SUSTAINABILITY

Due to the nature of its business activities, since its foundation, Ángel Camacho Alimentación has maintained a very close relationship with the natural environment to obtain essential raw materials for its products. In this way, environmental care and protection become essential to the performance of the company, which always **integrates sustainability and responsibility** criteria into every action.

The company has an Environmental and Energy Policy, which is supported and promoted by the Management, that describes the principles that should govern its management in the environmental field. This commitment is assumed by all the people that are part of ACA to promote and develop the best possible behaviour in this area, as well as extending it to the value chain in order to align all the parties involved.

The ultimate goal is to **control and reduce the impact of its business activities** by continuous improvement in such relevant aspects as the appropriate management of natural resources, emissions reduction, and efficiency enhancement. Therefore, the company relies on new technologies and the constant update of processes, as well as on internal and external achievements checks.

Environmental and Energy Policy



Environmental Statement
 In line with its commitment to transparency, ACA publishes an annual Environmental Statement, which is a document that is available to all interest groups and **sets out the company's sustainable management performance.**



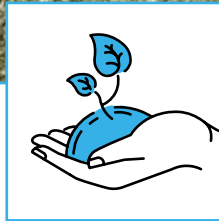
The ultimate goal is to control and reduce the impact of its business activities by continuous improvement



INCORPORATED IN OUR MANAGEMENT

In order to achieve and fulfil its environmental goals, the company has implemented an **Environmental Management System** to ensure continuous improvement in performance. In 2018, this tool was adapted to comply with the new 14001:2015 ISO standard, ensuring that the company meets the highest environmental quality standards.

Similarly, it has its own **Energy Management System** adapted to the 50001:2011 ISO standard and supervised by the Efficiency Committee to ensure that energy goals are achieved. This committee is responsible for enforcing the **National Energy Efficiency Action Plan** (NEE-AP), carrying out, among other tasks, the verification of the correct implementation of energy initiatives and the achievements follow-up. Between 2018 and 2019, 75 actions were studied.



Environmentally-friendly processes

Environment and Energy Management Certificates

IN THE EVENT OF ANY INCIDENT

The company works to make its processes and business activities as safe as possible. This includes the anticipation of any type of incident that may affect the environment, such as fuel spills or waste of chemical products. **ACA carries out periodic safety drills and practices aimed at improving its reaction to an incident** with the above-mentioned characteristics, apart from training people and providing centres with necessary technical means.

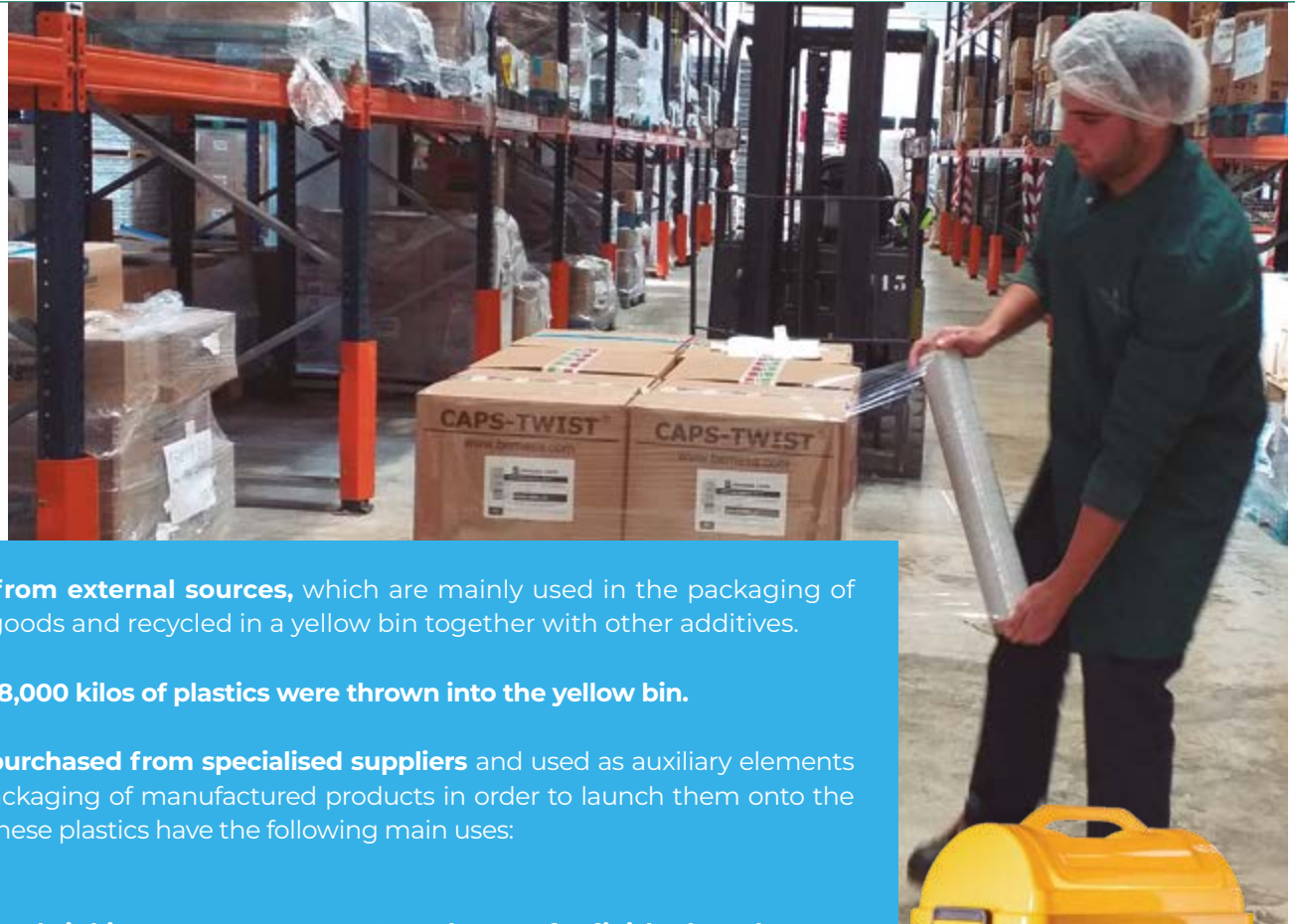


IMPROVEMENT ACTIONS AND SUCCESS STORIES

OPTIMISATION AND REDUCTION IN THE USE OF PLASTIC MATERIALS



In line with the Evolution Plan, by the end of 2018, another plan was implemented to identify, optimise, and **reduce the amount of plastic used and generated in the company facilities**, in accordance with the production process and the requirements of clients. The project focuses on the two large groups of plastics that the company manages:



1

Plastics from external sources, which are mainly used in the packaging of primary goods and recycled in a yellow bin together with other additives.

In 2018, 98,000 kilos of plastics were thrown into the yellow bin.

2

Plastics purchased from specialised suppliers and used as auxiliary elements for the packaging of manufactured products in order to launch them onto the market. These plastics have the following main uses:

- **Wrap for shrinking wrap trays.** Until 2019, a 250 gauge was used. Then, it was replaced by a 190 gauge wrap in the production lines, where it proved to be technically feasible. This change resulted in a **saving of nearly 24% in kilos of wrap** and an economic saving of 18%.
- **Stretch wrap for finished product pallets.** Until 2019, all pallets were stretch wrapped using a 23 microns wrap, which was not pre-stretched. This wrap has been replaced by a less thick one that can be 180% pre-stretched, **saving nearly 40%** of the material used in each pallet and achieving a cost reduction of 30%.





IMPROVEMENT ACTIONS AND SUCCESS STORIES

Best Practices Guide Edition

As part of the effort to integrate a culture of continuous improvement in the environmental field and to strengthen its contribution to sustainable development, Ángel Camacho Alimentación has published the Best Practices Guide, a tool aimed at motivating employees and collaborators as well as **raising awareness on environmental respect and care.**

This manual, which is available on the corporate website, contains fifty useful advices focused on **environmental protection** that are easy to implement. Some examples include measures to save resources, promote recycling, and encourage reuse.

Removing plastic from Susarón Herbal Teas

In order to create a sustainable future, the company has removed the use of plastics from boxes of packaged Susarón herbal teas. This measure results in **saving 9,000 kilos** of this material. In this project, a new box with a tab for gluing was designed, machines were modified for the implementation of new die cuts, and a new gluing machine was installed. Throughout 2020, this technology will be implemented on the various packaging lines until plastic is completely removed from boxes.



Less paper, more responsibility

ACA has been committed for years to paper consumption reduction. To this end, the company has taken several measures aimed at using this resource rationally, and the results are already visible. With a similar purpose, by the end of 2018, the company set up a project to remove the seal from jars packaging for clients in England (Tesco, Waitrose, and Morrisons), which resulted in an **annual saving of more than two tons of paper.**





The Life Laser Fence Project keeps moving forward

The company participates in this **pioneering initiative** that aims to keep animals away from crop fields by means of virtual laser fences to guarantee their safety.

Every six months, the members of the project meet to share their progress, and ACA's progress is increasingly encouraging. Tests carried out in proprietary fields by the end of 2019 have achieved a **success rate of 95%** for birds and a slightly lower percentage for mammals. The red colour of the laser stands out for achieving the best results. The next steps will focus on increasing the efficiency of the system for small mammals and rodents, which are the main animals that damage crops.



A sustainable warehouse

The most modern warehouse of the company, which was built in the Spanish town of Morón de la Frontera in 2016, was selected as a finalist by the Colegio Oficial de Arquitectos de Sevilla (Official College of Architects of Sevilla, COAS) in the Premios COAS Arquitectura y Sociedad 2019 (2019 COAS Architecture and Society Awards). The building was considered a **positive contribution to the daily business activity carried out by and for society**, as well as its integration into the environment.



Mario Camacho Foods, Commitment and Reward

In 2017, the business unit achieved excellent results in **Walmart's CDP environmental project** once again and was included in the Supplier Climate & Water A-List, which distinguishes the 100 most efficient suppliers in the environmental field. Therefore, this distribution chain, which is the largest one the world, **acknowledges the commitment of Mario Camacho Foods to the natural environment** due to its product manufacturing processes and supply chain. Only 2% of suppliers that participated in the CDP project in 2017 were included in List A.





ENVIRONMENTAL INDICATORS (2015-2019)

The environmental impact assessment carried out by Ángel Camacho Alimentación is based on certain aspects such as the following ones:



Water and energy consumption



Raw materials consumption



Packaging and container material consumption



Waste water and waste generation



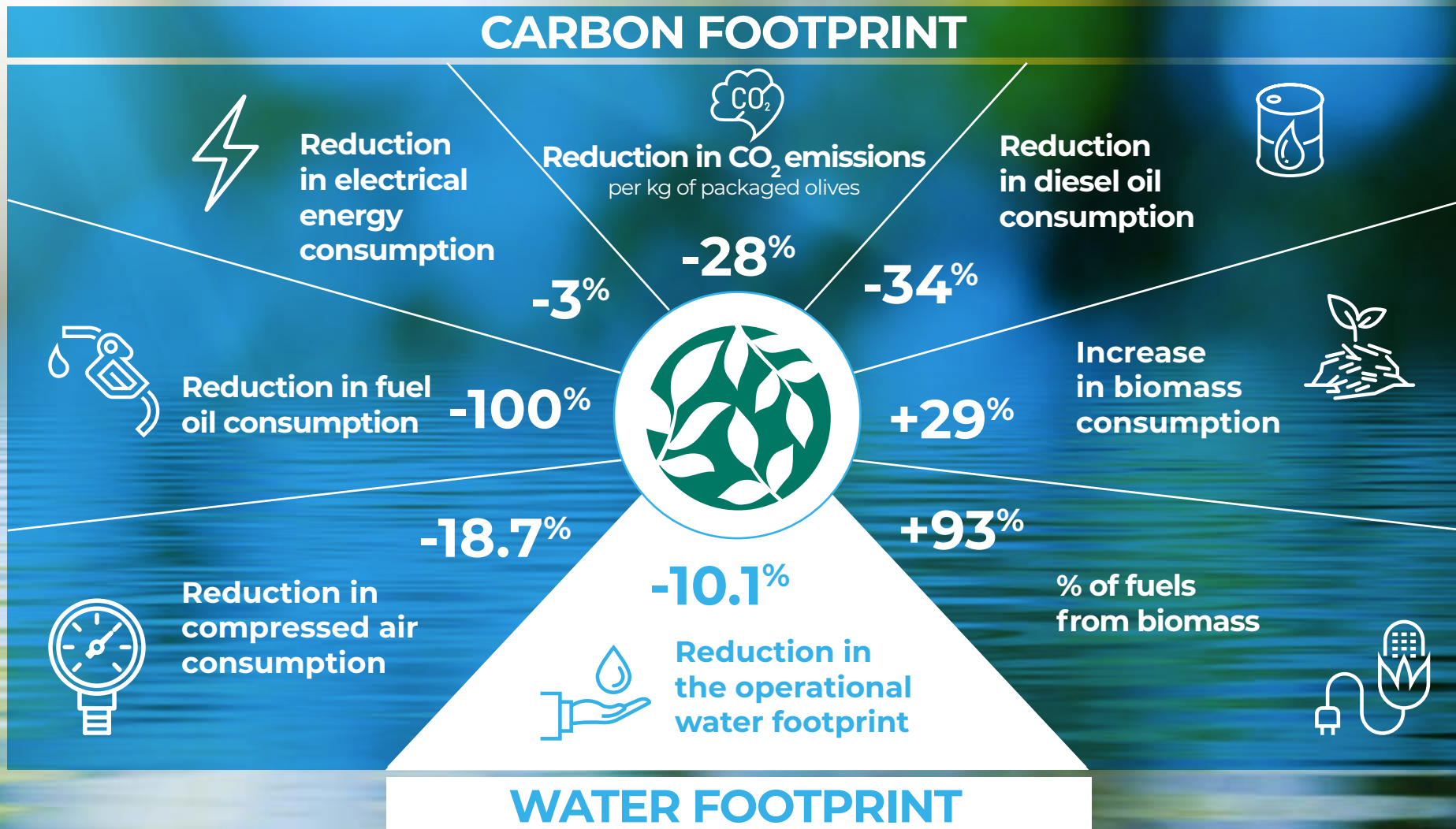
Emissions into the atmosphere



Biodiversity



ENVIRONMENTAL INDICATORS (2015-2019)





ENVIRONMENTAL INDICATORS (2015-2019)

WASTE AND WASTE WATER



Reduction in waste water generation **-8.4%**

WASTE PRODUCTION



Non-hazardous **+35%**



Hazardous **-7.5%**

RAW MATERIALS CONTAINERS AND PACKAGING BIODIVERSITY

REDUCTION IN



Consumption of raw materials per ton of packaged product (salt, soda, among others) **-3.8%**



Consumption of containers and packagings per ton of packaged product **-5.6%**



Floor area used in the factory **-2%**



WATER



2015-2019 water footprint reduction: -10.1%

The company promotes the reduction and efficiency of water consumption and, therefore, of the water footprint by the **application of new technologies and the optimisation of production processes.**

Only the agronomic aspect, that is, the irrigation of olive trees, accounts for 85% of the water footprint. Although the use of biomass as a fuel reduces the carbon footprint, it accounts for 10% of the use of water due to the irrigation needs for production.

Measures to reduce the water footprint:

- Information, training, and awareness campaigns among employees.
- Maintaining the right water pressure.
- Carrying out inspections in the facilities to detect possible waste water or spills.
- Installing timed flow taps and cutting systems to avoid wasting running water.
- Not using water if there are other efficient and effective alternatives.
- Reducing, recovering, and reusing water, provided that food hygiene and safety protocols allow it.
- Cleaning storage areas with mechanical sweepers.
- Improving the efficiency of water use in production processes.

Farms account for most of the water consumption. Therefore, basins for rainwater harvesting and drip irrigation systems have been installed to achieve greater efficiency





ENERGY Consumption:



Reduction in electricity:
-3%

Reduction in compressed air:
-18.7%



The main power sources of ACA are electricity to power equipment and fuels to generate the necessary vapour for the sterilisation and pasteurisation processes.

In 2018, **100%** of the electricity consumed was derived from **renewable resources**. In 2019, the use of **biomass accounted for 93%** of the total fuel consumption.



Measures to reduce **electric** energy consumption:

- Carrying out internal information, training, and promotion campaigns on energy saving and efficient use.
- Installing automatic shutdown of equipment and machinery and start-up elements in the production lines.
- Performing energy audits in the facilities to optimise consumption.
- Replacing luminaires with the most efficient ones (energy-saving lamps, LED, among others).
- Leveraging daylight.
- Using timer switches and presence sensors in service areas, changing rooms, or low-traffic areas.
- Using highly energy-efficient equipment and fuels.
- Using thermostats in central heating systems.
- Not using compressed air if there are other efficient and effective alternatives.
- Improving efficiency in the use of electricity in production processes.
- Turning off lights and shutting equipment down when not in use ('the best energy is that which is not used').

In 2018, 100% of the electricity consumed was derived from renewable resources



ENERGY



Consumption:

Reduction
in diesel oil:
-34%



Reduction
in fuel oil:
-100%



Increase in
biomass:
+29%



Measures to reduce the use of **fuel**:

- Replacing liquefied petroleum gas (LPG) forklift trucks with electrical ones.
- Outlining a preventive maintenance plan for facilities and equipment and complying with established terms for carrying out regulatory reviews.
- Transferring the packaging process from the Espartinas plant to the Morón plant to replace fuel oil with biomass.
- Leveraging residual heat.
- Implementing the automatic control and feeding of current boilers.
- Improving the insulation systems of vapour facilities.
- Improving the efficiency of vapour used in production processes.

Thanks to the 'Packaging Consolidation' project, diesel oil and fuel oil have been replaced with biomass, which is a more sustainable fuel with net-zero CO₂ emissions





RAW MATERIALS

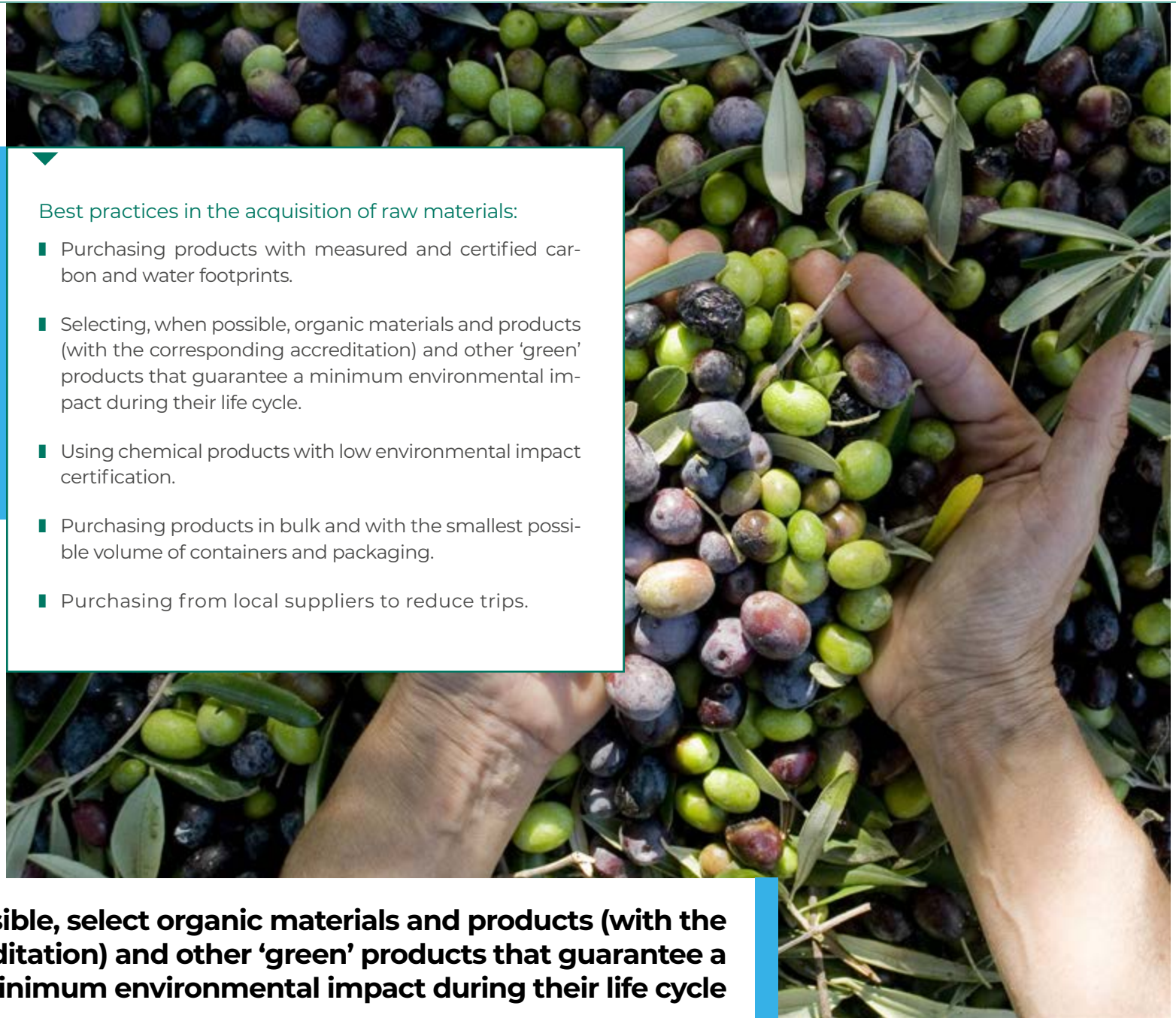


Reduction in the consumption of raw materials per tonne of packaged product
-3.8%

The company acquires raw materials prioritizing quality, but also environmental criteria to reduce its impact to the minimum. In this sense, **materials**, equipment, products, and suppliers must have **environmental certification**. The company also focuses its purchases on local suppliers.

Best practices in the acquisition of raw materials:

- Purchasing products with measured and certified carbon and water footprints.
- Selecting, when possible, organic materials and products (with the corresponding accreditation) and other 'green' products that guarantee a minimum environmental impact during their life cycle.
- Using chemical products with low environmental impact certification.
- Purchasing products in bulk and with the smallest possible volume of containers and packaging.
- Purchasing from local suppliers to reduce trips.



As far as possible, select organic materials and products (with the corresponding accreditation) and other 'green' products that guarantee a minimum environmental impact during their life cycle



PRODUCT PACKAGING AND CONTAINERS

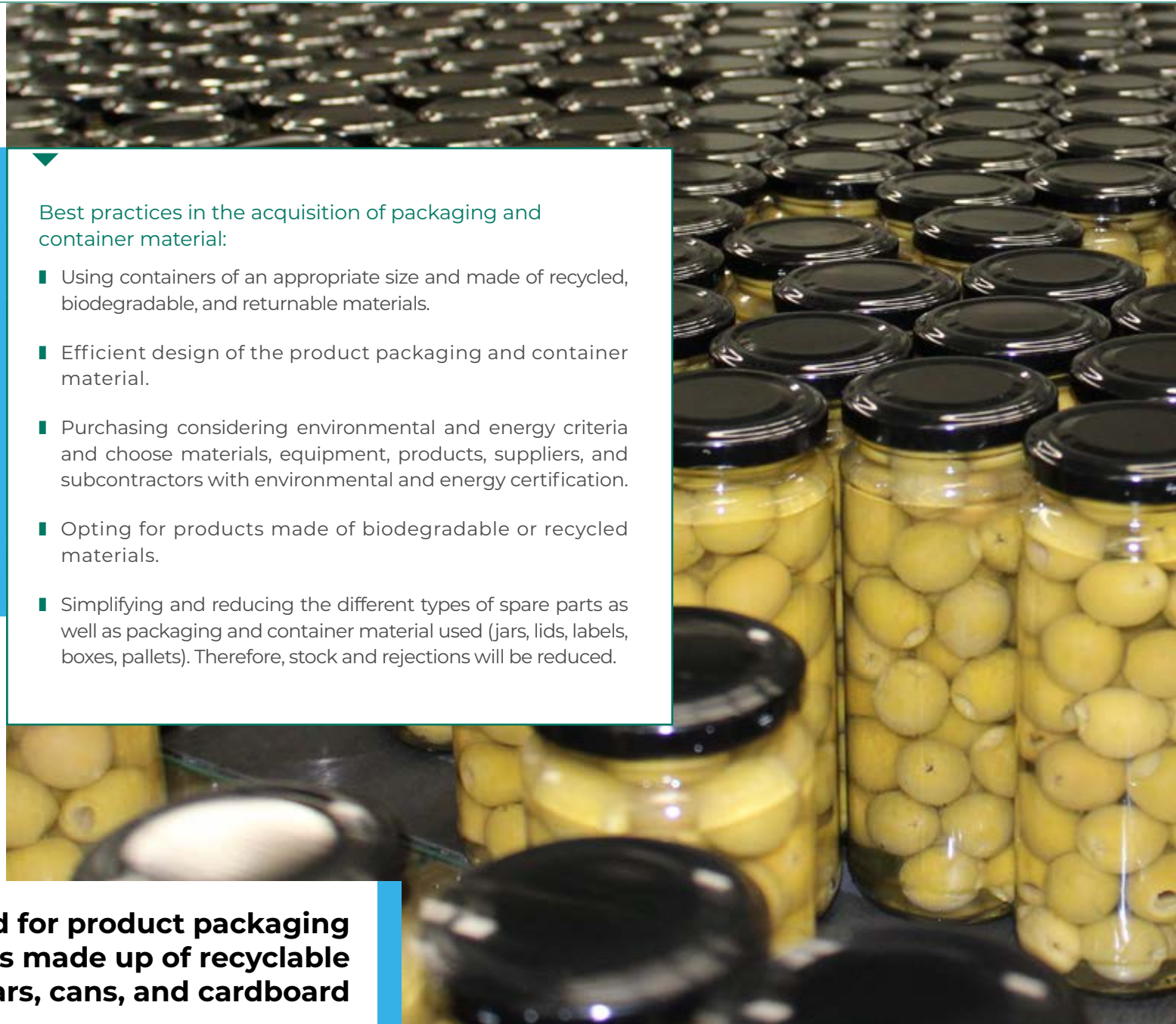


Reducing the consumption of containers and packaging per ton of packaged product
-5.6%

Improving the efficiency of production processes has resulted in the optimisation in the use of containers and packaging. Apart from **reducing the number of resources**, significant progress has been made in **removing plastic materials**.

Best practices in the acquisition of packaging and container material:

- Using containers of an appropriate size and made of recycled, biodegradable, and returnable materials.
- Efficient design of the product packaging and container material.
- Purchasing considering environmental and energy criteria and choose materials, equipment, products, suppliers, and subcontractors with environmental and energy certification.
- Opting for products made of biodegradable or recycled materials.
- Simplifying and reducing the different types of spare parts as well as packaging and container material used (jars, lids, labels, boxes, pallets). Therefore, stock and rejections will be reduced.



87% of the material used for product packaging and containers is made up of recyclable materials: jars, cans, and cardboard



EMISSIONS

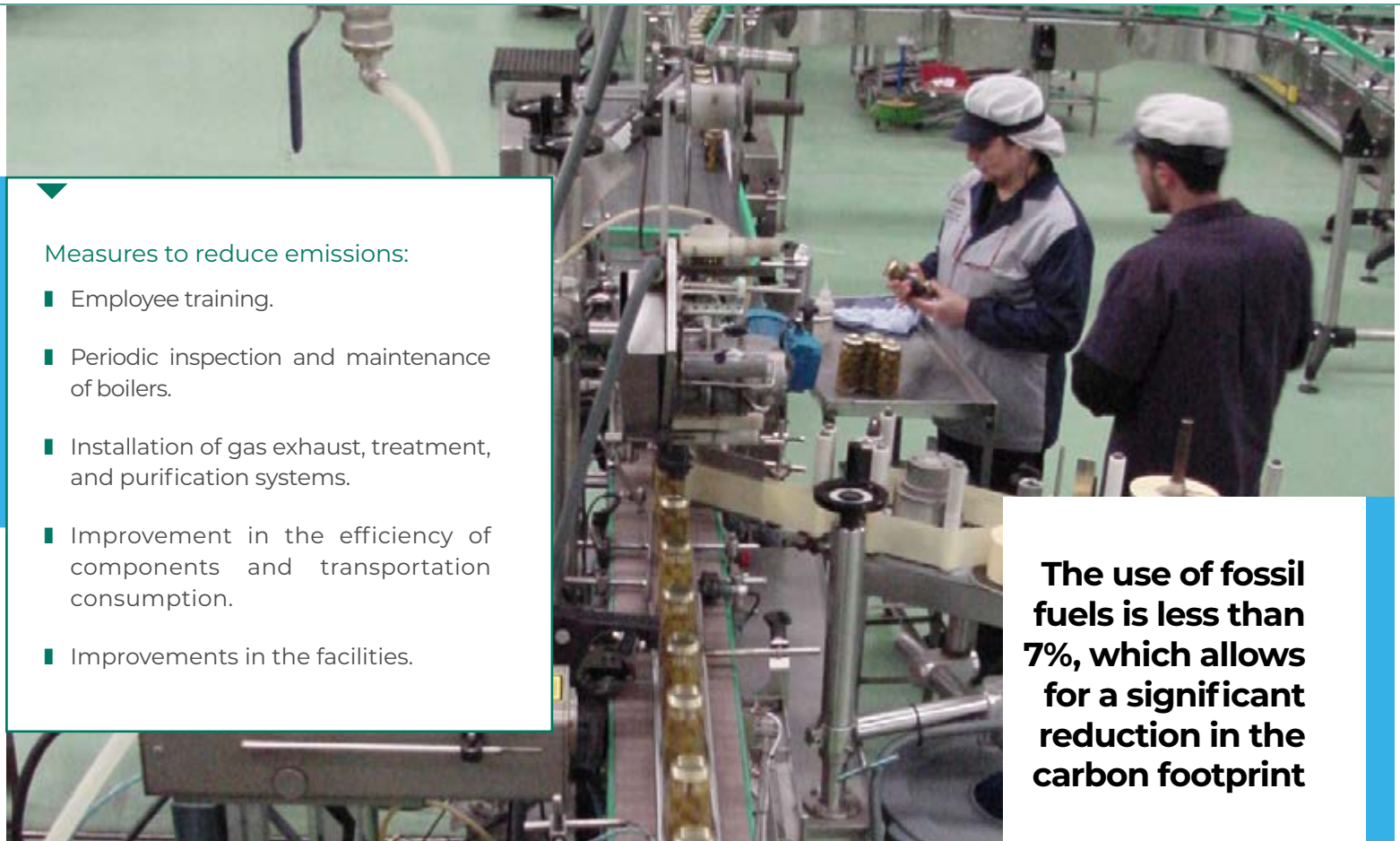
Reduction in CO₂ emissions per kg of packaged olives
-28%



The main source of direct emissions (scope 3) of greenhouse gases generated by the business activity of the company is derived from the **consumption of raw materials as well as packaging and container material**, which accounts for 85% of the carbon footprint.

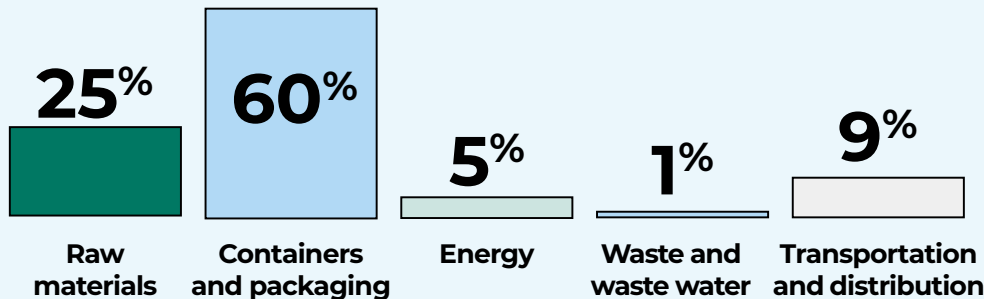
Measures to reduce emissions:

- Employee training.
- Periodic inspection and maintenance of boilers.
- Installation of gas exhaust, treatment, and purification systems.
- Improvement in the efficiency of components and transportation consumption.
- Improvements in the facilities.



The use of fossil fuels is less than 7%, which allows for a significant reduction in the carbon footprint

CARBON FOOTPRINT (PER KG OF PACKAGED OLIVES)



- The **transportation of all the components** (olives, raw materials, containers, waste, among others) represents **2.8%**.
- The **transportation of olives** around the world until reaching clients results in only a **9%** footprint.
- The **energy** consumed represents **5%** of it, highlighting that all of its load comes from electricity.
- Surprisingly, **60%** of the footprint is a consequence of **packaging** and, what is even more striking is that **30%** of the footprint that the Company's olives leave on the planet occurs due to the **consumption of glass jars**.



WASTE GENERATION

Increase in non-hazardous waste production:

+35%

Reduction in hazardous waste production:

-7.5%

Waste is classified in the following categories:

- non-hazardous, recyclable, and non-recyclable
- hazardous

Waste is properly classified and stored before delivery to an authorised waste manager.

Ángel Camacho Alimentación is a **small producer** of hazardous waste, with an annual production of less than 2.5 tons. 54% of this waste corresponds to plastic containers with some hazardous substance such as lubricating oils, inks, solvents, among others.

Best practices related to waste:

- Analysis of environmental risks as a measure to prevent environmental impact.
- Acquisition of equipment and machinery that have the least negative effects on the environment (non-ozone depleting coolants, low energy and water consumption, low noise emission, among others).
- Reduction in the storage time of raw materials to avoid expiration date and waste generation.
- Adequate management of hazardous product containers to avoid risks.
- Proper waste segregation.
- Proper storage before delivery to an authorised waste manager.
- Segregation of organic waste to make compost as a fertiliser.
- Acquisition of products and equipment that cause less hazard or impact on the environment and that do not become toxic waste at the end of their shelf life.
- Agreement with suppliers on the return of surplus material and empty containers for reuse.
- Use of recycled paper and plastics with low grammage.
- Duplex printing in black and white if possible. Reuse of paper printed on one side only.
- Disposal of waste into the appropriate container. Do not mix recyclable waste (glass, cardboard, tinfoil, among others) with non-recyclable waste (rubbish) or hazardous waste (fuel, waste oils, solvents, paints, batteries, among others).

In the last few years, the volume of recyclable waste has increased significantly thanks to proper segregation and productivity improvement

WASTE WATER



Reduction in waste water generation
- 8.4%

Despite the production increase in the last few years, the company has reduced its volume of waste water as a result of the investments made to improve processes and equipment used.

The adequate classification of water has allowed for the optimisation in the management and subsequent treatment

Waste water reduction measures:

- Providing the personnel with information and training in plans for the reduction of waste water.
- Carrying out environmental risk analysis as a measure to prevent environmental impacts caused by accidents (fires, uncontrolled waste water, spills, among others).
- Avoiding unnecessary spills.
- Classifying water correctly avoiding mixtures of brines or lye with clean water that prevent proper purification.
- Avoiding unnecessary water consumption.
- Avoiding the disposal into the collectors of materials that impede their correct functioning or maintenance or of elements that are inflammable, explosive, irritating, corrosive, or toxic, such as waste oils.



A background photograph of a grape harvest. In the foreground, a person wearing green gloves holds a wicker basket filled with purple and green grapes. To the left, a red and black mechanical grape harvester is shown, with a large pile of harvested grapes on a dark cloth on the ground. In the background, another person is visible, and the scene is set outdoors with trees and a bright sky.

PROMOTION OF
SUSTAINABLE
DEVELOPMENT

BETTING ON LOCAL VALUE

Since it was founded more than 120 years ago, Ángel Camacho Alimentación has been **forging its bonds with the province of Seville and, especially, with the town of Morón de la Frontera**, where its headquarters and main production centres are located.

The firm commitment to local and rural development is one of the pillars of the company, which contributes every year to the **promotion of the economic, business, and social** growth of the community in which it operates.

This goal is achieved through **employ-**

ment, integrating preferably professionals in the area into its staff structure. Thanks to **purchases from local suppliers**, raw materials and other indispensable elements, such as containers, can be obtained from the closest environment. Maintaining **social investment**, providing resources to many local entities. The company is also present through **sports sponsorship** by supporting the Morón basketball team and other national events such as The 'Vuelta a España' cycling race, and also through **academic collaboration** agreements with different institutions, including the University of Seville.

This philosophy, integrated into the corporate strategy, has turned the company into one of the main economic and social driving forces of the province

LOCAL EMPLOYEES

More than 90% of the persons that are part of the personnel at Ángel Camacho Alimentación were born in **Morón de la Frontera**, favouring the development and prosperity of the area.

LOCAL COMMITMENT OF ÁNGEL CAMACHO ALIMENTACIÓN

-  **Employment**
-  **Local investment**
-  **Purchases and suppliers**
-  **Sports sponsorship**
-  **Academic collaboration agreements**

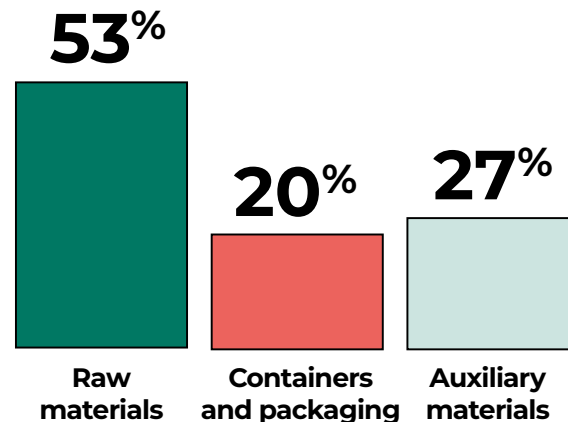
000 PROCUREMENT AND SUPPLIERS

ACA's commitment to local development is also reflected in its procurement strategy, which **prioritises relationships with local suppliers**, especially with those that are in line with the company policies. In this way, apart from ensuring the supply of the best raw materials in terms of quality and safety for the production of its products, it guarantees that collaborating companies develop their business activities with a **sustainable vision** similar to the one of Ángel Camacho Alimentación.

The company maintains business relationships with a wide variety of suppliers, from small farmers and local cooperatives to leading multinationals in the industry. The same parameters and requirements apply to all of them regardless of their size since the company products are marketed on a global scale.

▼
MORE THAN 70% OF ANNUAL PURCHASES ARE LOCAL*

DISTRIBUTION OF PURCHASES



* Andalusia and Extremadura are the two predominant areas for purchases.

By the end of 2019, ACA had nearly 400 suppliers, 80% of which supplied raw materials



RELATIONSHIP BASED ON TRUST AND MUTUAL BENEFIT

ACA seeks to maintain **long-term** agreements with suppliers to achieve shared benefits. As proof, the company has been working with some of these suppliers for over 25 years. This relationship is based on concepts such as quality, flexibility, competitiveness, and innovation. The **local value** is equally outstanding because of the following reasons:

- It promotes **employment** and a collaborative economy.
- It protects the **environment** (less emissions) due to local purchasing.
- It fosters **sustainable development** seeking balance with nature.
- It minimises **energy costs** associated with the manufacture of products.
- It increases transparency and **trust**.

The collaboration with suppliers is key for creating value and ensuring the sustainability of the company and society

RESPONSIBLE SUPPLY CHAIN

ACA strives to be an excellent company in all fields of action, which requires careful **observation of its supply chain**. The aim is to control all processes, from growing raw materials in the field until reaching consumers, in order to guarantee high-quality products.

In 2015, the company implemented the **Guide for Suppliers**, which defines the food safety requirements that suppliers must meet and the control mechanisms of the company to guarantee them, such as periodic audits. Likewise, ACA fosters training **initiatives to improve** the sustainable performance of suppliers, strengthening aspects such as waste and energy consumption reduction, the promoted use of environmentally-friendly materials, and the reuse of waste.

A comprehensive **assessment method** has been established to classify suppliers into three groups:

A Those that meet all the technical and quality requirements to be an ACA supplier.

B Those that do not meet 100% of the requirements and are given a deadline to adapt their processes to ACA standards.

C Those that do not meet the requirements and are not expected to do it.

By the end of 2019, **95% of suppliers were A-classified**, while 5% of them were B-classified.







Suppliers, just like the company, must comply with the principles of the United Nations Global Compact



 **CAMACHO INTEGRA** FARMERS WITH ADDED VALUE

The 'Camacho Integra' project has been developed since 2017 with the objective of **involving farmers in the value** chain so that the company can technically control their purchasing needs and advise them on a way to achieve greater efficiency in their fields. Therefore, apart from aligning ACA with its suppliers, **food safety and an appropriate residue-free olive production process** are guaranteed for marketing: from the olive tree to the table.

A comprehensive project

-  Demanding assessment system
-  Food safety guarantee
-  Quality assurance
-  Continuous audits

Suppliers integrated into the programme

634 in 2018
535 in 2019

Improved communication

One of the latest news of 'Camacho Integra' is the distribution of a **newsletter** intended for farmers that are part of the programme. This newsletter provides data from 19 control stations located in different plots of land supervised by the Technical Service of Opracol and Ángel Camacho Alimentación. This is a useful tool to **increase knowledge** about the different pests and diseases throughout the season.



TOP PROCESS PROJECT: THE MOST EFFICIENT PROCESSES

In 2019, Ángel Camacho Alimentación finished the development of the TOP PROCESS project, which was designed to **optimise the table olive production** process. As part of the project, since 2016, the company has developed new processing techniques, introduced innovations and improvements to existing techniques, and, together with farmers, it has explored different actions in the field that would have a positive impact on the quality of raw materials in the factory. The initiative has been co-funded by the Centre for the Development of Industrial Technology (CDTI) and the European Regional Development Fund (ERDF).

WITH COMMUNITIES

Every year, Ángel Camacho Alimentación collaborates with the communities in which it operates to **promote social improvement**, putting efforts and providing resources to enhance certain fields, such as sports or education, and also to **help those who need it the most**.

SOLIDARITY



Seville Food Bank Foundation (Fundación Banco de Alimentos de Sevilla)
 Since 1995, the company has cooperated with this entity by donating products to alleviate the needs of the most vulnerable people in the province of Seville. In 2018 and 2019, the company provided the Foundation with more than 200,000 kilos of food.

'Andaluces Compartiendo' Project
 In 2019, for the seventh consecutive year, ACA renewed the agreement on this initiative that began in 2013 and is developed by the Cajasol Foundation and Landaluz. This is a solidarity chain of 'Andalusians for Andalusians' that has united the most supportive and committed local commercial brands, allowing the donation of food for the most vulnerable families in Andalusia. The campaign has achieved the donation of more than 1,650,000 kilos of products to help more than 65,000 families.



Fight against breast cancer
 The Fragata brand has participated in the #Rosaenelmar solidarity campaign held in the city of Cadiz and organised by the Asociación Gaditana de Mujeres con Cáncer de Mama (Spanish Association of Women with Breast Cancer of Cadiz) (AGAMAMA) to do their part in the fight against cancer. The benefits of this event are destined for programmes that support health care for women with breast cancer, focusing on their physical and emotional health as well as on women's employment.



Collaboration with the Auténticos Foundation
 Through its brands, La Vieja Fábrica and Fragata, ACA has collaborated in the 1st Charity Gala of the Auténticos Foundation, which was created by a group of parents whose children have special needs in order to encourage the children's integration into society and improve their life quality. The gala raised funds for scientific research on rare diseases and for holding training workshops focused on professionals involved in the education of students with special needs.



Bangassou Foundation
 ACA has been collaborating for years with this entity by donating food that can be distributed in the Central African Republic, the country in which it carries out its business activities.





SPORTS

Local sports support

Since 2014, the Fragata olive brand has been the main sponsor of the basketball team Club Baloncesto Morón, demonstrating its commitment to local sports. The team has competed in the LEB Plata league since 2015.



Youth sports

Fragata also supports the youth basketball system. In 2019, it sponsored the 4th Campusur Basketball Campus organised by the Club Baloncesto Morón in the Huelva town of Cartaya for boys and girls between the ages of 8 and 18. The promotion of this programme contributes to the brand commitment to fostering self-improvement, teamwork, commitment, and effort values represented by this sport among the youngest.

The 'La Cal y el Olivo' half marathon'

Fragata has also been present in a new edition of the 'La Cal y el Olivo' (Lime and Olive Trees) solidarity half marathon, which is disputed between the towns of Morón de la Frontera and Arahal.

The 'Vuelta a España' cycling race sponsorship

The company brand, Fragata, shares certain values with cycling, such as teamwork, improvement, and commitment, which is why it has sponsored The 'Vuelta a España' cycling race since 2012. Besides, this sponsorship will continue until 2021 due to the renewal of the agreement with Unipublic, the company that organises the race. In this way, the company will grow and consolidate its brand not only in the country, but also around the world since Vuelta a España has wide international media coverage.



Signos Solidarios Foundation (Fundación Signos Solidarios)

Since 2018, the company has collaborated with this association, which subsidises human promotion projects in Spain and Latin America.

Duathlon Andalusia Championship

The company has collaborated with this sports event organised by the Club Triatlón Morón by providing participants with samples of Fragata olives and Susarón herbal teas.



National Circuit of The Spanish Women's Race

In 2018, Susarón collaborated with the 14th National Circuit of The Spanish Women's Race, which is the largest women's sports event in Europe that has been carrying out awareness-raising campaigns for 14 years to address sports and the fight against cancer. Susarón's values are aligned with the goals of this initiative: achieve daily well-being, savour and enjoy unique moments, and promote healthy lifestyle habits.



Spanish Heart Race

Susarón has also been the official supplier, once again, to the X Spanish Popular Heart Race organised by the Spanish Heart Foundation (Fundación Española del Corazón) with the support of the Spanish Society of Cardiology (SEC) in order to raise awareness on the importance of physical exercise as a measure of prevention of cardiovascular diseases.





TRAINING

Integration into the labour market

Ángel Camacho Alimentación collaborates with the **University of Seville** as well as with undergraduate and graduate professional training centres (in Morón de la Frontera and other nearby towns) so that students can carry out internships in the company.

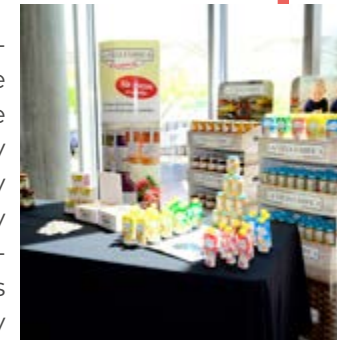
In addition, Ángel Camacho Perea, the General Manager, is a trustee to the San Telmo Business School Foundation (Fundación del **Instituto Internacional San Telmo de Sevilla**), a prestigious business school with which ACA collaborates by offering different courses for managers, working sessions, and annual internal training.



MEETINGS

Conference of the Food and Perfumery Distribution Industry for Andalusian companies

In 2018, ACA participated as a sponsor of the 10th Conference of the Food and Perfumery Distribution Industry organised annually by the Confederación Andaluza de Empresarios de la Alimentación y Perfumería (Andalusian Confederation of Businessmen of Food and Perfumery), CAEA.



Vulcan Owners Club Spain

In July 2019, the 21st Weekend Vulcan Owners Club Spain was held in Almuñécar (Málaga), bringing together almost 200 Kawasaki motorcycles from different parts of Spain. Ángel Camacho Alimentación, through its brand Fragata, collaborated in this event by handing out the 'Welcome Pack' to attendees.

A background image showing a group of diverse people's hands stacked together in a circle, symbolizing unity and teamwork. A large, semi-transparent purple diamond is overlaid on the center of the hands.

CHALLENGES FOR THE FUTURE

CHALLENGES FOR THE FUTURE

Ángel Camacho Alimentación develops its business activity with a long-term vision and the conviction that its mission must last in time to continue creating value for future generations. On this path, local development, environmental protection, and the sustainability of the company are still priorities.



Development of the **Evolution Plan**, the roadmap defined to evolve from an eminent olive-focused company to a global food company. The strategies of this process are consumer orientation, motivated and committed people, continuous improvement, and unity as a company.

Improvement of all business units to become a benchmark in the industry with growing strength and international presence, ensuring viability and profitability to continue adding value from sustainable development.



Making progress in the purpose of spicing up consumers' lives. To this end, we will continue selling **products that satisfy the needs and tastes of people**, always providing the highest quality as well as increasingly healthy and sustainable alternatives.

Involving the consumer in corporate decisions to gain importance in future initiatives. Establishing a closer and more direct relationship, achieving greater participation in the development of new products, and responding to their complaints and demands are key in this process.



Guaranteeing **employment sustainability** to anyone that is part of Ángel Camacho Alimentación and offering **the best possible working environment**, favouring the training as well as the personal and professional development of each employee in order to have a more prepared, motivated, and committed team. Ensuring an

environment of equal opportunities that also reinforces and promotes a good workplace environment.

Improving safety conditions in all fields to protect the health and integrity of professionals as well as optimising the processes' reliability and the prevention of any type of incident, whether personal, industrial, or environmental. The goal still consists of **reducing risks and accidents to the maximum** until they turn into a thing of the past.



Reinforcing the commitment to environmental care and protection in order to **develop all business activities in an increasingly sustainable and respectful manner**, minimising

the use of resources, using cleaner energies, and reducing emissions into the atmosphere. Process optimisation and innovation will be the key to achieving this.

Integrating the entire value chain so that agents involved in the business assume ACA's environmental and energy policies as their own. Therefore, training activities and joint projects as well as an exhaustive observation will be carried out.



Increasing the collaboration with interest groups and, especially, with the communities in which ACA is present, promoting economic and **social development at the local and rural levels**. This goal encompasses the commitment to the promotion of sports, training, and the contribution to the less favoured groups.

Along the same lines, **prioritising and strengthening relations with the best local suppliers**, by promoting long-term agreements that favour commercial stability and mutual benefit, as well as the achievement of shared goals.



ABOUT THIS REPORT





SCOPE AND COVERAGE

Ángel Camacho Alimentación publishes a Sustainability Report with the goal of **sharing with interest groups (clients, employees, suppliers, collaborators, company, and shareholders) its global business activity and main performance indicators** in a clear and transparent manner, focusing on the economic, environmental, and social performance of the company.

This fourth edition encompasses the **2018 and 2019 years** and focuses its content on ACA, the main business unit of the company, although certain indicators include consolidated data of the

Group, which is stated in the corresponding cases. This information is accurate and comparable in order to **trace coherently the business activity of Ángel Camacho Alimentación** over the last few years.

The **Guidelines for Sustainability Reporting** under the Global Reporting Initiative (GRI) Standards have been taken into account for the report preparation in the core option. In addition, the correlation between the GRI contents, the Sustainable Development Goals (SDG), and the 10 principles of the Global Compact is also included.

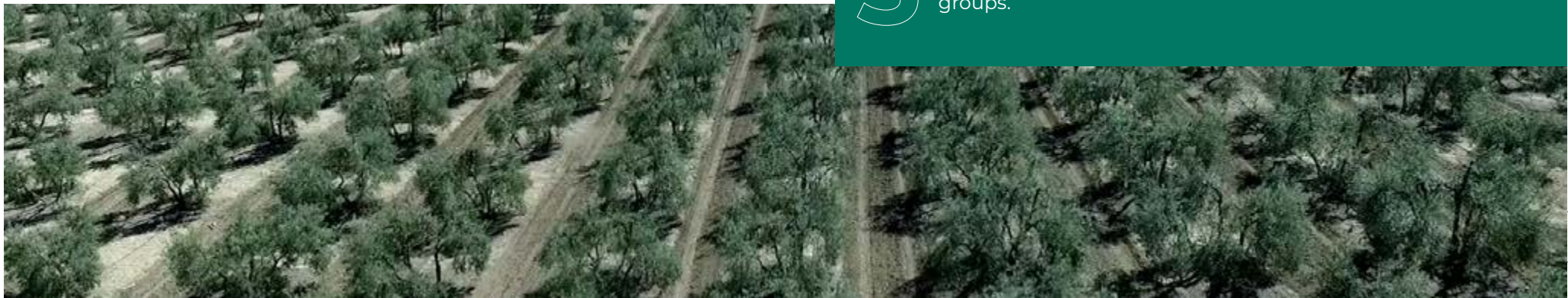


MATERIALITY ANALYSIS

To become aware of **the most relevant issues** for interest groups and working on them, ACA has updated its materiality analysis, an essential

tool for the management of Corporate Social Responsibility. This analysis has **three phases:**

- 1 Identification of subject matters** and relevant issues based on the study of different sources of information, both internal and external.
- 2 Prioritization of identified issues** in accordance with two variables: importance to the company business and its interest groups.
- 3 Preparation of the Materiality** to order the topics according to their importance to the organisation and its interest groups.





RELEVANT ISSUES MATRIX

IMPORTANCE TO INTEREST GROUPS	HIGH	<ul style="list-style-type: none"> ■ Promotion of the economy and local development ■ Promotion of responsible behaviour 	<ul style="list-style-type: none"> ■ Product diversification and innovation ■ Sustainable water management and reduction in the water footprint ■ Responsible supply chain ■ Energy consumption and carbon footprint compensation 	<ul style="list-style-type: none"> ■ Product quality and safety ■ Promotion of the development of suppliers and farmers ■ Corporate ethics and transparency
	MEDIUM	<ul style="list-style-type: none"> ■ Eco-friendly containers and packaging ■ Diversity and equal opportunities ■ Awareness-raising across the industry on sustainability 	<ul style="list-style-type: none"> ■ Environmental respect in the production chain ■ Professional development and training ■ Balance between personal and professional life ■ Value creation for the community ■ Long-lasting relationship based on trust with clients 	<ul style="list-style-type: none"> ■ Long-term vision ■ Culture of prevention and safety
	MODERATE		<ul style="list-style-type: none"> ■ Knowing and meeting the needs of clients ■ Employee motivation and commitment ■ Efficiency and profitability 	
		MODERATE	MEDIUM	HIGH
IMPORTANCE TO THE BUSINESS				
<ul style="list-style-type: none"> ■ ENVIRONMENT ■ SUPPLIERS ■ CLIENTS ■ COMMUNITY ■ EMPLOYEES ■ CORPORATE 				




TABLE OF CONTENTS GRI STANDARDS

This report has been prepared in compliance with GRI Standards: Core Option.

GENERAL CONTENTS

GRI STANDARD	Content	Pages	Direct response
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ORGANISATION PROFILE

GRI 102: General Contents	102-1 Name of the organisation		Ángel Camacho Alimentación, S.L.
	102-2 Business activities, commercial brands, products, and services	5, 25-30	About ACA, Product Catalogue
	102-3 Location of the headquarters		Morón de la Frontera (Seville)
	102-4 Location of the place of business	6	From Morón de la Frontera to the world
	102-5 Ownership and type of business	15	Organisational structure
	102-6 Supplied markets	6	From Morón de la Frontera to the world
	102-7 Size of the organisation	7-9	Key figures 2018-2019
	102-8 Information on employees and other workers	32	Our team's effort
	102-9 Supply chain	56-57	Responsible supply chain
	102-10 Relevant changes in the organisation and its supply chain	10, 56-57	Milestones, Responsible Supply Chain
	102-11 Precautionary Principle or Approach	12	Business model
	102-12 External initiatives	13-14	Ángel Camacho Alimentación and the SDG
	102-13 Affiliation to associations	19	Associative participation



GRI STANDARD	Content	Pages	Direct response
STRATEGY			
GRI 102: General Contents	102-14 Decision-making executives' statement	3	Message from the Managing Director
ETHICS AND INTEGRITY			
GRI 102: General Contents	102-16 Values, principles, standards, and rules of conduct	12, 17	Business Model, Good corporate governance
	102-17 Advisory mechanisms and ethical concerns	17	Good governance
CORPORATE GOVERNANCE			
GRI 102: General Contents	102-18 Corporate governance structure	15	Organisational structure
	102-19 Delegation of authority	15	Organisational structure
	102-22 Members of the main administration body and its committees	15	Organisational structure
	102-23 President of the highest governing body	15	Organisational structure
	102-24 Appointment and selection of the highest governing body	15	Organisational structure
	102-25 Conflicts of interest	17	Good governance
PARTICIPATION OF INTEREST GROUPS			
GRI 102: General Contents	102-40 List of interest groups	68	Scope and coverage
	102-41 Collective bargaining agreements	33	Promoting equality
	102-42 Identification and selection of interest groups	65	Materiality analysis
	102-43 Approach to the participation of interest groups	65	Materiality analysis
	102-44 Key stated issues and concerns	66	Materiality analysis



GRI STANDARD	Content	Pages	Direct response
REPORTING PRACTICES			
	102-45 Entities included in the consolidated financial statements	6	From Morón de la Frontera to the world
	102-46 Determination of the report's contents and coverages of the subject matter	65-66	Scope and coverage, Materiality Analysis
	102-47 List of subject matters	66	Materiality Analysis
	102-48 Information restatement		No information restatement regarding the previous report has been made
	102-49 Changes in reporting		No significant changes regarding the previous report have been made
	102-50 Report period and purpose	65	Scope and coverage
	102-51 Date of last report		The 2016-2017 Sustainability Report was published in 2018
	102-52 Reporting Cycle		Biennial
	102-53 Contact point for enquiries about the report		Contact details on the back cover
	102-54 Statement on the preparation of the report in compliance with GRI standards	65	Scope and coverage
	102-55 GRI Table of Contents	67-75	GRI standards
	102-56 External verification		No external verification has been performed



SPECIFIC CONTENT – MATERIAL ISSUES

GRI STANDARD	Content	Pages	Direct response
SUBJECT MATTER: CORPORATE ETHICS AND TRANSPARENCY			
GRI 103: Management Approach	103-1 Explanation of the subject matter and its coverage	17	Good governance
	103-2 The management approach and its components	17	Good governance
	103-3 Management approach assessment	17	Good governance
ACA's proprietary indicators	Percentage of employees trained in the Code of Ethics	34	Commitment to training
ANTI-CORRUPTION			
GRI 205: Anticorrupción	205-2 Communication and training in anti-corruption policies and procedures	17	Good governance
SUBJECT MATTER: LONG-TERM VISION			
GRI 103: Management Approach	103-1 Explanation of the subject matter and its coverage	12	Business Model
	103-2 The management approach and its components	12	Business Model
	103-3 Management approach assessment	10	Milestones
SUBJECT MATTER: EFFICIENCY AND PROFITABILITY			
GRI 103: Management Approach	103-1 Explanation of the subject matter and its coverage	40	Focus on sustainability
	103-2 The management approach and its components	40	Focus on sustainability
	103-3 Management approach assessment	41, 45	Integrated into management, environmental indicators
ECONOMIC PERFORMANCE			
GRI 201: Economic performance	201-1 Direct economic value generated and distributed	7	Key figures 2018-2019
SUBJECT MATTER: AWARENESS-RAISING ACROSS THE INDUSTRY ON SUSTAINABILITY			
GRI 103: Management Approach	103-1 Explanation of the subject matter and its coverage	41	Incorporated in our management
	103-2 The management approach and its components	41	Incorporated in our management
	103-3 Management approach assessment	42-44	Improvement actions and success stories



GRI STANDARD	Content	Pages	Direct response
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SUBJECT MATTER: ENVIRONMENTAL RESPECT IN THE PRODUCTION CHAIN

GRI 103: Management Approach	103-1 Explanation of the subject matter and its coverage	40	Focus on sustainability
	103-2 The management approach and its components	40	Focus on sustainability
	103-3 Management approach assessment	41, 45	Integrated into management, environmental indicators
ACA's proprietary indicators	Reduction in hazardous waste production per tonne of packaged product from 2015 to 2019	45	Environmental indicators
	Reduction in the production of wastes per tonne of packaged product from 2015 to 2019	45	Environmental indicators
	Relative reduction in the consumption of packaging and containers from 2015 to 2019	45	Environmental indicators
	Reduction in occupied land area from 2015 to 2019	45	Environmental indicators

SUBJECT MATTER: SUSTAINABLE WATER MANAGEMENT AND REDUCTION IN THE WATER FOOTPRINT

	103-1 Explanation of the subject matter and its coverage	40, 41	Focus on sustainability, integrated into management
	103-2 The management approach and its components	40, 41	Focus on sustainability, integrated into management
	103-3 Management approach assessment	46	Environmental indicators (Water)
WATER			
GRI 303: Water	303-3 Recycled and reused water	46	Environmental indicators (Water)

SUBJECT MATTER: ENERGY CONSUMPTION AND CARBON FOOTPRINT COMPENSATION

GRI 103: Management Approach	103-1 Explanation of the subject matter and its coverage	40, 41	Focus on sustainability, integrated into management
	103-2 The management approach and its components	40, 41	Focus on sustainability, integrated into management
	103-3 Management approach assessment	49	Environmental indicators (Emissions)
ENERGY			
GRI 302: Energy	302-1 Energy consumption in the organisation	47	Environmental indicators (Energy)
	302-4 Energy consumption reduction	47	Environmental indicators (Energy)
EMISSIONS			
GRI 305: Emissions	Direct GHG emissions (Scope 1)	49	Environmental indicators (Emissions)



GRI STANDARD	Content	Pages	Direct response
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SUBJECT MATTER: ECO-FRIENDLY CONTAINERS AND PACKAGING

GRI 103: Management Approach	103-1 Explanation of the subject matter and its coverage	40, 41	Focus on sustainability, integrated into management
	103-2 The management approach and its components	40, 41	Focus on sustainability, integrated into management
	103-3 Management approach assessment	51	Environmental indicators (Product packaging and containers)

SUBJECT MATTER: RESPONSIBLE SUPPLY CHAIN

GRI 103: Management Approach	103-1 Explanation of the subject matter and its coverage	56-57	Responsible supply chain
	103-2 The management approach and its components	56-57	Responsible supply chain
	103-3 Management approach assessment	56-57	Responsible supply chain

PROCUREMENT PRACTICES

GRI 204: Procurement practices	204-1 Proportion of spending on local suppliers	55	Procurement and suppliers
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SUPPLIER ENVIRONMENTAL ASSESSMENT

GRI 308: Supplier Environmental Assessment	308-1 New suppliers that have passed selection and qualification assessments in accordance with environmental criteria	56-57	Responsible supply chain
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SUBJECT MATTER: PROMOTION OF THE DEVELOPMENT OF SUPPLIERS AND FARMERS

GRI 103: Management Approach	103-1 Explanation of the subject matter and its coverage	55	Procurement and suppliers
	103-2 The management approach and its components	55	Procurement and suppliers
	103-3 Management approach assessment	56	Responsible supply chain
ACA's proprietary indicators	Farmers involved in the Camacho Integra project	57	Responsible supply chain

SUBJECT MATTER: PRODUCT DIVERSIFICATION AND INNOVATION

GRI 103: Management Approach	103-1 Explanation of the subject matter and its coverage	23, 24	Quality and safety, consumers at the core
	103-2 The management approach and its components	23, 24	Quality and safety, consumers at the core
	103-3 Management approach assessment	25-30	Product Catalogue



GRI STANDARD	Content	Pages	Direct response
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SUBJECT MATTER: PRODUCT QUALITY AND SAFETY

GRI 103: Management Approach	103-1 Explanation of the subject matter and its coverage	23	Quality and safety
	103-2 The management approach and its components	23	Quality and safety
	103-3 Management approach assessment	23	Quality and safety

SUBJECT MATTER: KNOWING AND MEETING THE NEEDS OF CLIENTS

GRI 103: Management Approach	103-1 Explanation of the subject matter and its coverage	22, 24	Hand in hand with clients, consumers at the core
	103-2 The management approach and its components	22, 24	Hand in hand with clients, consumers at the core
	103-3 Management approach assessment	22, 24	Hand in hand with clients, consumers at the core

SUBJECT MATTER: LONG-TERM RELATIONSHIPS BASED ON TRUST WITH CLIENTS

GRI 103: Management Approach	103-1 Explanation of the subject matter and its coverage	22	By our clients' side
	103-2 The management approach and its components	22	By our clients' side
	103-3 Management approach assessment	22	By our clients' side

SUBJECT MATTER: EMPLOYEE MOTIVATION AND COMMITMENT

GRI 103: Management Approach	103-1 Explanation of the subject matter and its coverage	32	Our team's effort
	103-2 The management approach and its components	32	Our team's effort
	103-3 Management approach assessment	38	Good workplace environment

EMPLOYMENT

GRI 401: Employment	401-1 New personnel recruitment and turnover	32	Our team's effort
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SUBJECT MATTER: CULTURE OF PREVENTION AND SAFETY

GRI 103: Management Approach	103-1 Explanation of the subject matter and its coverage	36-37	Health and safety
	103-2 The management approach and its components	36-37	Health and safety
	103-3 Management approach assessment	36-37	Health and safety



GRI STANDARD	Content	Pages	Direct response
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SUBJECT MATTER: BALANCE BETWEEN PERSONAL AND PROFESSIONAL LIFE

GRI 103: Management Approach	103-1 Explanation of the subject matter and its coverage	33	Promoting equality
	103-2 The management approach and its components	33	Promoting equality
	103-3 Management approach assessment	33	Promoting equality
ACA's proprietary indicators	Main balance indicators in 2016 and 2017	33	Promoting equality

SUBJECT MATTER: PROFESSIONAL DEVELOPMENT AND TRAINING

GRI 103: Management Approach	103-1 Explanation of the subject matter and its coverage	34-35	Commitment to training
	103-2 The management approach and its components	34-35	Commitment to training
	103-3 Management approach assessment	34-35	Commitment to training

TRAINING AND EDUCATION

GRI 404: Training and education	404-1 Annual average of training hours per employee	34-35	Commitment to training
	404-2 Employee skill development programmes and transition assistance programmes	34-35	Commitment to training
	404-3 Percentage of employees that are periodically evaluated on performance and professional development	34-35	Commitment to training

SUBJECT MATTER: DIVERSITY AND EQUAL OPPORTUNITIES

GRI 103: Management Approach	103-1 Explanation of the subject matter and its coverage	33	Promoting equality
	103-2 The management approach and its components	33	Promoting equality
	103-3 Management approach assessment	33	Promoting equality

Diversity and equal opportunities

GRI 405: Diversity and equal opportunities	405-1 Diversity in corporate governing bodies and employees	33	Promoting equality
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GRI STANDARD	Content	Pages	Direct response
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SUBJECT MATTER: PROMOTION OF RESPONSIBLE BEHAVIOUR

GRI 103: Management Approach	103-1 Explanation of the subject matter and its coverage	36-37, 42-44	Health and safety, improvement actions, and success stories
	103-2 The management approach and its components	36-37, 42-44	Health and safety, improvement actions, and success stories
	103-3 Management approach assessment	36-37, 42-44	Health and safety, improvement actions, and success stories

SUBJECT MATTER: PROMOTION OF THE ECONOMY AND LOCAL DEVELOPMENT

GRI 103: Management Approach	103-1 Explanation of the subject matter and its coverage	54	Betting on local value
	103-2 The management approach and its components	54	Betting on local value
	103-3 Management approach assessment	54	Betting on local value

LOCAL COMMUNITIES





GRI 413: Local Communities	413-1 Operations with the participation of the local community, impact assessments, and development programmes	54-60	Promotion of sustainable development
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SUBJECT MATTER: VALUE CREATION FOR THE COMMUNITY

GRI 103: Management Approach	103-1 Explanation of the subject matter and its coverage	58-60	With communities
	103-2 The management approach and its components	58-60	With communities
	103-3 Management approach assessment	58-60	With communities


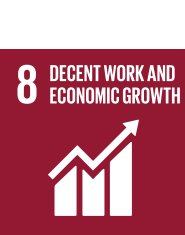




CORRELATION BETWEEN THE SUSTAINABLE DEVELOPMENT GOALS, THE GLOBAL REPORTING INITIATIVE, AND THE PRINCIPLES OF THE GLOBAL COMPACT

SDG	GRI STANDARD	PRINCIPLES OF THE GLOBAL COMPACT
	<p>305-1 Direct GHG emissions (Scope 1)</p>	<ul style="list-style-type: none"> 1 Supporting and respecting the protection of Human Rights 2 Zero tolerance for complicity to Human Rights abuses 3 Supporting the freedom of association and collective bargaining 4 Supporting the elimination of all forms of forced or coercive labour 5 Supporting the abolition of child labour 6 Supporting the abolition of discriminatory practices 10 Working against corruption in all its forms
	<p>404-1 Annual average of training hours per employee</p>	<ul style="list-style-type: none"> 1 Supporting and respecting the protection of Human Rights 1 Zero tolerance for complicity to Human Rights abuses
	<p>102-22 Members of the main administration body and its committees</p> <p>102-24 Appointment and selection of the highest governing body</p> <p>401-1 New personnel recruitment and turnover</p> <p>404-1 Annual average of training hours per employee</p> <p>404-3 Percentage of employees that are periodically evaluated on performance and professional development</p> <p>405-1 Diversity in corporate governing bodies and employees</p>	<ul style="list-style-type: none"> 1 Supporting and respecting the protection of Human Rights 1 Zero tolerance for complicity to Human Rights abuses 3 Supporting the freedom of association and collective bargaining 4 Supporting the elimination of all forms of forced or coercive labour 5 Supporting the abolition of child labour 6 Supporting the abolition of discriminatory practices
	<p>303-3 Recycled and reused water</p>	<ul style="list-style-type: none"> 1 Supporting and respecting the protection of Human Rights 1 Zero tolerance for complicity to Human Rights abuses 7 Maintaining a preventive approach in favour of the environment 8 Encouraging initiatives that promote greater environmental responsibility 9 Encouraging the development and promotion of environmentally friendly technologies






CORRELATION BETWEEN THE SUSTAINABLE DEVELOPMENT GOALS, THE GLOBAL REPORTING INITIATIVE, AND THE PRINCIPLES OF THE GLOBAL COMPACT

SDG	GRI STANDARD	PRINCIPLES OF THE GLOBAL COMPACT
 <p>7 AFFORDABLE AND CLEAN ENERGY</p>	<p>302-1 Energy consumption in the organisation 302-4 Energy consumption reduction</p>	<ul style="list-style-type: none"> 1 Supporting and respecting the protection of Human Rights 2 Zero tolerance for complicity to Human Rights abuses 7 Maintaining a preventive approach in favour of the environment 8 Encouraging initiatives that promote greater environmental responsibility 9 Encouraging the development and promotion of environmentally friendly technologies
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>102-41 Collective bargaining agreements 302-1 Energy consumption in the organisation 302-4 Energy consumption reduction 401-1 New personnel recruitment and turnover 404-1 Annual average of training hours per employee 404-2 Employee skill development programmes and transition assistance programmes 404-3 Percentage of employees that are evaluated periodically on performance and professional development 405-1 Diversity in corporate governing bodies and employees</p>	<ul style="list-style-type: none"> 1 Supporting and respecting the protection of Human Rights 2 Zero tolerance for complicity to Human Rights abuses 3 Supporting the freedom of association and collective bargaining 4 Supporting the elimination of all forms of forced or coercive labour 5 Supporting the abolition of child labour 6 Supporting the abolition of discriminatory practices
 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	<p>201-1 Economic value</p>	<ul style="list-style-type: none"> 3 Supporting the freedom of association and collective bargaining 4 Supporting the elimination of all forms of forced or coercive labour 5 Supporting the abolition of child labour 6 Supporting the abolition of discriminatory practices 7 Maintaining a preventive approach in favour of the environment 8 Encouraging initiatives that promote greater environmental responsibility 9 Encouraging the development and promotion of environmentally friendly technologies
 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<p>302-1 Energy consumption in the organisation 302-4 Energy consumption reduction 305-1 Direct GHG emissions (Scope 1) 204-1 Proportion of spending on local suppliers</p>	<ul style="list-style-type: none"> 7 Maintaining a preventive approach in favour of the environment 8 Encouraging initiatives that promote greater environmental responsibility 9 Encouraging the development and promotion of environmentally friendly technologies



CORRELATION BETWEEN THE SUSTAINABLE DEVELOPMENT GOALS, THE GLOBAL REPORTING INITIATIVE, AND THE PRINCIPLES OF THE GLOBAL COMPACT

SDG	GRI STANDARD	PRINCIPLES OF THE GLOBAL COMPACT
 <p>13 CLIMATE ACTION</p>	302-1 Energy consumption in the organisation 302-4 Energy consumption reduction 305-1 Direct GHG emissions (Scope 1)	<ul style="list-style-type: none"> 7 Maintaining a preventive approach in favour of the environment 8 Encouraging initiatives that promote greater environmental responsibility 9 Encouraging the development and promotion of environmentally friendly technologies
 <p>15 LIFE ON LAND</p>	305-1 Direct GHG emissions (Scope 1)	<ul style="list-style-type: none"> 7 Maintaining a preventive approach in favour of the environment 8 Encouraging initiatives that promote greater environmental responsibility 9 Encouraging the development and promotion of environmentally friendly technologies
 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>		<ul style="list-style-type: none"> 1 Supporting and respecting the protection of Human Rights 2 Zero tolerance for complicity to Human Rights abuses 3 Supporting the freedom of association and collective bargaining 4 Supporting the elimination of all forms of forced or coercive labour 5 Supporting the abolition of child labour 6 Supporting the abolition of discriminatory practices 10 Working against corruption in all its forms
<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="display: flex; align-items: center;"> HUMAN RIGHTS </div> <div style="display: flex; align-items: center;"> LABOUR STANDARDS </div> <div style="display: flex; align-items: center;"> ENVIRONMENT </div> <div style="display: flex; align-items: center;"> FIGHT AGAINST CORRUPTION </div> </div>		



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