

SUSTAINABILITY REPORT

2024

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An aerial photograph of a green tractor with yellow wheels in a field, partially covered by a semi-transparent green overlay. The tractor is positioned diagonally across the frame, facing towards the bottom right. The background shows a mix of green grass and brown soil.

1

2024 OVERVIEW

1.1
CEO Message

1.2
Year in Numbers

1.3
Highlighted Initiatives and Recognitions

1.1 CEO MESSAGE



Dear Stakeholders, Partners, and Valued Customers,

I am proud to share the strides our company has made toward sustainability, innovation and community engagement as we reflect on the year 2024. This year has been pivotal in the preparation of the detailed engineering for the major investments for 2025 in Portugal for our decarbonisation program that will enable us to decrease carbon emissions up to 40%, while continuing our approach to continuously focusing on responsible agriculture. Ensuring that we contribute positively to the environment and society and continuously focusing on raising the bar in product quality and efficiency

Sugal's commitment to sustainability has truly taken center stage, with the successful implementation of numerous measures aimed at reducing our carbon footprint, implementing solutions that increase the decarbonisation of our industrial processes to investing in our electric fleet. From improving water use efficiency and enhancing soil health across our operations, each initiative underscores our dedication to preserving the planet for future generations. These actions are guided by our Sustainability Strategy, Code of Ethics and Sugal Group Guide of Principles, based upon our Sugal Business System, all of which integrate environmental and social considerations into our operations.

Our business model aims to prevent negative impacts and promote positive contributions to the environment and local communities, including the respect for human rights across our value chain. In 2024, we initiated efforts to align with the Corporate Sustainability Reporting Directive (CSRD), engaging in rigorous evaluations and adjustments to ensure transparency and accountability in our practices. This step supports our long-term ambition to align with international instruments such as the UN Sustainable Devel-

opment Goals, reinforcing our commitment to responsible business practices. This alignment will not only strengthen our current reporting capabilities but also prepare us for future challenges, as we continue to innovate while adhering to evolving regulatory standards.

This year, our campaigns in Seville faced unprecedented challenges due to severe drought and water scarcity. Consequently, we made the difficult decision not to conduct any campaign in Spain for 2024. This reflects not only our adaptability to broader environmental trends and underscores our strategic priority of managing natural resources responsibly to safeguard future harvests and ecosystems.

We advanced our decarbonisation program for Portugal started in 2022, with the first investment in 2023 to enhance the energy efficiency of the evaporators, and our focus this year on developing the detailed engineering for the remaining major investments in 2025, which will lead us to achieve a decrease of up to 40% of the carbon emissions. We are proud to have assisted our farmers in achieving FSA compliance in Chile, demonstrating our commitment to sustainable agriculture. Additionally, we also achieved ISO 50 001 certification in Chile, reflecting our dedication to energy management and efficiency. These initiatives assure our customers of the quality and sustainability of our products.

The safety of our team is paramount, and this year we have reinforced our safety culture by implementing best practices regarding health and safety and provided continuous training programs. Our unwavering commitment to creating a safe and supportive work environment ensures that our employees feel secure and valued.

In pursuit of innovation, we have embraced automation and systematisation within our agricultural systems. These advancements have increased efficiency, reduced waste and enhanced precision in farming practices, allowing us to meet growing demand without compromising on quality or sustainability.

We are actively engaged in ongoing trials to develop more resilient agricultural practices across diverse geographies. These studies are crucial in understanding how different climates impact crop yield and sustainability, enabling us to tailor our approaches for maximum resilience and productivity. Throughout the year, we assessed our performance against our material topics, strategic pillars and internal goals – including energy efficiency, sustainable agriculture, circular economy, and employee well-being and community relations – and continued to monitor progress through internal KPIs and measures. As we look ahead, our focus remains on these key areas, with strategic goals for the coming years centred on reducing emissions, enhancing resource circularity, and reinforcing supply chain sustainability.

Our dedication to corporate social responsibility remains strong. Through community engagement initiatives and educational programs, we are committed to making a positive impact beyond our immediate business interests. We believe in empowering communities and fostering partnerships that drive meaningful change.

Together we are cultivating a future that is sustainable, innovative, and inclusive.

Thank you for your continued support and trust in our company.

Best regards,
João Ortigão Costa



1.2 YEAR IN NUMBERS



ENVIRONMENT

47,909.5 MWh
of electricity consumption



13.0% than in 2023

82%
consumed
electricity derived
from renewable
resources

0.33 tCO₂/t production

carbon intensity of our production for scope
1+2 GHG emissions

KPI 1



4.8% than in 2023

94.2 ktCO₂

scope 1+2 GHG emissions
in all operations

KPI 2



18.2% than in 2023

1,269.0 Mm³

of water consumption



17.1% than in 2023

100%

of own fields in Chile with
recycling of phytosanitary
packages and irrigation tapes

KPI 7.1

47.2 ktCO₂e

scope 3 GHG emissions
in all operations in Iberia



20.8% than in 2023

9.4

m³ of captured water
per ton of production

KPI 10



3.1% than in 2023

30%

of contracted fields with recycling
of phytosanitary packaging
and irrigation tapes

KPI 7.2



10.0% than in 2023



SOCIAL

1,948
employees

1,367
Male

581
Female

15,758
total hours of training
for employees

500
of permanent employees

26
work-related injuries

63%
of retail products with Nutri-Score A
classification



GOVERNANCE

3 complaints
received in 2024 on the
whistleblowing platform

0
cases of discrimination against people

0
cases of union freedom violations

1.3 HIGHLIGHTED INITIATIVES AND RECOGNITIONS



Restructured Working Group to promote
nutritional quality of our products
(Measure 14)



Drafted
Social Responsibility Policy that includes
stipulated annual volunteer hours
(Measure 28)



Existence of an
Sustainability Committee



Existence of an
Online whistleblowing platform



Implementation of
**Farm Sustainability Assessment
(FSA)** in Chile



2

GENERAL INFORMATION

2.1
About this report

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Our Group

2.3
Sugal Business System

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How We Create Value

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Sustainability Strategy

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Materiality Assessment

2.7
Risk Management

2.8
Communication with Stakeholders

2.1 ABOUT THIS REPORT

In 2023, the European Union introduced the new Corporate Sustainability Reporting Directive (CSRD), which requires companies to report on their environmental, social and governance activities. To meet these requirements, the EU has adopted a set of European Sustainability Reporting Standards (ESRS).

In that regard, our sustainability report 2024 marks a year of transition and preparation of the future. It highlights our achievements and serves a crucial key to our strategy. This year, we made efforts to partially align with the ESRS requirements by 1) organising our report into four sections – general, environmental, social, and governance information, and 2) adapting some of our indicators to meet the ESRS requirements.

In the following years, we will join forces to further align the report with the ESRS requirements, and stay vigilant regarding the Omnibus proposal, published by the European Commission on February 26, 2025, and its potential effects on our obligations.

However, in this year of transition, our report continues to comply with the standards of the 2021 version of the Global Reporting Initiative (GRI). In addition to the disclosures stated above, we report on Sugal's own sustainability metrics and the sustainable development goals (SDGs) directly impacted by our own operations. The GRI table outlines any deviations and omissions from the GRI requirements, along with relevant explanations.

The information presented in this report describes the main achievements and results of the Sugal Group in the reporting year, covering the period from 1 January 2024 to 31 December 2024. It includes material information about the topics identified in our materiality assessment (see more information in subchapter 2.6).

This report covers the entire Group and its five production units (Azambuja – Portugal, Benavente – Portugal, Seville – Spain, Talca – Chile and Tilcoco – Chile). All exceptions are stated alongside the disclosed information.

Acknowledgments

We extend our sincere appreciation to all departments and individuals who directly and indirectly contributed to collecting the information included in this Sustainability Report.

Opinion and contacts

Integrity is a core value of our company, which means, among other things, acting with integrity in our relationship with stakeholders. Building meaningful relationships is essential to our operations and to the success of our business.

Therefore, we invite stakeholders to share their opinions and contributions related to sustainability by reaching out to us at the following email address:

 sustainability@sugal-group.com

2.2 OUR GROUP

Together We Make History

At Sugal, we believe in the power of unity, summarised in our motto **“Somos UNO – We Are One”**. This principle is more than a statement: it is a living practice that, when adopted by everyone, strengthens Sugal’s identity and amplifies our collective strength.

Founders and History

Sugal was founded in 1957 in Azambuja (Ribatejo region, Portugal), where its first production unit was built. For over 60 years, the shareholders and founders pursued a vision of creating a sustainable business that markets the region’s agricultural products while creating jobs in the local community. Since its foundation, Sugal has always been focused on investing in people’s training and development, seeking the most advanced technological solutions, and fostering a culture of passion for quality across products, processes, and level of service.

Our Identity

The Sugal Group is a model of excellence in the Portuguese food industry, specialising in the production of high-quality tomato based products. Since our founding, Sugal has established a strong international presence and has become synonymous with excellence and innovation in the food sector. Our commitment is twofold: to offer superior food solutions and to meet the highest standards of quality, sustainability, and social responsibility in all our operations.

At the heart of our company lies a belief system that underpins our success and nurtures our corporate culture. We believe that addressing contemporary challenges requires a collective commitment, making us more prepared to close the gap between our current position and our desired future.

That’s why we choose to strengthen our strategic approach, known as The Sugal Business System (SBS), to clearly define our path and identify the necessary efforts to achieve our goals (see more information in subchapter 2.3).

Sugal’s Activities and Markets Served

At Sugal, we operate in the productive sector of tomato paste, dices and extruded manufacturing and related tomato-based retail products. With our agricultural operations, we source seeds, supervisor tomato plant nurseries, manage the plantation and supervise our own production fields, as well as support farmers with their operations, to ensure quality and traceability from the seed to the final product.

With our own production facilities, we manage processes that range from the reception of raw materials to the final packaging in multiple formats (metal drums, wooden and metal bins, retail packaging).

The products we place on the market include tomato paste, diced tomatoes, and extruded tomato products for our industrial and food service customers, as well as ketchup, ready-made sauces, and other tomato-based products for our retail customers.

Vision and Mission

Our vision is **“to be a global benchmark in efficiency and quality in tomato processing”**. This vision drives us forward, while our mission of “processing tomatoes safely, sustainably, and efficiently, offering food products of recognised quality” guides our daily work. These ambitions become realities thanks to the dedication and hard work of our team.



“Uncertainty in today’s world is intensifying. The geoeconomics conflicts, inflation, rising energy costs, and rising interest rates portend challenging times. Moreover, the weather, a crucial and unpredictable factor, is not in our favor. In this context, as a company and as a team, the key to transforming uncertainty into trust and overcoming adversity lies in the resumption of our fundamental corporate elements: Vision, Mission and Values. These are elements that make us up and so they resist the circumstances and help us to re-orient our priorities and our efforts.”

João Ortigão Costa
CEO - Grupo Sugal

Values and Principles

We have our values and principles at the center of our activities, as they inspire us to be more passionate about our quality of work, continuously seek improvement to achieve excellence, and fully commit to our projects. We aspire to become a global team that understands the power of collaboration and shared propose to achieve More and Better. We are ambitious in our goals and aim to reflect this ambition in our products, relationships with our stakeholders and teams we work alongside.





Mission

Transforming tomatoes in a safe, sustainable, and efficient manner, while offering food products of recognised quality



Vision

Being the global benchmark for efficiency and quality in tomato processing

Values



Passion for Quality

*We are passionate about the quality of our work, our processes, products and services. **Quality is non-negotiable.***



Excellence

*Sugal means constantly trying to be, do and produce **more and better** each day and thus build **excellence** into products, processes and people.*



Commitment

*We fly the flag for our project, and we are committed to providing our clients with the best **Quality, Efficiency, Service Level and Confidence.***



Integrity

*Sugal means acting with integrity when it comes to **principles, ethics**, the **confidence** we have built up and which is shown in the products we make, our **relationships** with our stakeholders and the **team** that develops this project with us.*



A Team

*Sugal is a Team, we say that “we are one”, a Global Team, which from Chile to Spain via Portugal knows that only by **working together** for a **common cause** can we build the Sugal of the future.*



Global Presence and Strategic Locations

Born in the Ribatejo region, the Sugal Group rapidly grown to other parts of the world. In 2024, we have five plants, divided in two continents:

- *Europe: Portugal (Azambuja and Benavente) and Spain (Seville);*
- *South America: Chile (Talca and Quinta de Tilcoco).*

These locations express our international presence in a global market and it's what makes us a leader in the agricultural food industry. By choosing these strategic locations, we ensure access to diverse climates, which means taking advantage of local climates and extended growing seasons, permitting uninterrupted supply of tomatoes for approximately six months.

Our global presence enhances the resilience of the supply chain, ensuring that disruptions in one area do not halt overall production and distribution. Geographic diversification makes us more prepared to mitigate risks related to climate change, political instability, economic disruptions or natural disasters, such as the drought in Seville during 2024.

The diversified locations also ensure access to different markets, which allow us to be present in more than 70 countries, and to respond to our customers' demands and preferences.



Tilcoco

8,000 tons/day of fresh tomato processing capacity
5 industrial filling lines

Talca

4,000 tons/day of fresh tomato processing capacity
3 industrial filling lines



PORTUGAL

2
PLANTS

Azambuja

4,000 tons/day of fresh tomato processing capacity

3 industrial filling lines

2 food service filling lines

Benavente

8,000 tons/day of fresh tomato processing capacity

6 industrial filling lines

3 diced tomato industrial filling lines

5 retail products filling lines

1 food service filling line

1 line of extruded or tomato pulp

SPAIN

1
PLANT

Seville

4,400 tons/day of fresh tomato processing capacity

3 industrial filling lines



2 Continents



5 Plants

Portugal | Spain | Chile



+70 Countries

Group's presence



Businesses

Industrial | Retail | Food Service



>90% Exports

of total production

2.3 SUGAL BUSINESS SYSTEM

In 2024, we continued our efforts to fulfill our strategic plan – the Sugal Business System (SBS) – by concentrating on the key areas of our work: **1) People, 2) Safety, 3) Efficiency, 4) Quality and 5) Sustainability**. In addition, we incorporated our unique strategic view of our operations, along with our vision, mission and values, making a comprehensive and holistic corporate strategy.

Shaping the Future: Becoming the Global Benchmark in Tomato Processing Efficiency and Quality

The 2026 Goal

Our goal for 2026 is to **lead global tomato processing**, with well-defined strategies, timelines, and results. To achieve this, we need to develop strategies across agriculture, industrial operations, commercial activities, customer management, suppliers and the entire value chain.

Restructuring the Sugal Business System (SBS)

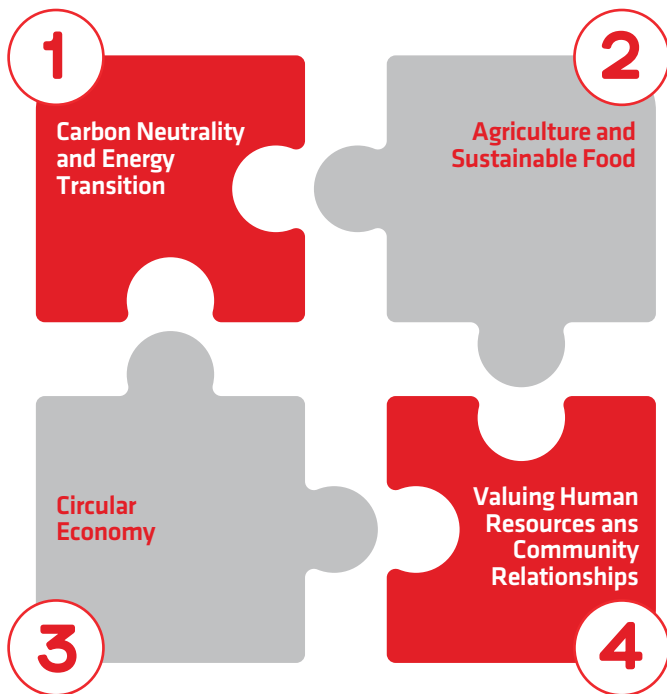
The ambition to “Build a better company for the future” led us to restructure the SBS in 2023, making it more focused on our goals and outlining our key performance vectors such as safety, sustainability, quality and efficiency.

This update concentrated on establishing clear objectives aimed at optimising operational aspects, including people management and performance assessment.



Sustainability in the center of our strategy

Sustainability was introduced as key aspect in the 2022 update, leading to a creation of a sustainability strategy based in four pillars:



Each pillar, outlined with specific action areas, reflects Sugal's multifaceted commitment to creating sustainable value through the implementation of various established measures (see more information in 2.4 subchapter).

Implementation and Monitoring

To monitor and follow up on the various measures, it was implemented a Power BI platform that enables detailed tracking of the status of each measure and project.

Interdepartmental Strategic Committees

To transform the SBS from an aspirational concept into a daily operational framework, strategic committees were established. These committees were responsible for enhancing the quality, safety, efficiency, and sustainability of our operations.

Performance Culture

At our company, we believe that our performance culture is what make us one of the leaders in the food industry. By setting measurable and clear objectives, we can assess our progress daily and implement mitigating measures, if necessary. Moreover, individual objectives are aligned with company's strategic goals, ensuring that the company's goals become goals of each individual.

To ensure that sustainability is focused on a regular basis, SBS requires that each team have a sustainability related metric as part of their team dashboard. This can range from operational metrics to simple energy consumption controls, but it ensures that sustainability is "top of mind" for all employees.

It is important to highlight that all company strategic goals are overseen by the Strategy Director and responsible committees.



2.4 HOW WE CREATE VALUE

Value Creation

One of our objectives is to create value across all of our products, processes, and relationships. Creating value extends beyond producing tomato-based products, it means fostering sustainability, innovation, and quality in our offerings and ensuring these criteria is upheld throughout our value chain.

Our objective is clear, we aim to to meet our consumers' needs while contributing to our local communities and the environment.

Our Products

Our products are part of our history, written generation after generation. They define our identity and are where consumers perceive the excellence and quality of our diverse range of tomato products.

For over 60 years, we have been committed to excellence and improvement of our products, making the tomato a versatile and flavorful ingredient. The decision of having our fields surrounding our facilities is a strategic positioning that permits strict oversight and control over the quality of tomatoes, allows real-time monitoring and adjustments, and the proximity means that the tomatoes can be harvested at peak ripeness and quickly processes, preserving their freshness and flavor.

Furthermore, our tomatoes in Chile are 100% origin certified, which demonstrates our commitment to sustainable agricultural practices and ensures traceability, assuring consumers that the tomatoes are grown responsibly. In Iberia, all production complies with European regulations.

The Tomato *Our Primary Raw Material*

Fresh tomatoes grown in the fields surrounding our factories are transformed into a variety of products tailored to meet our customers' needs.



Our Tomato is of verified and certified origin

We blend the superior quality of fresh tomatoes, advanced technology of our equipment, and the meticulous efficiency of our production process with over six decades of accumulated experience from our dedicated team. Driven by passion and pride in creating the finest products, we provide each customer and consumer with unparalleled quality in both product and service.



Industrial

Tomatoes harvested in the field and processed 'just in time' are packaged in industrial sizes to serve as ingredients for our clients. Our production process creates products with varied colour, flavour, texture, appearance, viscosity, and concentration, **tailored to meet each client's needs**, adding value to the production chain.



Retail

Tomatoes harvested and processed 'just in time' are packaged for immediate consumption. Our production process creates a variety of products, customised **to suit each client's requirements, adding value to their production chain**. We offer a wide range of products, from natural sauces and pieces to sophisticated recipes.



Food Service

Tomatoes harvested and processed 'just in time' are packaged in Food Service sizes for convenience. Various manufacturing techniques and equipment are used to convert fresh tomatoes into final products, enabling the production of a wide variety of products designed **to fulfill each client's specifications**.

Value Chain

At Sugal, we recognise that to achieving our goals and ensuring the quality of our products it is vital to engage with our stakeholders throughout the entire value chain. That's why we collaborate with local farmers in our locations (Portugal, Spain and Chile) to ensure their sustainable practices align with both our expectations and those of our customers.

To ensure that our tomatoes are produced with the highest quality and sustainable practices, we decided to adopt the Farm Sustainability Assessment (FSA), resulting in over 167 local farmers in Chile achieving FSA compliance. (see more in the chapter related to managing our suppliers).

While our tomatoes are a crucial part of our operations, its essential to adopt a comprehensive perspective on our entire value chain. The quality and excellence that we put in our products must be extended to all the stakeholders that directly and indirectly impact our products.

Upstream

Upstream, we work with local agricultural producers, as well as managing some of our own fields, ensuring both the quality and traceability of the tomatoes used. We also maintain agreements with seed suppliers and nurseries, ensuring access to varieties adapted to our yield and quality requirements.

Additionally, we maintain strong relationships with our suppliers of primary and secondary packaging, to ensure that our products are well preserved and that packaging designs meet consumer expectations while complying with regulatory standards. We also collaborate with partners who specialise in spare parts and components for our industrial production equipment.

Downstream

Downstream, we supply B2B companies: manufacturers of ready to go meals, ketchup, sauces, and juices, distributing tomato-based products to over 70 countries.

In parallel, we supply major retail chains with end products like ketchup, precooked tomato-based products in different formats, as well as diverse food services (small bags and pouches) for Horeca channel across Europe. To ensure that our products are correctly delivered, we also maintain strong relationships with our distributors.

Other relevant business relationships

Beyond the traditional producer-client relationship, we maintain strategic partnerships with companies that supply machinery and automation solutions for the production lines, as well as with consultants specialised in food safety and sustainability certifications.

These collaborations are essential for the continuous improvement of our processes and for strengthening our market leadership. Below, we provide a more detailed overview of how we manage our stakeholders along the value chain:



Farmers

We value the relationship we have with farmers throughout our value chain. While they are dedicated to delivering the highest quality tomatoes, our research and development teams focus on maximising field efficiency, providing a more profitable and sustainable agriculture.



Distributors

Our distributors ensure that Sugal products are correctly delivered to our customers with the fleet we subcontract and control.



Clients

As stated before, we established meaningful connections with our stakeholders and our B2B, retail and HORECA costumers are no exception, irrespective of their size or type. Our clients are a very crucial to our business because they are the ones who are responsible for deliver our products to the final consumer.



Employees

Our employees are focused on ensuring the highest quality and safety standards for our products. Our dedication to quality assurance means our products meet our consumers' expectations.

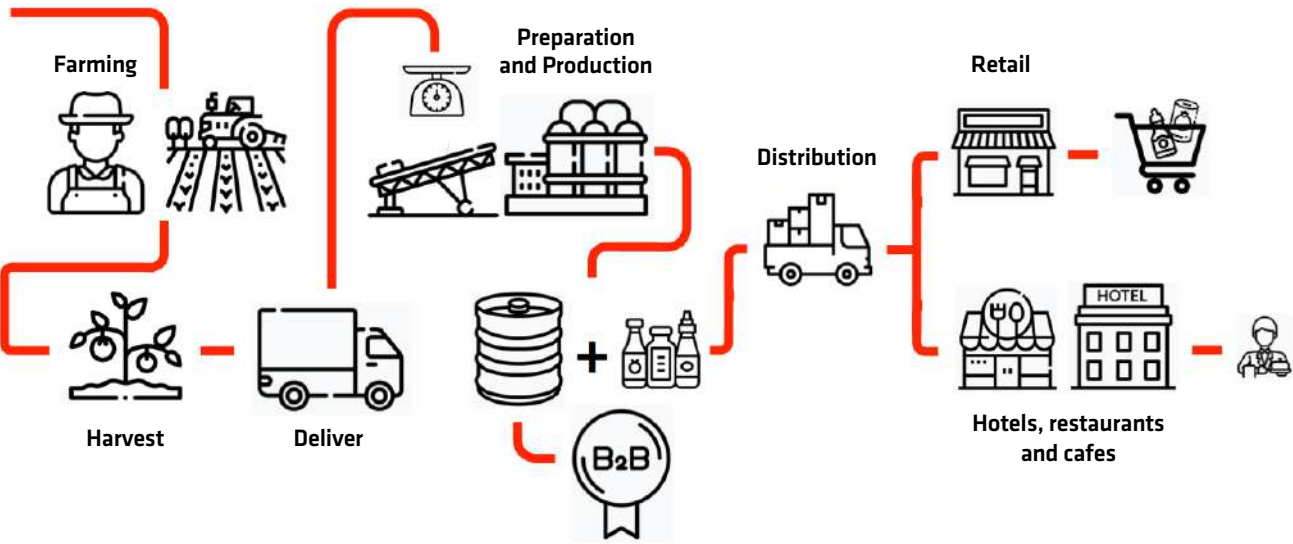


Consumers

Consumers are the reason that we do what we do, which is why we need to build long-lasting and responsible connections with them, as they are the one who taste and experience our products.

We ensure that the tomatoes we receive are as fresh and in the best possible condition by taking random samples from deliveries and conduct quality control tests. Subsequently, the tomatoes undergo various processing techniques to assuring consistency, texture and refinement.

Then they are subjected to additional treatments so they can be used in our recipes, resulting in the quality and flavour that our customers expect form our products.

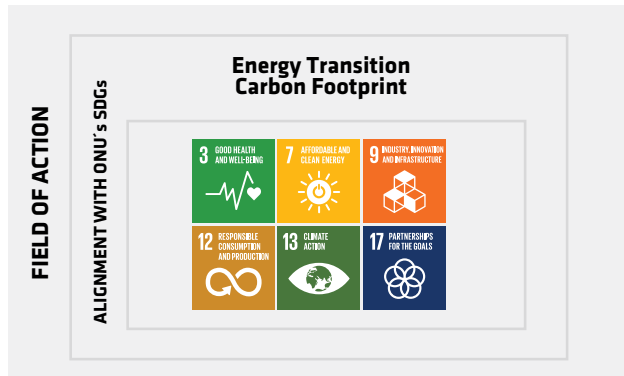


2.5 SUSTAINABILITY STRATEGY

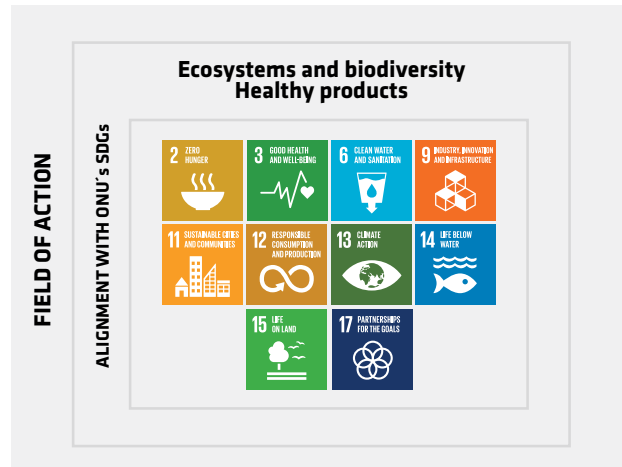
At Sugal, we consider crucial having a sustainability strategy because it helps identify potential environmental, social, and governance risks and how to mitigate them, as the same time that can lead to cost reductions, through energy and water efficiency, waste reduction and resource optimisation.

In addition, this strategy prepares the present and future of Sugal's operations, while ensuring the continuity of the business, and aiming to enhance economic, social, and environmental performance.

CARBON NEUTRALITY AND ENERGY TRANSITION



SUSTAINABLE AGRICULTURE AND FOOD



VALUING HUMAN RESOURCES AND COMMUNITY RELATIONS



CIRCULAR ECONOMY



Our sustainability strategy is directly connected to the SBS (see more information in subchapter 2.3), which means that we incorporate all the aspects of our strategic plan into our sustainability approach. Through our sustainability strategy, we aim to become a more circular and inclusive company while strive to achieve carbon neutrality.

In this sense, four strategic pillars were defined – Carbon Neutrality and Energy Transition, Sustainable Agriculture

and Food, Circular Economy and Valuing Human Resources and Community Relations – that meets the group's vision and the stakeholders' expectations.

Alongside the definition of the strategic pillars, we developed a sustainability roadmap to be achieved by 2030. For this roadmap, we established our own sustainability metrics that will help us monitoring our goals.

Pillar	Target 2030	Baseline	# KPI
Carbon Neutrality and Energy Transition	Decrease the carbon intensity of 28/30 production processes by 35%.	Average value 2015-2020	1
	Lower total GHG emissions by 35%.	Average value 2017-2021	2
	Ensure that all electricity (100%) used and generated comes from renewable sources.	Average value 2017-2021	3
Sustainable Agriculture and Food	Reduce water consumption per hectare in owned agricultural fields by 15%.	2022	4
	Ensure that 50% of suppliers have environmental or sustainability certifications.	N/A	5
	Achieve an A Nutri-score for more than 95% of retail sales.	N/A	6
	Recycle phytosanitary packaging and irrigation tapes in all (100%) owned fields in Chile.	2021	7.1
	Recycle phytosanitary packaging and irrigation tapes in 75% of rented fields in Chile.	2021	7.2
Circular Economy	100% of waste generated is forwarded for valorisation.	Average value 2017-2021	9
	At least a 10% reduction in water usage per ton of production.	Average value 2019-2021	10
	Achieving 0% destroyed products per ton of production.	Average value 2018-2021	11
Valuing Human Resources and Community Relationships	Reducing the frequency rate of work incidents to 0.	Average value 2019-2020	12
	Providing 60 hours of training annually to each permanent employee.	Average value 2020-2021	13
	Maintaining voluntary employee turnover at only 5%.	Average value 2017 - 2021	14
	Ensuring 50% of permanent employees engage in at least one corporate volunteering activity per year.	N/A	15

To help achieve our goals were, we established 30 measures that demonstrates our commitment and accountability to our sustainability objectives. This transparency is crucial for building trust with our stakeholders and highlights the seriousness with which we approach these measures.

Carbon Neutrality and Energy Transition	
M1. Implementation of technological solutions to decarbonise industrial processes	M4. Investment and modernisation of existing industrial equipment, enabling energy efficiency gains
M2. Installation of photovoltaic panels for self-consumption in factories	M5. Installation and reinforcement of means of distribution, insulation and energy recovery throughout the steam production process, as well as throughout the production process
M3. Decarbonisation of the fleet throughout the value chain	M6. Application of an energy management system based on ISO 50001, to establish the systems and processes needed to improve the organisation's overall energy performance
M7. Development of a Carbon Neutrality Roadmap, based on scenario building, which anticipates the main trends and the transformations necessary for decarbonisation	



Sustainable Agriculture and Food	
M8. Implementation of an Internet of Things (IoT) cycle in agricultural fields consisting of sensors that collect real-time data and communicate it for analysis in monitoring software and decision support	M13. Develop a pilot project to implement a blockchain-based traceability system that monitors sustainability, safety and food quality indicators throughout the value chain
M9. Use of tomato varieties more resilient to climate change (e.g., tolerance to high temperatures)	M14. Creation of an internal multidisciplinary WG to draw up a strategy to promote the nutritional quality of Sugal products, taking into account the Nutri-score system
M10. Creation of an internal Working Group to carry out a global survey and assessment of Sugal's suppliers against relevant sustainability certificates	M15. Evaluate incentive mechanisms to promote more sustainable management of waste generated in agricultural fields
M11. Develop an annual questionnaire to assess the performance of agricultural suppliers against a sustainability index, subsequently linking them to performance reports and training materials	M16. Implementation of pilot projects in the agricultural area that enable the application of the principles of regenerative and organic farming, in partnership with AG-Innov
M12. Establish partnerships with sector associations to promote the high nutritional value of tomato-based products and, consequently, their beneficial role in the diet	M17. Implement biodiversity conservation measures in agricultural fields with a view to promoting ecosystem services, crop resilience and reducing the use of pesticides, in partnership with AG-Innov
M18. Develop environmental education projects in the areas of productive intervention to promote sustainability and proximity to the local community	

Circular Economy

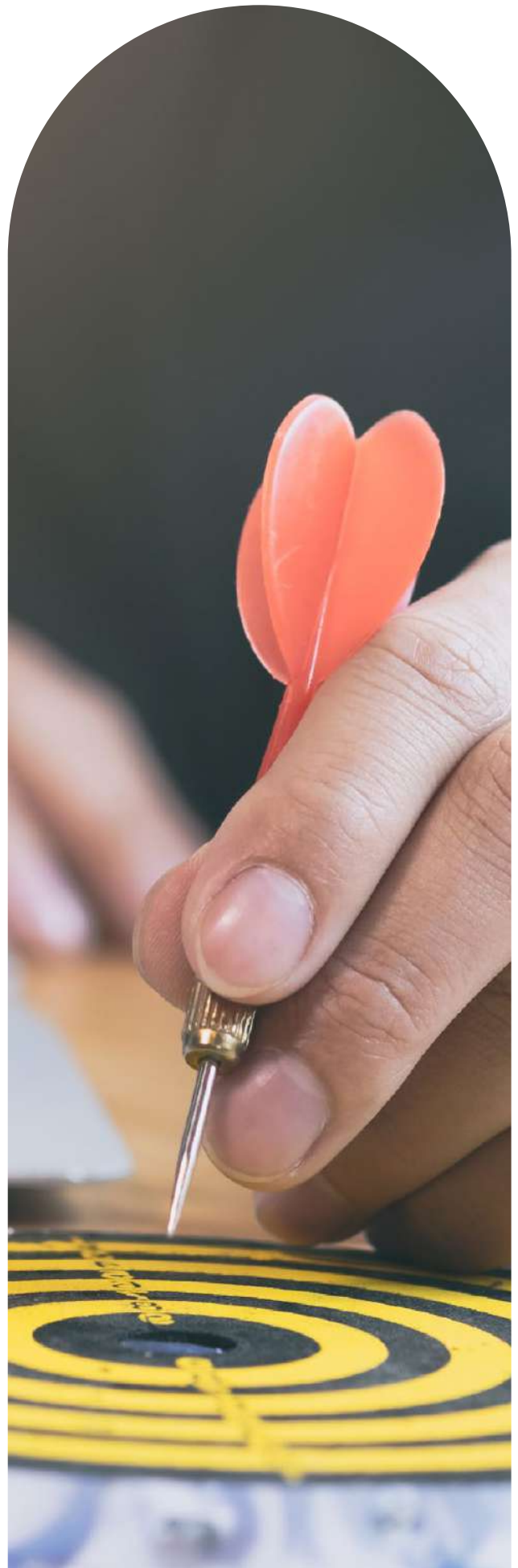
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| M19. Partnership with packaging suppliers to invest in R&D for packaging design that balances sustainability criteria with product quality and safety criteria | M21. Create incentives for the reuse or return of packaging sent to transport the product |
| M20. Investing in R&D for sustainable and economically attractive solutions for the valorisation of tomato by-products, incorporating the concept of industrial symbioses | M22. Analysis of the water footprint of industrial production to identify priority actions to increase efficiency |
| M23. Develop a Food Loss and Waste inventory (WRI) and create an action plan to combat food waste throughout the value chain | |

Valuing human resources and community relations

- | | |
|--|--|
| M24. Implementation of an ISO 45001 OSH management system to prevent incidents by effectively managing risks in the workplace | M27. Development of recruitment procedures that prioritise the hiring of local people, including for senior management, in order to stimulate a positive impact on nearby communities |
| M25. Develop a program with internal coaching sessions to improve the performance and well-being of employees by setting objectives, developing skills and career plans | M28. Development of a corporate volunteering program that establishes volunteering actions in line with local priorities and Sugal's strategic objectives |
| M26. Develop and enhance the current curricular internship program to attract young talent | M29. Development of a training program to disseminate the sustainability strategy to employees, promoting their involvement and training |

Transversal

- M30.** Developing a sustainable procurement manual that introduces social and environmental requirements into the procurement of goods and services throughout the value chain



2.6

MATERIALITY

ASSESSMENT

In 2022, Sugal Group embarked on a comprehensive process to establish its first strategic sustainability framework, **setting guidelines and goals to be achieved by 2030**. This strategy was developed through consultations with internal and external stakeholders across the Group's

main regions: Portugal, Spain, and Chile. From a total of 36 interviews, a list of 12 material topics was created.

The following table presents the material topics for the Sugal Group, divided according to the strategic pillars:

Pillar 1 – Carbon Neutrality and Energy Transition

- 1 - Energy transition
- 2 - Carbon footprint

Pillar 2 – Sustainable Agriculture and Food

- 3 - Ecosystems and biodiversity
- 4 - Healthy products

Pillar 3 – Circular Economy

- 5 - Resource efficiency
- 6 - Circularity in the value chain
- 7 - Innovation and process development

Pillar 4 – Valuing Human Resources and Community Relations

- 8 - Human and employment rights throughout the chain of value
- 9 - Health and security in the workplace
- 10 - Attraction and motivation of talent
- 11 - Diversity and gender inclusion
- 12 - Community relationship

Each material topic, categorised under its respective pillar, provides insights into its significance for both Sugal Group and its stakeholders. It outlines the approach taken, including established policies and commitments that demonstrate our management strategy.

The process of identifying and assessing material topics at Sugal involves several key steps:

Identification of Topics

Initially, a list of topics is identified, including benchmarking against industry peers to understand common practices and priorities.

Assessment by Sugal

Sugal prioritises the most significant topics based on their relevance and impact on the organisation.

Final List of Material Topics

A final list of material topics is compiled for detailed analysis and reporting.

Consultation of Identified Stakeholders

36 interviews with stakeholders provide a preliminary list of 12 material topics for further evaluation.

Identification of Topics

Identifying key stakeholders across different regions ensures a comprehensive and inclusive engagement strategy.

2.7 RISK MANAGEMENT

At Sugal, we consider risk management crucial for several reasons:

- **Identifying potential threats:** allowing us to early identify potential threats that could disrupt operations or negatively impact our financial health, ensures that we can take steps to mitigate them before they become significant.
- **Minimise losses:** we believe that an effective risk management can minimise financial losses due to unforeseen events.
- **Enhancing decision-making:** knowing our risks provides us the opportunity to make better decisions and align our actions with our objectives.

- **Improving resilience:** effective and robust risk management help us by preparing for various scenarios, developing contingency plans, and to respond effectively to crises and recover more quickly.

Tomato Production and Processing Landscape

In the intricate landscape of tomato production and processing, our goal is to be a model of resilience and strategic foresight. With operations spanning various regions of the Iberian Peninsula and Chile, we are intimately familiar with the multifaceted nature of environmental, social, and governance (ESG) risks.

	Main Risks	Risks to Sugal's operation	Measures
Climate Risks	Extreme weather events can impact tomato production. Droughts, heavy rains, storms, and temperature changes affect crop productivity and quality.	• Climate change affects our raw materials. • Utilisation of increasingly scarce natural resources.	M1 to M7, M16, M17
Water Availability	Water scarcity in the Iberian Peninsula and Chile challenges tomato production, leading to harvest losses and high irrigation costs.	• Shortage of water for industrial processes. • Decrease in permitted water extraction volumes. • Water pollution. • Rising costs of water usage.	M9, M16, M22
Risks Linked to Waste and Pollution Management	Poor management of agricultural waste and pollution from chemicals pose risks to tomato production sustainability. Strict environmental regulations and waste management practices increase production costs.	• Operational difficulties, including need for extra resources, infrastructure, and training to manage waste streams and encourage packaging reuse. • Compliance with waste management and circular economy regulations. • Inefficiencies in transportation related to the container return system.	M12, M13, M14, M15, M23
Employment Rights	Inadequate working conditions, low wages, and labour rights violations in agriculture affect company reputation.	• Poor handling of human and labour rights leads to high risks and damages corporate reputation. • Increased employee turnover and diminished brand prestige. • Loss of expertise (specialists). • Reduced attractiveness as an employer.	M24 to M30
Risks Linked to Compliance and Certification	Compliance with environmental and social certifications is challenging and non-compliance can result in fines and reputation damage.	• Legal violations. • Failing to obtain certification results in losing contracts with clients and consumer sales. • Mistakes in label standardisation and related processes lead to production deviations, increasing obsolete and destroyed products.	M10, M19, M20, M21
Competitiveness Risks	Demand for sustainable products and changing consumer preferences affect company competitiveness.	• High expectations for activities to be performed. • Poor community relations that could lead to more complaints and frequent tensions.	M12, M30
Supply chain Risks	Demand for sustainable products and changing consumer preferences affect company competitiveness.	• Not obtaining certification results in losing contracts with clients and consumer sales. • Mistakes in label standardisation can lead to production issues, increasing obsolete and destroyed products, and contributing to food waste.	M11, M23, M30

2.8 COMMUNICATION WITH STAKEHOLDERS

Enhancing Dialogue and engagement with stakeholders

The communication with different stakeholders is key to the success of our business, which largely depends on our stakeholders to achieve our internal goals, as they can provide support, resources, and expertise that help us to enhance our sustainability initiatives.

For this reason, we, at Sugal, inform and hear our stakeholders, fostering relationships based on trust and transparency, and facilitating collaboration and partnerships with the objective of driving innovation, open new markets, and enhance the competitive edge of our company.

For cross-group communications, we utilise e-mails, the company website, social media, and whistleblowing channel for reporting irregularities.

Stakeholder Consultation

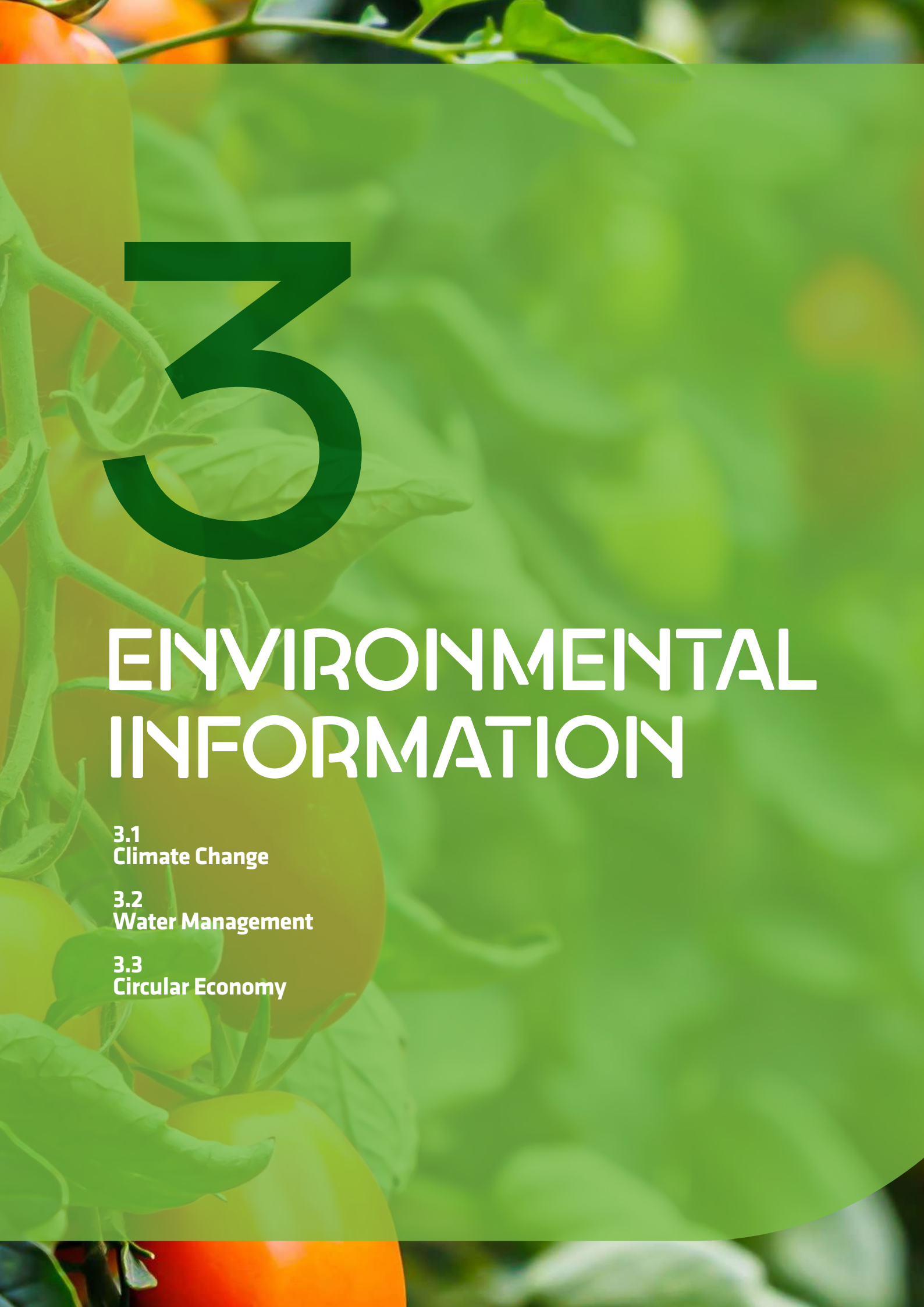
Recognising the importance of our stakeholders, we engaged them in 2022 consultation process, that served as the base for developing our strategic framework. As stated in the chapter related to the sustainability strategy, our sustainability pillars arise from the Group's sustainability vision and the perspectives of key stakeholders, including our customers, agricultural partners and our employees.



Stakeholders categories

Internal	Shareholders	Bimonthly meetings with sustainability reporting to the shareholders
	Directors	Weekly meetings with the Management Board
	Managers	Executive Board meetings, management meetings, DK meetings Management of sectoral committees (operations, quality, sustainability, safety, human resources, supply chain, purchasing and commercial) Global and department corporate events (<i>team building</i>)
	Employees	Intranet, SBS, corporate events, corporate e-mails, DK meetings, training and work floor information, signposting
External	Governments and entities (Governments, Regulators, Financial entities and banks, auditors)	Inspections, certification and accreditation audits, disclosure and reporting of projects, other communications
	Suppliers (Suppliers of raw materials, packaging, equipment, services, farmers, and cooperatives)	Meetings with service suppliers on their yearly performance, regarding quality, service and contracts Negotiation meetings E-mails
	Clients and consumers (Clients, End consumers and Industrial Agriculture)	Annual meetings on the performance of Sugal, regarding quality, service and contracts Audits and visits by clients, corporate newsletters, social media (Facebook, Instagram, LinkedIn) and e-mail
	Society (Media, NGOs, Associations, Unions, Educational institutions, and Local communities)	Social media (Facebook, Instagram, LinkedIn), school visits, curricular internships





3

ENVIRONMENTAL INFORMATION

**3.1
Climate Change**

**3.2
Water Management**

**3.3
Circular Economy**

3.1 CLIMATE CHANGE

GRI INDICATORS

(GRI 3-3, 302-1, 302-3, 305-1, 305-2, 305-3, 305-4)

OUR 2030 TARGETS¹

35 %

reduction of carbon intensity of our production for scopes 1+2 GHG emissions

35%

reduction of absolute scopes 1+2 GHG emissions

100%

consumed electricity derived from renewable resources

2024 PERFORMANCE

11.5%

reduction of carbon intensity of our production for scopes 1+2 GHG emissions

18.3%

reduction of absolute scopes 1+2 GHG emissions

81.7%

consumed electricity derived from renewable resources

CHAPTER HIGHLIGHTS²



0.33

carbon intensity of our production for scopes 1+2 GHG emissions (tCO₂e/t_{production})
(-4.8% than in 2023)

330.2

carbon intensity for scopes 1+2+3 GHG emissions based on net revenue (tCO₂e/M€)



47,909.5 MWh

total electricity consumed
(-13.0% than in 2023)



94.5

KTCO₂E

scopes 1+2 GHG emissions across all operations
(-18.2% than in 2023)

39,131.8

MWh

consumed electricity derived from renewable resources
(+7.1% than in 2023)

47.2

KTCO₂E

scope 3 GHG emissions across all operations in Iberia
(-20.8% than in 2023)

SUSTAINABLE DEVELOPMENT GOALS



OUR 30 MEASURES*

Measure 1 to 7

Measure 9

Measure 17

*See more information regarding our measures throughout this chapter.

¹ Emission targets determined according to location-based method.

² Emission indicators determined according to location-based method.

At Sugal, we are aware of the critical role that our industry plays in meeting the goal set by the Paris Agreement: achieve Net-Zero emissions by 2050, to keep global warming below 1.5°C.

Besides being an emerging need, resulting from the aggravation of climate change and the increase in regulatory requirements, climate action is, for us, a business opportunity that will allow us to ensure the sustainability and resilience of our operations in the long term. It is also a growing vector of competitiveness, which enables us to respond more quickly and effectively to the growing demands of a global market.

Aware of this urgency, at Sugal, we aim to reduce our climate impact, through a continuous focus on decarbonisation and the energy transition of our activities. This encompasses investing in renewable electricity instead of energy from fossil fuels, electrifying and improving industrial energy efficiency, producing energy for self-consumption, electrifying our fleet, optimising routes with less carbon-intensive means of transport, improving emissions calculation methodologies and using the best practices and technologies available.

Our strategy consists of a set of ambitious targets for reducing our carbon footprint by 2030, towards the decarbonisation in our activities. We are therefore commit-

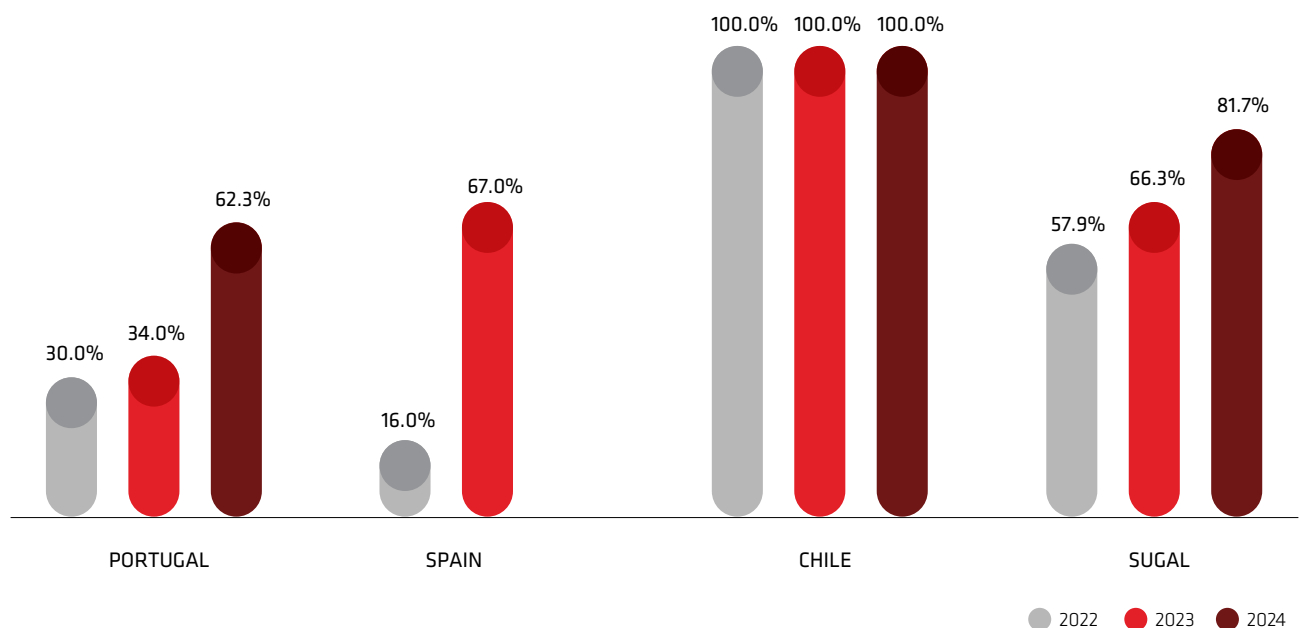
ted to using 100% energy from renewable sources and to reducing both our absolute scope 1 and 2 greenhouse gas (GHG) emissions and the carbon intensity of our production by 35%³. These targets are supported by clearly defined measures and KPIs, which will allow us to monitor performance and achieve the objectives set.

Our energy mix and carbon footprint

Over the years, we have been increasing the consumption of electricity from renewable sources throughout our Group, while simultaneously reducing the use of electricity from fossil fuels. In 2024, we reached almost 82% (KPI 3) of renewable electricity, an increase of 15 pp compared to the proportion of 66% recorded in 2023. As Chile already has energy contracts for the acquisition of 100% renewable electricity, this increase was mainly due to the plants in Portugal, which reached more than 60% of renewable energy this year (an increase of 28 pp compared to 2023).⁴

This represents a consumption of 39,131.8 MWh of renewable electricity, out of a total of 47,909.5 MWh of electricity consumed.

Renewable electricity consumption compared to total electricity consumption (KPI 3)



³ Emission targets determined according to location-based method and considering only scope 1 and 2 emissions.

⁴ In Spain, as there was no production in 2024, no renewable electricity consumption was recorded.

Regarding our energy consumption, this year we reduced our total energy consumption by almost 17%, reaching 463,615.9 MWh, mainly due to the reduction of non-renewable electricity

and fuels consumed. LPG is the energy source most used by the Group (230,374.4 MWh), followed by natural gas (167,511.7 MWh) and renewable electricity (39,131.8 MWh).

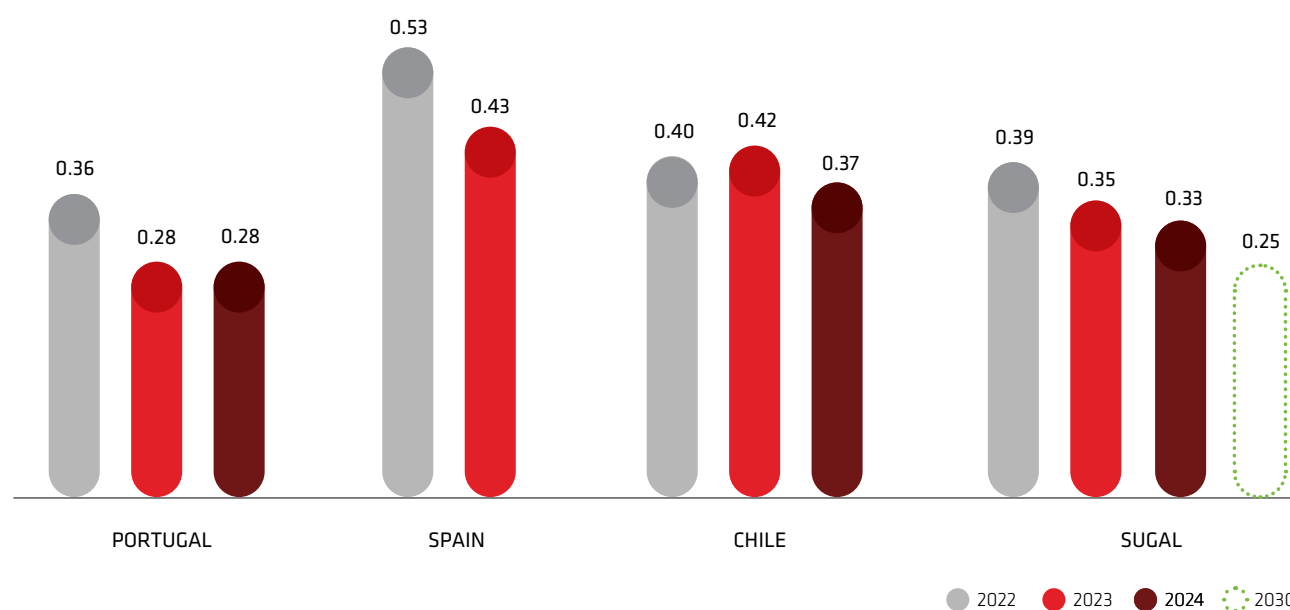
Energy mix (MWh)	2022	2023	2024	Variation 23/24
Consumption of non-renewable fuels	410,382.2	502,805.3	415,706.4	-17.3%
Diesel	-	-	16,752.2	-
Propane	-	-	1,068.1	-
Natural gas	-	-	167,511.7	-
LPG	-	-	230,374.4	-
Consumption of electricity	47,652.0	55,095.2	47,909.5	-13.0%
Renewable electricity	27,582.0	36,521.5	39,131.8	71%
Non-renewable electricity	20,070.0	18,573.7	8,777.7	-52.7%
Total energy consumption	458,034.2	557,900.4	463,615.9	-16.9%

Considering our carbon footprint, this year there was a reduction of 18.2% in scope 1 and 2 GHG emissions (location-based method), reaching 94,485.0 tCO₂e **KPI 2**. This was followed by a reduction in the carbon intensity of our production, by 4.8%, amounting to 0.33 tCO₂e/tproduction **KPI 1**.

sharp reduction of 14% in industrial production 28/30 this year, reaching 284,015.0 tonnes, which resulted from the reduction in production in Portugal due to lower availability of raw materials, by 22.8%, and the absence of production in Spain, due to the extreme drought experienced in this country.

The evolution of these two indicators is essentially due to the increase in renewable electricity consumed in Portugal and the

Scopes 1+2 GHG emissions (Location-based). Carbon intensity of industrial production (tCO₂e/tproduction)



This year, methodological advances were also made in calculating scope 1 GHG emissions, breaking down by type, and scope 2 GHG emissions, using the location-based method, for all geographies.

Regarding scope 1, we identified emissions from fixed and mobile equipment, wastewater treatment processes in Portugal and fugitive emissions, which amounted to 85,819.7 tCO₂e. We

can see that, due to the characteristics of our activity, emissions from stationary equipment have a greater weight in total scope 1 GHG emissions (more than 95%), compared to the other categories. Compared to last year, there was a reduction of over 18% in this type of emissions.

As for scope 2 GHG emissions, they reduced by almost 17% compared to last year, reaching 8,665.3 tCO₂e, applying the location-based methodology. Although it is not yet possible to determine scope 2 by applying the market-based method for Iberia, it is important to highlight that in the Chilean fa-

cilities, unlike the location-based methodology, market-based scope 2 emissions are zero, since they only use 100% certified renewable electricity. It is also important to note that, given the lack of production in Spain this year, scope 2 emissions in 2024 were mainly due to activities in Portugal.

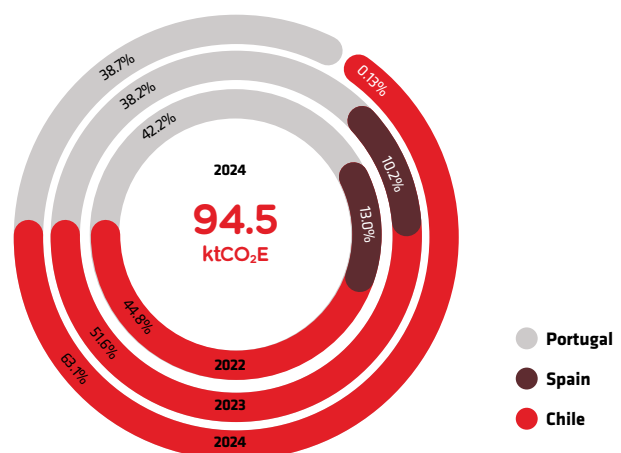
Regarding scope 3 GHG emissions, similarly to last year, it was only possible to carry out the calculation for Portugal and Spain, given the complexity of this type of emissions. This year, we reached 47,230.3 tCO₂e of scope 3 emissions, reducing more than 20% compared to 2023.

Carbon footprint (tCO ₂ e)	2022	2023	2024	Variation 23/24
Scope 1 GHG emissions	89,865.3	105,010.1	85,566.1	-18.3%
Stationary combustion	-	-	81,782.7	-
Mobile combustion	-	-	3,827.5	-
Fugitive emissions	-	-	18.0	-
Wastewater Treatment Plant	-	-	191.5	-
Scope 2 GHG emissions (Location-based)	9,429.3	10,429.0	8,665.3	-16.9%
Scope 3 GHG emissions	72,753.0	59,608.0	47,230.3	-20.8%
Scope 1+2 GHG emissions (Location-based)	99,294.6	115,439.1	94,485.0	-18.2%
Scope 1+2+3 GHG emissions (Location-based)	172,047.6	175,047.1	141,715.3	-19.0%

Regarding our Group's carbon intensity for scopes 1+2+3 emissions by net revenue, considering a total of 429.1 million euros in revenue in 2024, we recorded approximately 330.2 tCO₂e/M€.

Overall, considering the location-based method, our activity in Chile is responsible for the largest share of emissions when compared to other geographies, followed closely by Portugal, both with the highest production rates.

Scopes 1+2 GHG emissions (Location-based). Evolution of the geographical contribution



Measures for mitigation and adaptation to climate change

At Sugal, the products we offer are manufactured in accordance with high standards of quality, health, safety and sustainability, to not only ensure the protection of our employees and the satisfaction of our clients but also mitigate our impact on the climate and preserve biodiversity.

By honouring this commitment, we are currently making the energy transition of our operations, with the aim of using only renewable energy, whether through the purchase of renewable electricity, as is the case with plants in Chile, by installing solar panels to produce energy for self-consumption, as in Portugal, or by replacing coal with natural gas for energy production, a process that is being implemented at the Talca plant. In the coming years, we will also commit to transitioning from fossil fuels to green energy sources, such as green hydrogen, thereby increasing the reduction of our carbon footprint.

To optimise energy use, along with equipment and process capacity and product quality, we also invest in modernising our equipment, including industrial revamping projects.

In Portugal, several energy efficiency measures have been implemented at the Benavente plant, including: heat recovery systems through recirculation, such as the innovative Apollo technology; replacement of current lighting with LED solutions; installation of consumption controllers in equipment; and analyses of industrial consumption, to detect needs for improvement, such as in fuel consumption or steam generation.

As for the plant in Spain, we use a co-generation boiler using natural gas to produce electricity, hot water, and heat.

Since last year, our plants in Chile have been implementing the ISO 50001 Energy Management System with the aim of improving their energy performance and ensuring compliance with the country's legal requirements. In addition, at the Talca plant, we replaced two coal-fired boilers with LPG boilers and installed a heat exchanger to capture and reuse residual heat from boiler blowdown, which had already been implemented at Quinta de Tilcoco in 2023, to enable significant gas savings and reductions in CO₂ emissions.

These developments to optimise thermal energy consumption made it possible to meet our operational targets in 2024, achieving the best results ever at Sugal, with consumption reductions recorded of 7% and 4% in Iberia and Chile, respectively, compared to 2023.

At Sugal, we are also committed to decarbonising our fleet by replacing combustion vehicles with electric solutions, using other less carbon-intensive means of transport, such as rail, and working with our suppliers and carriers to optimise routes, reducing emissions associated with the transportation of our products.

Currently, 60% of our Iberian fleet is made up of electric or hybrid/pull-in vehicles. As a Group, we aim to reach 40-60% by 2026 and 100% by 2030, although this transition involves some challenges related to technology availability, access to charging infrastructure and other operational constraints.

For 2025, we are planning a set of investments as part of the development of our Carbon Neutrality Roadmap **(Measure 7)**, which will be detailed in upcoming reports.

In addition to the decarbonisation measures mentioned above, at Sugal we are also focusing on increasing the adaptation of our crops to climate change, to make them more resistant to diseases and extreme weather, while simultaneously preserving biodiversity and improving production efficiency. The drought experienced this year in Spain, which made production at this plant impossible, is clear proof that Sugal needs to continue making efforts to increase the resilience of its production.



Our Measures

Measures 1 & 4

**Implementation of technological solutions
to decarbonise industrial processes**

&

**Investment and modernisation of existing
industrial equipment, enabling energy efficiency
gains**

Pre-evaporators

Last year, we implemented two state-of-the-art pre-evaporator systems at Benavente plant, with the aim of significantly improving the operational efficiency and sustainability of tomato paste production. These innovative technologies use a heat and water recycling system to produce steam, thereby reducing energy consumption and improving the quality of our products.

First, we integrated the Apolo pre-evaporator, with Mechanical Vapor Recompression (MRV) technology, into our processing line, which allowed for a major reduction in steam consumption during the water evaporation process, optimising the use of resources and lowering operational costs and environmental impact.

Following this achievement, we installed another pre-evaporator, to diminish steam consumption per unit of evaporated water, improving process efficiency even further.

By investing in the implementation of these two technologies, the plant not only improves the energy performance of its operations and reduces its carbon footprint but also contributes to the climate goals established by the Group, while maintaining its production efficiency and high-quality standards.

Replacement of coal boilers

As part of the Group's strategy to reduce the use of energy from fossil fuels, in 2024 we replaced two coal-fired boilers with one LPG boiler at the Talca plant. This measure follows the replacement carried out at Quinta de Tilcoco last year, to eliminate all coal-fired boilers used in Chile, as they are no longer used in Iberia.

New projects are expected to be implemented in 2025 to reduce fuel and steam consumption in operations and, consequently, the carbon footprint. Some of these projects include the installation of boilers with lower GHG emissions at the Benavente plant and the incorporation of two pre-evaporators at the Azambuja and Benavente plants.

Measure 2

**Installation of photovoltaic panels
for self-consumption in factories**

Installation of photovoltaic panels in Portugal

Following on from the studies carried out in 2023 on the installation of photovoltaic panels at our plants in Iberia, this year we set up panels at our facilities in Portugal, with the aim of producing renewable energy for self-consumption and thus reducing energy costs and our carbon footprint.

At the Azambuja plant, we installed 1,044 photovoltaic panel modules, with an approximate surface area of 2,860 m² and a total installed power of 610.7 kWp, including 5 inverters. In Benavente, 1,576 modules were installed, with an area of 4,318 m² and a total installed power of 921.9 kWp, incorporating 10 inverters.

In Chile, we are also developing a pilot project to study the feasibility of installing photovoltaic panels at the Talca and Quinta de Tilcoco plants.



Measure 3

Decarbonisation of the fleet throughout the value chain

Decarbonisation of agricultural and administrative vehicles

In 2024, we conducted pilot projects in various geographies to test the use of electric administrative and agricultural vehicles and to understand the logistical feasibility of this transition. These tests confirmed the feasibility of the administrative vehicles, marking progress in the adoption of more sustainable transport solutions.

However, some limitations were identified for agricultural vehicles, making it necessary to continue deepening these studies and the search for electric agricultural vehicles available on the market at affordable prices.

Investment in rail transport

In Portugal and Chile, we are seeking to reduce emissions associated with the transport of products by using rail instead of road transport. The use of different modes of transport also allows for an increase in shipping capacity.

In Chile, this measure has led to a reduction of more than 65% in the number of kilometres travelled by trucks, during 2024.

Pilot project in partnership with suppliers and/or carriers

At Sugal, we are carrying out pilot projects, together with our suppliers and carriers, to study the optimisation of transported loads, minimising necessary trips, and the use of electric vehicles. As part of this project, during 2024 we analysed the possibility of all deliveries between Benavente and Azambuja being carried out with electric vehicles.

Development of methodologies to calculate transport emissions

To monitor the effectiveness of the decarbonisation measures implemented and determine our scope 3 GHG emissions related to transportation and distribution, we are developing methodologies and calculation tools to estimate transport emissions in Portugal and Spain.

Measure 5

Installation and reinforcement of means of distribution, insulation, and energy recovery throughout the steam production process, as well as throughout the production process

Boiler blowdown recovery

Last year, Quinta de Tilcoco plant installed a heat exchanger to capture and reuse residual heat from boiler blowdowns to heat makeup water for boilers. This measure enabled significant energy savings, reducing the facility's energy dependence and, consequently, reducing CO₂ emissions resulting from the process.

Following the success of this measure, in 2024 we implemented the same procedure at the Talca plant, reducing 85,857 kg of liquefied gas and 252 tons of CO₂.

Monitoring distribution, insulation, and energy recovery systems

At Sugal, to ensure the proper functioning and efficiency of our distribution, insulation, and energy recovery systems, we continuously monitor their performance. In 2024, we conducted a study on the best strategies and practices for heat management, which resulted in a manual of good operational practices that supports daily monitoring and ensures efficient energy management.

Measure 6

Application of an energy management system based on ISO 50001, to establish the systems and processes needed to improve the organisation's overall energy performance

In February of 2024, the Energy Management System (EMS), implemented in Quinta de Tilcoco and Talca during 2023, was certified by ISO 50001.

The implementation of this system aimed to improve the energy performance of the plant's operations, promote continuous process improvement, leverage decarbonisa-

tion and ensure compliance with Chile's legal requirements regarding energy management. In addition, it also allowed for greater employee involvement in the implementation of energy-saving measures at the facilities.

Through the implementation and certification of the EMS, both facilities reinforced their commitment to ensure the continuous sustainability and energy efficiency of their activities, and the fulfilment of the goals defined by Sugal.

Measure 9

Use of tomato varieties more resilient to climate change (e.g., tolerance to high temperatures)

Grafted Plantation

The Grafted Plantation project consists of planting several different plots with various rootstocks to:

- Improve disease resistance of tomato cultivation by using rootstocks that confer resistance to diseases and salinity, without compromising yield potential, while simultaneously reducing the consumption of water and fertiliser.
- Identify optimal combinations of densities, varieties and rootstocks adapted to each production center, industrial processing and end consumer preferences, through the evaluation of agronomic performance of different varieties, from planting to harvest.

This project was developed from April 2023 to September 2024 in Portugal and Spain, through collaboration between several institutions and universities.

In Iberia, it was possible to observe that some rootstock varieties have a higher resistance to several diseases, production rate and good vigor.

This project is a clear example of Sugal's continued investment in innovation as a tool to make production more resilient, optimise resource utilisation, and strengthen competitiveness.

Measure 17

Implement biodiversity conservation measures in agricultural fields with a view to promoting ecosystem services, crop resilience and reducing the use of pesticides, in partnership with AG-Innov

Conservation of trees and vegetation in the fields

In Chile, this year we implemented a project to conserve all trees and vegetation on the plantation land, whenever possible.

TomAC Project - Sustainable Tomato Production for Industry

Between 2021 and 2024, we developed the TomAC project in Portugal, which, through the application of the Principles of Conservation Agriculture in the industrial tomato production system, aims to permanently cover the soil to protect it against erosion and diseases, improve its structure, fertility and biodiversity, reduce nutrient leaching and increase the organic matter content and carbon capture.

Through this project, we identified and tested good agricultural practices based on the 3 Principles of Conservation Agriculture: minimum soil mobilisation to reduce the number of trips made with equipment; the use of covers during autumn and winter; and crop rotation, between tomato and sunflower, during spring and summer.

This trial was carried out in 12 hectares, in which the conventional production method (monoculture) was compared with this innovative solution.

The project was developed by a consortium comprising Ag-Innov – Sugal Group's Centre of Excellence, Sogepoc, Sygenta, Aposolo and the University of Évora.

Between 2025 and 2026, we will develop TomAC 2.0, building on the strengths of the original project, which involves a larger scale and adaptation to industrial tomatoes. With this pioneering project in the sector, we aim not only to optimise the profitability of our business, but also to increase sustainability and reduce the environmental footprint associated with our production system.

3.2 WATER MANAGEMENT

GRI INDICATORS

(GRI 3-3, 303-1, 303-2, 303-3, 303-4, 303-5)

OUR 2030 TARGETS¹

15%

reduction of water consumption per hectare of owned agricultural field

10%

reduction of water capture per ton of production 28/30 while making efforts to maximise its progress

2024 PERFORMANCE

Considering the established baseline (2022 value), there was no change in water consumption per hectare of owned agricultural fields.

-7.2%

captured water per ton of production 28/30 (Portugal)

-39.3%

captured water per ton of production 28/30 (Chile)

CHAPTER HIGHLIGHTS²



3,166.2 Mm³

of discharged water

1,296.0 Mm³

of water consumption¹
(- 17.1% than in 2023)

5.6 Mm³

water per hectare of own agricultural fields



9.4 m³

water per ton of production
(- 3.1% than in 2023)

3,224.2 Mm³

of captured water
(- 27.5% than in 2023)

SUSTAINABLE DEVELOPMENT GOALS



OUR 30 MEASURES*

Measure 8

Measure 9

Measure 16

Measure 22

*See more information regarding our measures throughout this chapter.

¹ The methodological notes include the definitions of water consumed and water withdrawn according to GRI

Management of Water-Related Impacts

To manage and reduce our water-related impacts, Sugal has implemented a set of strategic and operational measures:



Commitments and action plans through 2030 focused on reducing water consumption.



Continuous monitoring of both water intake and discharge volumes.



Water reuse systems, allowing 55% to 85% of treated water to be reintegrated into industrial processes.



Strict effluent treatment protocols, including primary and secondary treatment to ensure regulatory compliance.



Operational controls on the temperature of cooling systems to enhance efficiency in evaporators and sterilisation equipment.

To address the high-water demand of tomato cultivation at Sugal, we implement efficient irrigation systems, such as drip irrigation, and utilises advanced technology to optimise agricultural production. Because water scarcity and private water rights require careful management, we verify water rights when registering production contracts.

At Sugal, we use water footprint calculations to identify significant impacts and optimise areas for intervention. Annually, we strengthen ties with local stakeholders, such as farmers, by offering financing for advanced irrigation equipment, thereby increasing water availability for other users and the ecosystem.

Water as a shared resource

Water is a finite resource, and it must be managed optimally, especially in areas prone to drought or facing water scarcity. Water plays a critical role in all stages of tomato production process, from cultivation and processing to the manufacturing. These activities are intrinsically linked to intensive water use in both industrial processes – such as steam production, product cooling, sterilisation – and agriculture.

Sustainable management of this resource is, therefore, a strategic priority for Sugal, especially considering our presence in different regions of the world – **Portugal, Spain, and Chile** – each with distinct climatic characteristics and water-related challenges.

The environmental impact of water management cannot be overlooked. Responsible management is essential to prevent issues such as soil erosion, water pollution, and water scarcity. At Sugal, we recognise our responsibility to manage water resources sustainably for the benefit of our communities and future generations.

In that regard, we have **adopted diverse sustainable management practices** that promote operational resilience and ecosystem protection. As stated in our sustainability strategy (see chapter 2.5), we have established internal indicators and measures to monitor and optimise water consumption, reduce the environmental impact of our operations, and increase efficiency and circularity in water use.

Through **KPI 4**, we are committed to reduce water consumption per hectare in our agricultural fields by 15% by 2030. Additionally, KPI 10 aims to reduce captured water per ton of production 28/30 by 10% within the same timeframe. To achieve this goal, we anticipate **an annual reduction of 1.11%**.

Alongside the KPIs, we established four measures that directly or indirectly impact our water use and consumption. **Measure 22** involves the analysis of water footprint of industrial production to identify priority action that increases efficiency. This measure aims to promote our understanding regarding our dependency on water resources and prepare the business for scenarios of water scarcity, while also promoting a more efficient use of water resources.

Measure 8 refers to the “implementation of an Internet of Things (IoT) cycle in agricultural fields consisting of sensors that collect real-time data and communicate it for analysis in monitoring software and decision support”. Through **Measure 8**, we aim to achieve better monitoring of our use of resources, including water, and to increase productivity because of better decision-making.

Another measure that impacts the usage of water is **Measure 16**, which concerns the “implementation of pilot projects in the agricultural area that enable the application of the principles of regenerative and organic farming. While **Measure 16** offers numerous environmental benefits (see chapter 2. climate change), it also permits a better use of the water cycle and reduces water use through an improved irrigation system.

Lastly, **Measure 9** refers to “use of tomato varieties more resilient to climate change”. This measure aims to develop different tomato varieties that require less water and can withstand water scarcity. Such adaptation is crucial for enhancing crop resilience, conserving water resources, and reducing negative impacts on local water bodies and ecosystems.

Participation in initiatives such as the **Water Management Pact**, promoted by the Universidade Católica Portuguesa, reflects our dedication to collaborative and transformative approaches in the agro-industrial sector. This initiative highlights our efforts to enhance operational systems for water efficiency and reduced consumption.

Each year, Sugal enables its farmers in Chile to finance the implementation of advanced irrigation systems, promoting water efficiency in agriculture. In 2024, a project was carried out to **connect the wastewater from sanitary use by people at the Quinta de Tilcoco plant to the sewer system**, allowing its treatment by the local sanitation service. The authorisation for this connection is currently in process and expected to be completed in 2025.

Additionally, in Chile, water captured is monitored by an online system for each extraction well used in the industrial process, covering three wells at the Talca plant and three at the Quinta de Tilcoco plant.



Also, in 2024, **as part of the SBS**, under the program m^2 , **a successful idea was implemented in Benavente**: the internal modification of a scrap container at no additional cost, including the addition of a handling bar, three wheels, a tube for connection to the tank outlet, and a bottom valve for extraction. With this modification, the product is transported to the industrial kitchen, where it is reused without waste, also **reducing cleaning time and water consumption in machine washing**.

Water Withdrawal

In 2024, water scarcity severely affected our operations, disrupting normal tomato production at our Seville plant. To address this critical situation, we have made the strategic decision to stop production for the entire year. This decision was adopted to mitigate the effects of water shortages in Spain by significantly reducing water withdrawal and consumption throughout 2024.

This is the reason for the significant decrease in total water withdrawal, which was reported at **3,224.2 thousand m^3 (Mm^3)**.

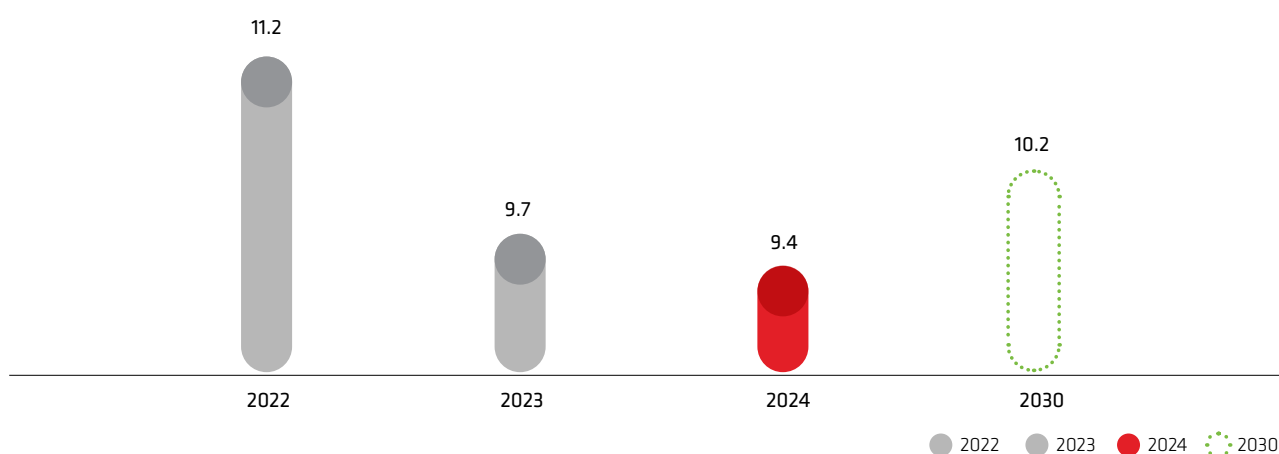


Indicator	Unit	2023	2024	Variation 23/24
Total volume of captured water	Mm ³	4,449.9	3,224.2	-27.5%

2024

Indicator	Unit	Benavente (PT)	Azambuja (PT)	Seville (ES)	Quinta de Tilcoco (CL)	Talca (CL)
Volume of captured water	Mm ³	808.7	837.5	0.0	906.8	671.3
Surface water intakes		0.0	552.0	0.0	0.0	0.0
Groundwater intakes		808.7	285.5	0.0	906.8	671.3
Volume of captured water in water-stressed areas	Mm ³	808.7	837.5	0.0	906.8	671.3
Surface water intakes		0.0	552.0	0.0	0.0	0.0
Groundwater intakes		808.7	285.5	0.0	906.8	671.3
Volume of captured water by freshwater	Mm ³	0.0	0.0	0.0	906.8	671.3
Volume of captured water by freshwater	Mm ³	3,224.2				

Regarding water usage, we also achieved a reduction of 3.1% in industrial production, as measured by **KPI 10**. Looking ahead, we continue to strive to maximise our progress, mitigate the effects of climate change, and promote sustainability.

KPI 10 - Captured water per ton of 28/30 production (m³/ton)

Indicator	2022	2023	2024	2030	Variation 23/24
KPI 10 (m ³ /ton)	11.2	9.7	9.4	10.2	-3.1%

Water Discharge

Effluent management plays a vital role in environmental protection by avoiding pollution of local water bodies, soil and air. At Sugal, we prioritise effective management of our effluents through primary and secondary treatments, ensuring that treated water is safely returned to production processes.

 ~ 55% to 85% of treated water is returned to production processes

These efforts are key for complying with stringent regulations at our different locations. Regular quality monitoring ensures that discharge parameters meet regulatory thresholds.

In 2024, we reported a total water discharge of **3,166.2 thousand m³ (Mm³)**, reflecting an increase from 2023.

Indicator	Unit	2023	2024	Variation 23/24
Total volume of discharged water	Mm ³	2,888.6	3,166.2	+9.7%

2024

Indicator	Unit	Benavente (PT)	Azambuja (PT)	Seville (ES)	Quinta de Tilcoco (CL)	Talca (CL)
Volume of discharged water	Mm ³	1,472.0	318.0	0.0	756.5	619.7
Surface water intakes		1,472.0	318.0	0.0	756.5	619.7
Groundwater intakes		0.0	0.0	0.0	0.0	0.0
Volume of discharged water in water-stressed areas	Mm ³	1,472.0	318.0	0.0	756.5	619.7
Surface water intakes		1,472.0	318.0	0.0	756.5	619.7
Groundwater intakes		0.0	0.0	0.0	0.0	0.0
Total volume of discharged water (Sugal Group)	Mm ³			3,166.2		

We acknowledge that there has been an increase in water discharges in the past two years. However, we are committed to significantly reducing these discharges in the future. We continue to study and invest in new technol-

ogies and sustainable practices to ensure that our operations have minimal environmental impact, thus protecting water resources for future generations.

Water Consumption

At Sugal, we achieved a **17.1% reduction of water consumption** in 2024, compared to 2023, totalling a water consumption of **1,296.0 thousand m³ (Mm³)**.

Indicator	Unit	2023	2024	Variation 23/24
Total volume of consumed water	Mm ³	1,563.3	1,269.0	-17.1%

2024

Indicator	Unit	Benavente (PT)	Azambuja (PT)	Seville (ES)	Quinta de Tilcoco (CL)	Talca (CL)
Volume of consumed water	Mm ³	808.7	285.5	0.0	150.3	51.6

To achieve this result, we built upon initiatives implemented in 2023 and continued them into 2024. These ongoing efforts were key to reducing water withdrawals and consumption, spanning both agricultural practices and industrial processes:

Agricultural initiatives:

- Manual pre-harvest plant removal trials.
- Satellite imagery projects.
- Self-compensating irrigation lines.
- Drip-water irrigation systems.

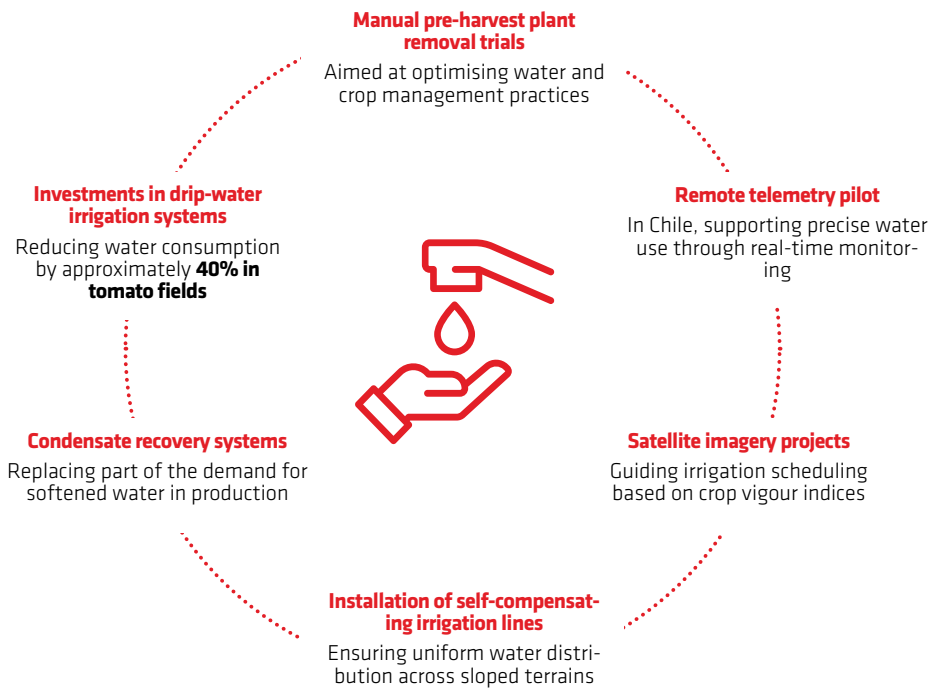
Industrial initiatives:

- Remote telemetry pilots
- Condensate recovery systems.

In 2024, Sugal's water intensity, defined as the total wa-

ter consumption in its own operations was **3.0 cubic me-
ters per million euros** of net revenue.

This metric highlights the efficiency of water usage rela-
tive to the company's financial performance, providing a
clear indicator of sustainability in resource management.

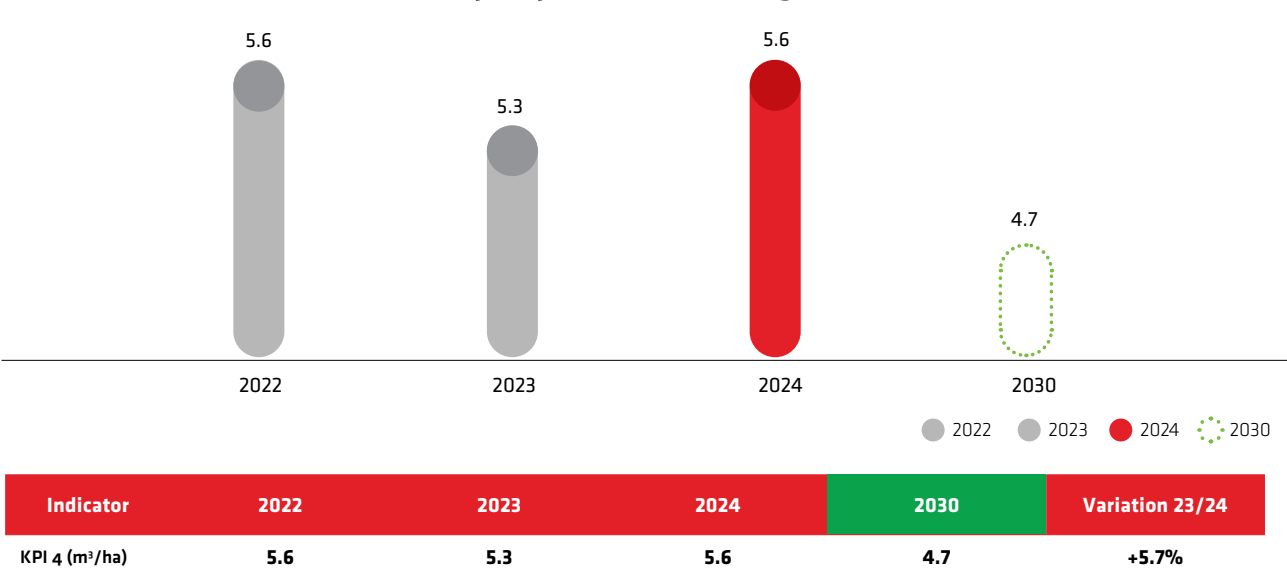


At Sugal we acknowledge the agricultural sector's responsibility for water consumption and its impact on the availability and quality of water. In response to this challenge, we are committed to implementing robust monitoring systems across our agricultural operations.

Our goal is to achieve at least a **15% reduction in water consumption per hectare of own agricultural fields by 2030.**

To measure progress, we use an indicator that assesses water consumption (m³) per hectare of owned agricultural fields (**KPI 4**).

KPI 4 - Water consumption per hectare of owned agricultural fields (m³/ha)



Despite the efforts made to reduce the water consumption per hectare of own agricultural fields, in 2024, there was a 5.7% increase compared to 2023. This increase was due to a broader scope of control achieved through the incorporation of flow meters in irrigation systems during 2024, which allowed for more precise measurement of the recorded variable.

Our Measures

At Sugal, we are focused on ensuring environmentally sustainable operations.

Therefore, we recognise our responsibility to mitigate water consumption risks and adopt practices that positively impact both the environment and our communities.

To achieve this, we have defined several measures.

Measure 8

Implementation of an Internet of Things (IoT) cycle in agricultural fields consisting of sensors that collect real-time data and communicate it for analysis in monitoring software and decision support

Unique Database with All Quality Parameters of Agricultural Fields

To optimise water management in agricultural fields, a unique database was implemented in 2024, aggregating all quality parameters of the agricultural fields and eliminating the dependence on third parties for data collection. Precise irrigation management will be based on **the plant's needs, ensuring efficient fertiliser application and tailored soil treatment according to its** specific requirements rather than treating it uniformly.

This system enables **the scheduling of irrigation times and monitoring** of flow rates, ensuring efficient operational control. In case of a leak, the pump can be shut off to prevent water waste.

This ambitious project, to be completed by 2027 by Sugal Chile and Sugal Spain, **will result in an automated system with aggregated data from all plantations**. This enables the identification of crucial quality parameters for each irrigation sector, ensuring the quality of the products.



This project represents a significant advancement in the efficiency and sustainability of water management in agriculture.

Variable Soil Fertilisation

The project involves **mapping the soil's electrical conductivity** to identify different zones and soil types within each plot.

This methodology allows for **tailored treatment** of each zone based on its productive efficiency, **including fertilisation, soil operations, and irrigation**.

The goal is to treat each zone according to its specific needs, optimising fertilisation, soil management, and irrigation practices.

In 2024, the project **covered 300 hectares**, and by 2025, it is expected to expand to 2,000 hectares at Sugal Chile.

This enable the identification of crucial quality parameters for each irrigation sector, ensuring the quality of the products.

Measure 9

Use of tomato varieties more resilient to climate change (e.g., tolerance to high temperatures)

In 2024, **grafted plants were planted** on approximately 3 hectares in Portugal, with the aim of increasing the sustainability and competitiveness of tomato cultivation.

Grafted plants, which are the result of the **union of two different plant parts**, use rootstocks that confer resistance to diseases and salinity, without compromising the productive potential **and reducing the use of water and fertilisers.**

The evaluation of the agronomic behaviour of the varieties, from planting to harvest, aims to find the most adapted combinations between varieties and rootstocks for each production center, industrial processing, and final consumer.

This focus on efficient water management is essential to address soil health challenges and ensure the viability of agricultural production while reducing the amount of water and fertilisers used, helping to preserve the local soil characteristics.



Measure 16

Implementation of pilot projects in the agricultural area that enable the application of the principles of regenerative and organic farming, in partnership with AG-Innov

In 2024, a pilot project was implemented in the plantations of Chile and Portugal, aiming **to improve water management** through the application polymer with the capacity to absorb water.

This polymer, composed of long polymeric chains that form a network, has a higher absorption capacity than the soil, allowing water to migrate into it and be stored.

When the plants need water, the polymer releases it, thus reducing the need for irrigation. The polymer has a durability of four years, and the benefits are visible from the first year of application.

However, due to the strong attack of *Tuta absoluta*, a pest that mainly affects tomato plantations by feeding on the leaves, stems, and fruits, the results were contradictory.

Field monitoring will continue over the next three years to evaluate the results.

Riegogel/Evidence



Measure 22

Analysis of the water footprint of industrial production to identify priority actions that increase efficiency

In 2024, a pilot project was implemented in the plantations of Chile and Portugal, aiming to increase water efficiency.

The water footprint has helped develop agricultural improvements, especially related to irrigation, which in 2024 **exceeded 90% of the cultivated area, irrigating only when necessary** and without exceeding the required amount. Also, in Chile, Sugal is included in the clean production agreement, which drives it to go beyond legal requirements.

In Iberia (Portugal and Spain), **climate change and responsible water management are relevant material topics**, monitored within the scope of certification in the Environmental Management System by ISO 14001:2015.

In Portugal, studies are underway to reuse water from certain equipment for soil washing, in addition to recirculating water from wastewater treatment plants (WWTP) for production.

Across the five factories in Iberia and Chile, these initiatives have led to **reduced water consumption through recirculation and reuse of treatment plant water**, improved use of cooling water, and efficient resource consumption in the Apollo pre-evaporators.

We remain committed to implementing increasingly innovative and sustainable practices that ensure water efficiency and the preservation of natural resources.

Also integrated into **Measure 22**, the **pilot project for irrigation automation in Chile** was implemented during the 2024-2025 tomato cultivation campaign.

This initiative covered 740 hectares of tomato cultivation, incorporating technology for monitoring and controlling the irrigation system. The objective was to optimise the use of water resources and enhance the productivity of tomato cultivation.

The project was developed internally by Agricultural Management, driven by the Technological Transformation area, and supported by third parties specialising in technology management and integration. The fields owned by Sugal Chile served as the setting for this initiative.

The expected results include ensuring the irrigation of the crop, considering climatic conditions and the specific needs of the crop, such as its phenological state. This approach enables more efficient and sustainable water management, contributing to the improvement of tomato productivity and quality.

Along the same lines, the project for **monitoring captured water and operational control of freshwater** use was also implemented.

Although the monitoring system was established before 2024, operational control of the water used is achieved by managing the cooling temperatures of equipment that optimise fresh water. The objective is to control water consumption by implementing operational measures to achieve the limit of water extracted.

During the productive season in Chile (January-April 2024) in the industrial operations areas, the project aims to improve water efficiency and enhance productivity.



3.3 CIRCULAR ECONOMY

GRI INDICATORS

(GRI 301-1, 306-1, 306-2, 306-3, 306-4, 306-5)

OUR 2030 TARGETS

100%
Recycling of phytosanitary packages and irrigation tapes in **100%** of owned fields in Chile

100%
Forwarding of **100%** of generated waste for valorisation

0%
Achievement of **0%** of destroyed product

2024 PERFORMANCE

100%
of own fields in Chile with recycling of phytosanitary packages and irrigation tapes

79.6%
of waste forwarded for valorisation

0.3%
of destroyed product

CHAPTER HIGHLIGHTS



34.8%
of generated waste forwarded to preparation for reuse



98%
Renewable raw materials

SUSTAINABLE DEVELOPMENT GOALS



OUR 30 MEASURES*

Measure 15

Measure 19

Measure 20

Measure 21

Measure 23

*See more information regarding our measures throughout this chapter.

The food industry significantly contributes to environmental degradation, including resource depletion, pollution, greenhouse gas emissions, among others. As a key player in the food industry, particularly in tomato production, we recognise our potential to exacerbate these impacts. By adopting circular economy principles, we aim to minimise waste, prioritise resource efficiency, and demonstrate our commitment to transitioning to a more circular business model.

As stated in our sustainability strategy, we are currently investing in greater resource efficiency and circularity in production processes, valuing by-products and minimising waste throughout the value chain. Nevertheless, we acknowledge the need to intensify our efforts, as this is a long-term strategy with a considerable journey ahead until we achieve our desired goals.

Waste Management

Our operations are built on the foundation of appropriate waste management. In addition to our efforts to reduce food waste, we are dedicated to fostering sustainable and responsible waste management by preventing waste production and aiming to reuse our packaging whenever possible. When reuse is not feasible, we ensure that waste is directed towards recycling.

We emphasise sustainable and responsible practices by implementing robust measures to ensure the appropriate handling of all waste produced in our facilities. Our goal is to minimise environmental impact by adhering to environmental standards and legislation, focusing on waste reuse, recycling, and valorisation.

Our waste management efforts are further supported by the Sugal Business System (SBS), which prioritises process efficiency. This includes initiatives such as promoting packaging reuse, reducing losses of finished goods, and preventing the destruction of unused items through sales, donations, or re-processing.

Moreover, we have implemented comprehensive waste separation and categorisation policies across all our facilities. standardised containers and disposal areas are strategically placed throughout the factories to facilitate the separation of different waste streams. This systematic approach ensures that each type of waste is consistently deposited in designated areas, seamlessly integrating waste management into our daily operations.

The waste generated from tomato concentrate production primarily consists of field waste such as irrigation tapes and phytosanitary packaging, packaging waste, non-compliant product waste - including products that are out of specification or past their expiry date - and industrial liquid waste resulting from the production process. Tomato pomace¹ and sludge from wastewater treatment plants are also produced.

Field waste, such as irrigation tapes and phytosanitary packaging, packaging waste and non-compliant product waste are typically forwarded for valorisation. Industrial liquid waste undergoes specific wastewater treatment, resulting in sludge and clean, treated water. The sludge from wastewater treatment is subsequently used in agricultural fields as organic fertiliser.

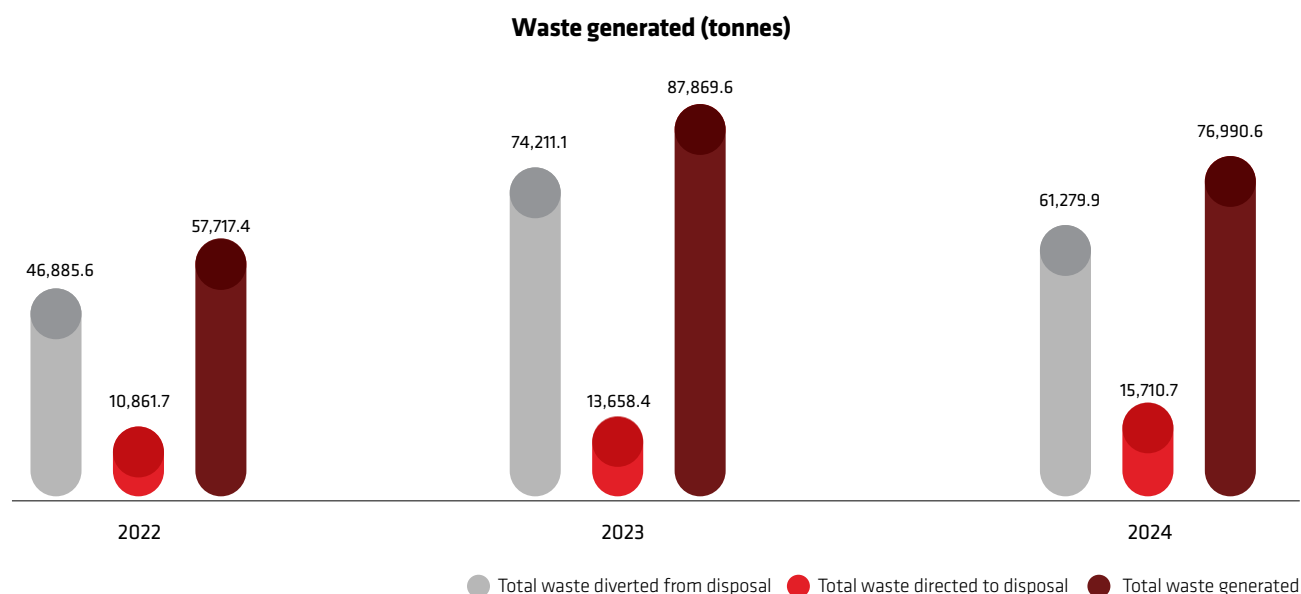
In 2024, 76,990.6 tonnes of waste were produced, with 61,279.9 tonnes forwarded for valorisation, while only 15,710.7 tonnes were directed for disposal.

	Benavente (PT)	Azambuja (PT)	Seville (ES)	Quinta de Tilcoco (CL)	Talca (CL)	Sugal
Total waste diverted from disposal (t)	22,463.7	244.8	23.3	31,919.9	6,628.1	61,279.9
Total waste directed to disposal (t)	614.9	531.3	0.0	260.0	14,304.5	15,710.7
Total waste generated (t)	23,078.6	776.1	23.3	32,179.9	20,932.6	76,990.6

Compared to the previous year, waste generated decreased by 12.4%. However, 15% more was directed to disposal, while 17.4% less was diverted from disposal.

¹ In Iberia, tomato pomace is no longer considered waste, as it has been removed from the European Waste List. It is now classified as a by-product of the tomato industry

	2022	2023	2024	Variation 23/24
Total waste diverted from disposal (t)	46,855.6	74,211.1	61,279.9	-17.4%
Total waste directed to disposal (t)	10,861.7	13,658.4	15,710.7	15.0%
Total waste generated (t)	57,717.4	87,869.6	76,990.6	-12.4%



Of the total waste forwarded for valorisation, 25.3 tonnes corresponds to hazardous waste and 61,254.5 tonnes correspond to non-hazardous waste.

Valorisation operations	Benavente (PT)	Azambuja (PT)	Seville (ES)	Quinta de Tilcoco (CL)	Talca (CL)	Sugal	Variation 23/24
Hazardous waste (t)	11.2	10.7	0.2	1.0	2.2	25.3	-9.4%
Preparation for reuse	7.6	3.8	0.2	1.0	2.2	11.6	
Recycling	0.0	0.0	0.0	1.0	2.2	3.0	
Other recovery operations	3.6	6.9	0.0	0.0	0.0	10.5	
Non-hazardous waste (t)	22,452.4	234.1	23.0	31,918.9	6,626.0	61,254.5	-17.4%
Preparation for reuse	548.2	59.5	23.0	19,580.9	6,588.4	26,800.0	
Recycling	0.0	0.0	0.0	626.9	37.6	664.5	
Other recovery operations	21,904.3	174.7	0.0	11,711.1	0.0	33,790.0	
Waste diverted from disposal (t)	22,463.6	244.8	23.3	31,919.9	6,628.2	61,279.8	-17.4%

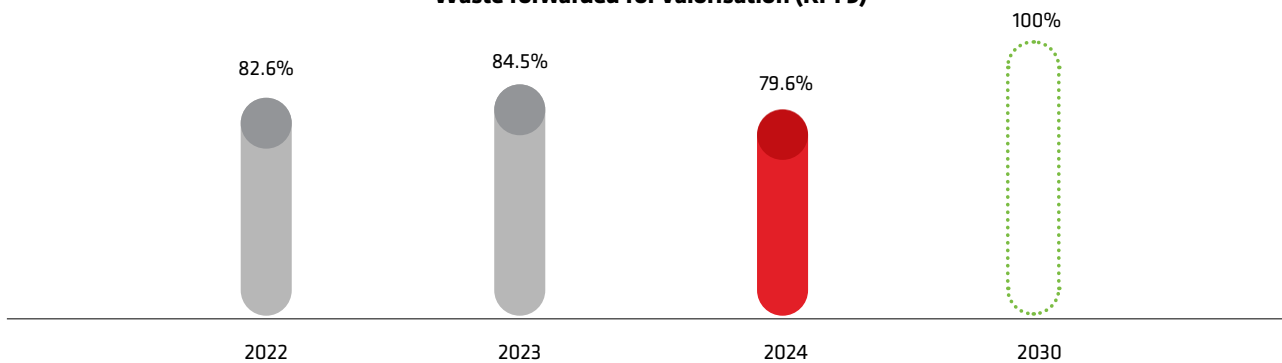
Whereas of the total waste directed for disposal, 15.1 tonnes correspond to hazardous waste and 15,694.5 tonnes correspond to non-hazardous waste.

Disposal operations	Benavente (PT)	Azambuja (PT)	Seville (ES)	Quinta de Tilcoco (CL)	Talca (CL)	Sugal	Variation 23/24
Hazardous waste (t)	0.0	0.0	0.0	15.0	1.1	16.1	87.2%
Incineration (with energy recovery)	0.0	0.0	0.0	0.0	0.0	0.0	
Incineration (without energy recovery)	0.0	0.0	0.0	0.0	0.0	0.0	
Landfilling	0.0	0.0	0.0	15.0	1.1	16.1	
Other disposal operations	0.0	0.0	0.0	0.0	0.0	0.0	
Non-hazardous waste (t)	614.9	531.2	0.0	245.0	14,303.4	15,694.5	15.0%
Incineration (with energy recovery)	0.0	0.0	0.0	0.0	0.0	0.0	
Incineration (without energy recovery)	0.0	0.0	0.0	0.0	0.0	0.0	
Landfilling	614.9	531.2	0.0	245.0	14,303.4	15,694.5	
Other disposal operations	0.0	0.0	0.0	0.0	0.0	0.0	
Total waste directed to disposal (t)	614.9	531.3	0.0	260.0	14,304.5	15,710.7	15.0%

At Sugal, we strive to promote sustainable and responsible waste management. In this regard, we aim to ensure the proper disposal of waste generated by our activities. Through **KPI 9**, we monitor our progress towards the total valorisation of generated waste. This indicator measures the proportion of total waste destined for valorisation compared to the total waste generated. In 2024, we achieved **79.6% of waste**

forwarded for valorisation, a figure lower than the previous year. Currently, there is a fraction of waste at the Talca plant in Chile that could potentially be recovered, namely effluent sludge, branches and discharged mud. However, due to logistical and cost considerations, it is directed to disposal. During 2025, an action plan will be implemented to reverse the destination of the effluent sludge.

Waste forwarded for valorisation (KPI 9)



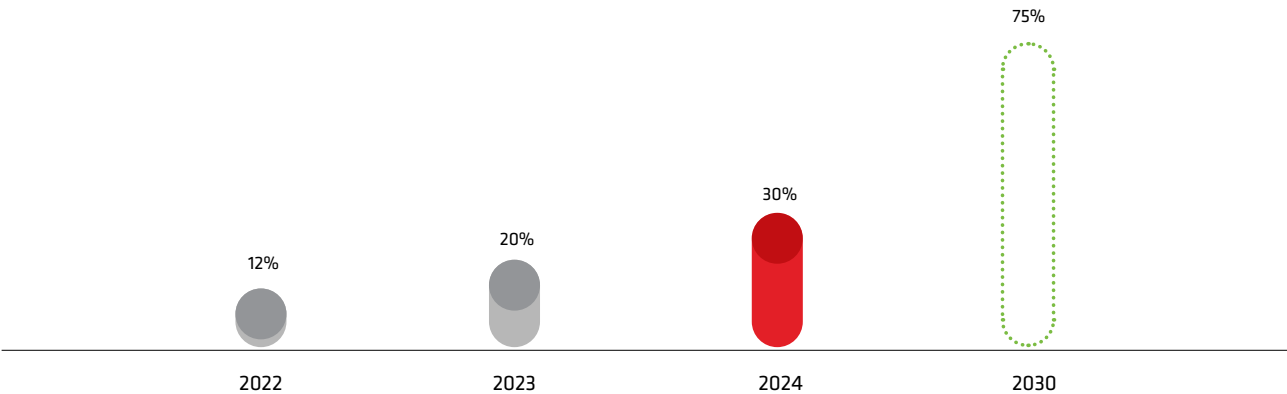
Promoting responsible agricultural activities that contribute to sustainable ecosystems requires the appropriate disposal of waste generated in agricultural fields. In Iberia, waste management complies with current legislation. In Chile, we aim to have more sustainable waste management practices in agricultural fields, aligned with Iberia's practices.

As such, our efforts in this regard in Chile are monitored through KPI 7, which is subdivided into **KPI 7.1** and **KPI 7.2**. **KPI 7.1** is an indicator that measures the proportion of hectares of own fields with recycling of phytosanitary packaging and irrigation tapes compared to the total hectares of own fields

while **KPI 7.2** measures the proportion of hectares of contracted fields with recycling of phytosanitary packaging and irrigation tapes compared to the total hectares of contracted fields.

In 2024, **100% of hectares of our own fields recycled phytosanitary packages and irrigation tapes**, while **30% of hectares of contracted fields recycled phytosanitary packaging and irrigation tapes**, marking a **10-p.p. increase compared to the previous year**. This indicator is only applicable to Chile, as recycling of phytosanitary packaging and irrigation tapes had already been carried out across all fields in Iberia.

Hectares of contracted fields with recycling of packaging of phytosanitary products and irrigation tapes (KPI 7.2)



At Sugal, in addition to our KPIs, we have developed various measures that support the fundamental principles of the circular economy. Regarding waste, we have established **measure 15**, which involves evaluating incentive mechanisms to

promote more sustainable management of waste generated in agricultural fields. This measure aims to promote more sustainable management of agricultural fields by reducing waste and valorising the waste generated.

Materials

Choosing to purchase recyclable materials instead of non-recyclable contributes to our goal of reducing the waste produced in our operations and preserving natural resources. As such, at Sugal we are making efforts in this direction.

In 2024, we consumed a total of 869,343.0 tonnes of raw materials, 98% of which were renewable raw materials, and reduced our total consumption of raw materials by 3.4%, compared to the previous year.

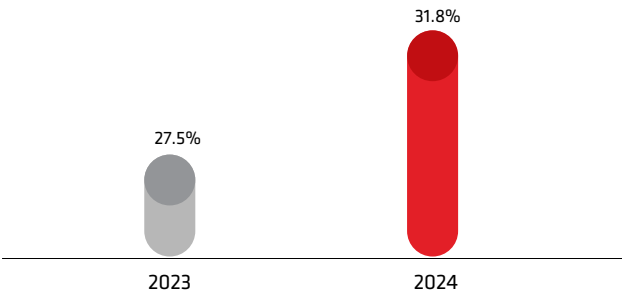
	Benavente (PT)	Azambuja (PT)	Seville (ES)	Chile	Sugal	Variação 23/24
Total consumption of raw materials (t)	36,270.9	119,745.3	0.0	713,327.8	869,343.9	-3.4%
Renewable raw materials (t)	34,240.6	111,217.7	0.0	706,463.0	851,921.3	-3.3%
Non-renewable raw materials (t)	2,030.3	8,527.6	0.0	6,864.8	17,422.7	-8.0%
% of renewable raw materials	94.4%	92.9%	0.0%	99.0%	98.0%	0.1%

Sustainable Packaging

At Sugal, we consistently strive to adopt more sustainable packaging solutions. By reusing packaging, we can prevent waste production, which is a top priority according to the waste management hierarchy.

We monitor our efforts using **KPI 8**, an indicator that measures the proportion of tonnes of product packaged in reusable and recyclable packaging, compared to tonnes of total production. In 2024, we achieved **31.8% of product packaged in reusable and recyclable packaging**, representing an increase compared to the previous year.

Product packaged in reusable and recyclable packaging (KPI 8)



In addition to **KPI 8**, we have also defined two measures related to packaging sustainability.

Measure 19 involves establishing partnerships with packaging suppliers to invest in R&D for packaging design that balances sustainability criteria with product quality and safety standards.

Measure 21 involves creating incentives for the reuse or return of packaging used for product transportation. With the implementation of these measures, we aim to contribute to waste reduction and the valorisation of these materials, as well as to the reduction of our carbon footprint.

In line with our commitment to sustainable packaging solutions, we are exploring the possibility of increasing the size of the metal drums from 220L to 225L, as well as making them thicker and more durable. The change would facilitate the reuse of metal drums, reduce the storage space required, and lower the carbon footprint during transport. Additionally, we are optimising the palletisation process, which will enable us to purchase less cardboard, thereby contributing to reduced resource usage.

Tackling Food Waste

At Sugal, we acknowledge that tackling food waste is crucial for our business. By minimising waste, we are reducing disposal

costs, improving inventory management, and decreasing the expenditure on excess food that ends up being wasted.

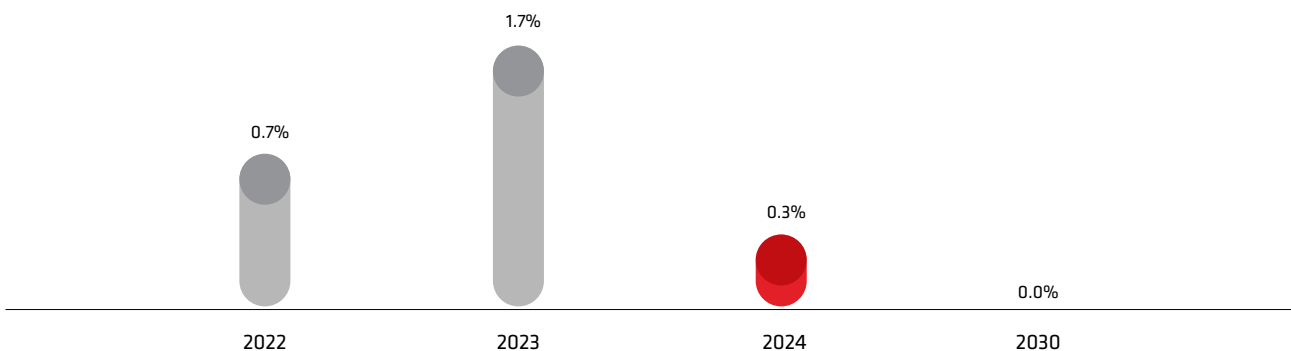
As part of our integrated approach, we extend our commitment to circular economy principles to tackle food waste by prioritising the valorisation of by-products, thereby ensuring the reduction of food waste.

A major by-product of our industrial processes at Sugal is the tomato pomace (tomato peels and seeds) produced during the manufacture of tomato concentrate. In Iberia and Chile, tomato pomace is used for direct animal feed, mainly for cattle. Additionally, discarded tomatoes from the production process are also used for animal feed.

We continuously seek R&D alternatives for tomato by-products through the development of partnerships and projects with various entities, such as universities and regional companies.

We recognise that the fight against food waste is crucial to reducing the waste generated, and as such we aim to act to prevent it. Therefore, we monitor our progress towards zero food waste production through **KPI 11**. In 2024, we achieved **0.3% of destroyed product**, a decrease of 1.4 p.p. compared to 2023.

Destroyed product per tonne of production (KPI 11)



We actively pursue opportunities to reuse, recycle, and valorise waste generated by our operations, thereby minimising waste and contributing to environmental preservation. Through specific measures and initiatives, we aim to maximise the value of industrial waste, promote circular economy principles, and reduce our environmental footprint.

Measure 20 focuses on investing in R&D to develop sustainable and economically attractive solutions for the valorisation of tomato by-products, incorporating the concept of industrial symbiosis. This measure aims to reduce waste and ensure greater environmental efficiency in the production process.

Measure 23 involves developing a Food Loss and Waste (WRI) inventory and creating an action plan to combat food waste

throughout the value chain. With the implementation of this measure, we aim to reduce food waste, lower costs associated with excessive purchases, and reuse waste for other processes.

Under the scope of SBS, the M² program, an ideation program focused on cost reduction which is available to all employees, several measures have been implemented that, besides reducing cost, also contribute positively to a more circular and sustainable business model.

In our Benavente retail operations, the poor positioning of pallets in the depalletiser led to the breakage of several glass bottles. By installing a stopper in the glass depalletiser, we successfully achieved a **reduction of 7.4 tonnes of broken glass annually**.

Also, in Benavente, at the exit of the Serac filler on the plastic line, bottles filled with tomato concentrate that were either uncapped or missing film were rejected. Once rejected, these bottles became dirty and unrecoverable, with rejection occurring approximately 150 times a day, resulting in the loss of packaging and tomato concentrate. To address this issue, we added a conveyor that allows the packaging to be rejected without tipping over, enabling the operators to correct defects and return the packaging to the line without material or product losses. This solution **reduced food waste and decreased plastic consumption by 1,240 kg.**

In our industrial facilities in Benavente, the peeler elevator experienced a loss of 20 kg of tomatoes per hour due to overflow. By installing perforated or mesh plates around the tank and the base of the elevator, we successfully eliminated tomato losses from overflow. This measure resulted in a **reduction of 32.6 tonnes of food waste.**

In Azambuja, excess water on the transport chute caused tomatoes to fall out and spill water. By installing perforated plates to increase the height of the chute's walls, we successfully prevented tomato loss. This measure resulted in a **reduction of 18 tonnes of food waste and decreased the organic load to the wastewater treatment plant.**

We are currently evaluating the implementation of several projects that contribute to a more circular business model, specifically to reduce food waste. Among them are the following:

- Tomato recovery on sorting lines (Quinta de Tilcoco, Andaluzia, and Azambuja).
- Increased recovery capacity of tomato paste (Quinta de Tilcoco).
- Elimination of tomato losses on the cubing lines (Benavente).
- Mitigation of tomato losses during unloading at all plants.
- Direct measurement of losses throughout the process.

Our Measures

Measure 15

Evaluate incentive mechanisms to promote more sustainable management of waste generated in agricultural fields

This measure aims to promote more sustainable management of agricultural fields by reducing waste and promoting the valorisation of waste generated. It also envisages the development of efficient monitoring and verification systems capable of ensuring the correct sustainable management of generated waste.

In Chile we have implemented the following actions:

In our own production fields (3500 ha):

- We implement "Programa Campo Limpio" – All agrochemical packaging is collected, cleaned, and sent for recycling.

In third-party fields:

- Through "Programa Campo Limpio", which involves collecting, washing, and recycling chemical product packaging, we promote awareness among farmers about recycling chemical drums and agricultural straps.

- We may apply penalties – At the beginning and end of the planting seasons, we conduct an audit to ensure everything is clean and compliant. If we receive tomatoes with agricultural straps, we may apply a penalty that can go as far as rejecting the load.
- We collect nursery trays for reuse from third-party fields.

This measure is monitored annually and requires continuous development and revision.



Measure 19

Partnership with packaging suppliers to invest in R&D for packaging design that balances sustainability criteria with product quality and safety criteria

Aiming to develop more sustainable packaging that ensures the quality and safety of the final product, the implementation of this measure involves packaging material suppliers, the procurement department, the quality and sustainability department, and covers the entire Sugal Group.

During 2024, several projects were initiated:

- Research efforts began to remove aluminium from aseptic bags, and we plan to conduct industrial tests in Iberia in 2025.
- To increase the recyclability of our products, we studied the possibility of using recyclable aseptic bags.
- To reduce the use of non-recyclable or non-returnable materials, we conducted a study on redesigning wooden packaging, focusing on reducing the amount of wood used and making it more resistant to weather conditions, thus ensuring their reuse. We intend to implement this project in 2025.

In the retail sector in Iberia, we conducted a study on increasing the amount of recycled plastic (rPET) in plastic packaging, and by implementing it, we have managed to achieve 50% rPET in some of our packaging.

We are also studying the possibility of reducing the amount of plastic per bottle—from 40g to 35g and from 30g to 25g—without compromising the quality and safety of the product, as well as the production of bottles with 100% rPET.

Measure 20

Investing in R&D for sustainable and economically attractive solutions for the valorisation of tomato by-products, incorporating the concept of industrial symbioses

Through the investment in R&D of sustainable and economically attractive solutions for the valorisation of tomato by-products, we aim to reduce waste and ensure greater environmental efficiency in the production process.

In this regard, several studies are being developed in Iberia:

- In partnership with external entities, we conducted a study aimed at testing the reuse of sludge from wastewater treatment plants (WWTPs) for use in biofertilisers through drying and use in granules. Approximately two to three tonnes of sludge removed from WWTPs allowed the creation of stabilised biofertiliser in granules.
- We initiated a project to produce biogas derived from tomato pomace, waste, and sludge with the possibility of using origin credit later.
- We continued the project started in 2023 related to crop studies to reuse the pomace to produce pomace flour. We provide the partner with pomace for them to continue studies to produce quantities of flour for product promotion for Pet Food.

Additionally, in Chile:

- We are conducting trials to develop fertilisers by combining pomace with other tomato production residues (leaves, branches, broken tomatoes).
- In partnership with an external entity, we will start a trial with an anaerobic digestion station for biogas production.

The sludge from the WWTPs was redirected for agricultural fertilisation: 11,500 tonnes from the Tilco plant and 20,600 tonnes from the Benavente plant.

Measure 21

Create incentives for the reuse or return of packaging sent for product transportation.

By creating incentives for the reuse and return of packaging sent for product transport, we aim to contribute to waste reduction and the valorisation of these materials, as well as to the reduction of our carbon footprint.

At Sugat, we implemented a policy to encourage the return of metal drums, where costumers return the drums, and we pay them an amount per drum returned based on the quality of the product.

Once the drums have been received at our facilities, there are three possibilities:

- If they are in good condition, they can be repaired within our facilities for internal reuse.
- If they are slightly damaged, we send the drums to a supplier who repairs and readapts them.
- If they are completely damaged, they are directed to landfill or recycling.

In 2024, in Chile, 34,163 tonnes of drums were returned for reuse, while in Iberia, 153,274 units were returned.

Additionally, in Chile, the routing of wooden drums to a customer that uses tomatoes and recovers the wood for later reuse is under study.

We have also been actively working to raise awareness and encourage customers to switch from metal drums to larger plastic and metal containers – this way, by changing the format and size of the packaging, fewer packages are needed.

Measure 23

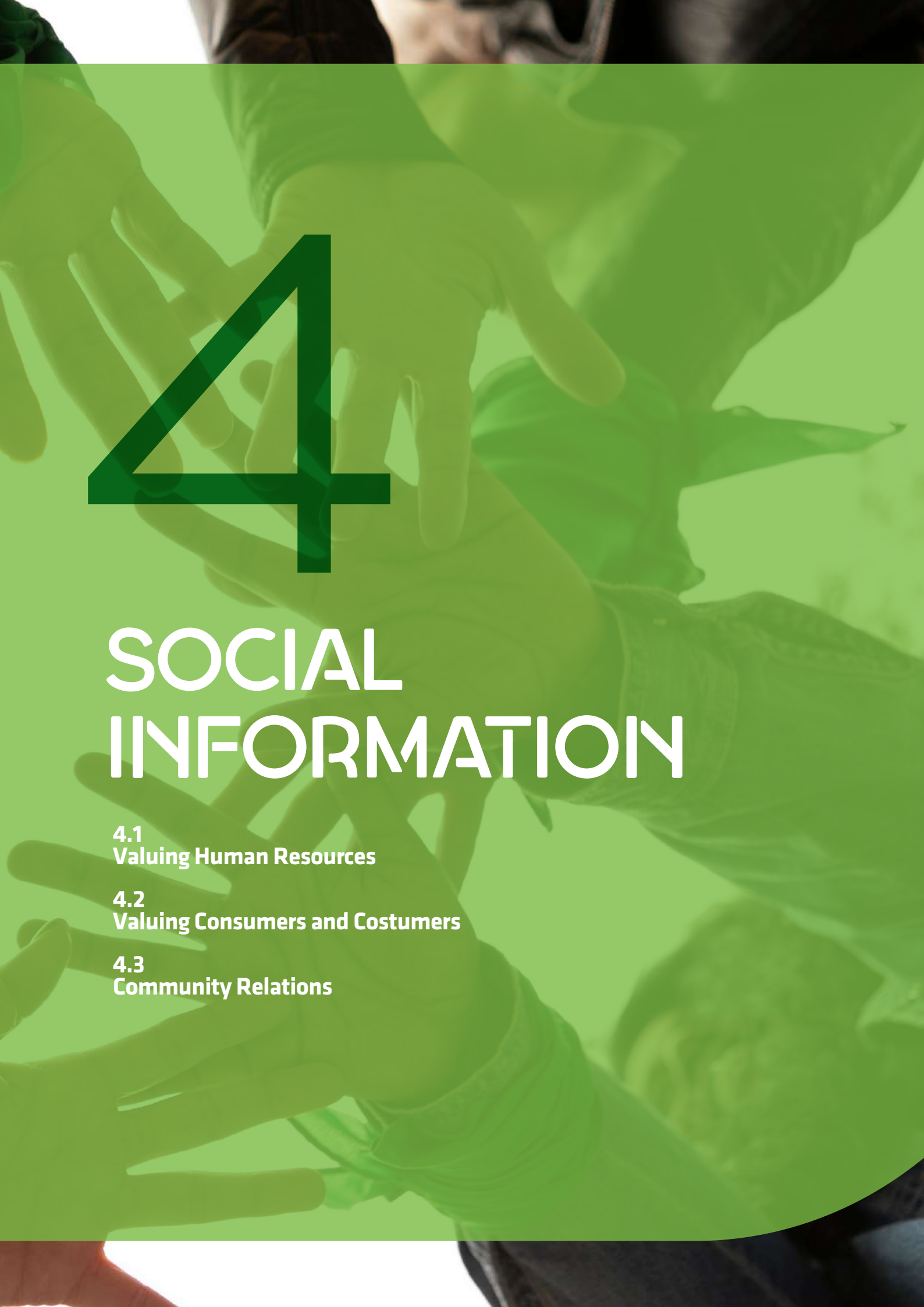
Develop a Food Loss and Waste inventory (WRI) and create an action plan to combat food waste throughout the value chain

This measure aims to reduce food waste, lower costs associated with excessive purchases, and reuse waste for other processes. In this context, we have implemented several actions:

- We conduct quarterly inventory checks to identify product losses and determine if we need to extend the shelf life.
- We ask suppliers to check if products are still viable past their expiration date by analysing aroma loss, among other factors, thus avoiding landfill disposal.
- We work towards ingredient standardisation – we aim to have only one type of ingredient that can be used in various recipes, avoiding stock of multiple products and optimising resources. The goal is to maximise the use of each ingredient.
- Reorganisation of the retail team (Planning and logistics) – allows for more effective stock optimisation, as well as line setup stops, thus contributing to the optimisation of the production process.
- Analysis of finished product shelf life – if the product has only 3 months of shelf life remaining, we consider the possibility of donating the products to the food bank.







4

SOCIAL INFORMATION

4.1
Valuing Human Resources

4.2
Valuing Consumers and Costumers

4.3
Community Relations

4.1 VALUING HUMAN RESOURCES

GRI INDICATORS

(GRI 2-7, 401-1, 401-2, 401-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10, 404-1)

OUR 2030 TARGETS

60H

average of training hours per fixed-term employee

5%

voluntary turnover of employees

0

accidents with sick leave per million person-hours worked

2024 PERFORMANCE

31.5H

average of training hours per fixed-term employee

7%

voluntary turnover of employees

12.5

accidents with sick leave per million person-hours worked

CHAPTER HIGHLIGHTS



500

permanent employees
(-11.8% than in 2023)

1,948

employees
(+21.0% than in 2023)

26

work-related injuries

15,758

total hours of training given
(-33.2% than in 2023)



581

Women
(+11.1% than in 2023)

SUSTAINABLE DEVELOPMENT GOALS



OUR 30 MEASURES*

Measure 24

Measure 25

Measure 26

Measure 27

Measure 29

*See more information regarding our measures throughout this chapter.

Sugal as an attractive employer

At Sugal, we are committed to being considered an attractive employer by placing our employees at the center of everything we do. We recognise their crucial role in the business's success and the quality of our products in the market.

Our management efforts are dedicated to valuing our human resources, treating everyone equally, respecting their rights, and ensuring that they are treated with dignity while fostering a merit-based culture.

We believe that when employees feel valued, they exhibit higher levels of engagement and productivity. Having a workforce committed and motivated, contribute positively to our shared success. Furthermore, it matches one of our material topics – attraction and motivation of talent –, which means that prioritise our employees attracts potential job candidates and retains the existing ones.

These efforts lead to the implementation of seven measures related to valuing human resources and community relations, one of the key components of our sustainability strategy (see more information at General information chapter). Of the seven measures, five are linked to the valuing human resources and two are related to community relations (see more information at community relations subchapter).

These measures have the objective of enhancing a culture of prevention, adapting the recruitment process to the needs of Sugal and its local communities, and creating mechanisms to improve the performance and well-being of employees.

Measure 26 refers to “developing and enhancing the current curricular internship program to attract young talent”. In 2024, we celebrated the fourth year of our program and continued to recruit additional young talent to our team. Currently, most of the candidates who were hired remain part of our team, assuming management roles and contributing with fresh perspectives, innovative ideas and creative solutions.

Hiring local employees can offer several advantages when it comes to attracting potential job candidates and retaining employees. In Sugal, we established the **measure 27** that refers to “development of recruitment procedures that prioritise the hiring of local people, including for senior management, in order to stimulate a positive impact on nearby communities”.

To achieve this measure, we have implemented several actions, such as providing training to local people that match

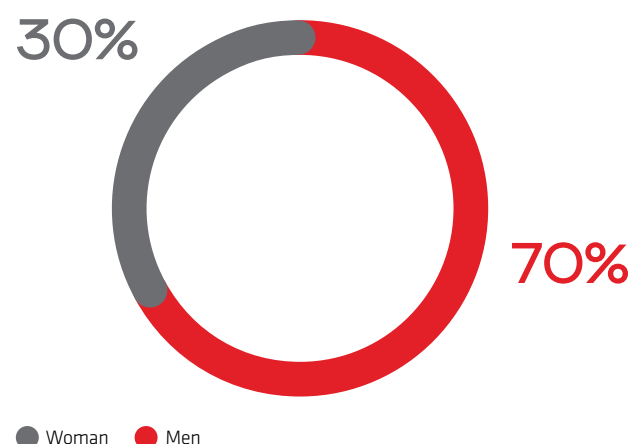
our needs and then recruiting them into our teams. In 2024, in Chile we hired 40 workers, 25 in Tilcoco and 15 in Talca, who received training to operate crane operators and other heavy machinery. In Iberia, we prioritise the hiring of people who live nearby our plants, for that purpose, we support local school's clusters, promote visits to the students, to our plant to show some case studies. Also, we promote internships to attract youngsters to Sugal.

We also advertise job openings internally to explore existing networks, encouraging our employees to share these with their local contacts. Additionally, we utilise existing local employment centres to reach out to local people who are actively seeking work.

One of our material topics is diversity and gender inclusion. Valuing employees regardless of their ethnicity, gender, nationality, religion and sexual orientation is crucial, especially for a global company like Sugal.

We recognise that a diverse team enables us to access a cross-border talent pool and a wide range of skills, experiences, and perspectives, leading to more effective problem-solving and fostering innovation. An inclusive workplace also cultivates a sense of belonging among employees, directly supporting our motto “Somos UNO – We are One”. This motto is not just a statement but a practice that we live by every day.

Distribution of total number of employees by gender



Furthermore, in 2023, we developed a policy focused inclusion and rights of persons with disabilities. This policy demonstrates our commitment to equal opportunities, full participation and non-discrimination by fostering an inclusive environment within our business. It outlines specific actions aimed at identifying and removing barriers that may

hinder individuals with disabilities, ensuring the implementation of best practices that respect the dignity of employees, suppliers and the community.

More than an obligation, we are ought to give everyone a purpose, no matter what disability may occur.

In 2024, our team grew to 1,948¹ employees, marking a 27.5% increase compared to the previous year. We are proud of our strong employee retention, as evidenced by the decline in voluntary turnover (**KPI 14**) from 8% to 7% over the same period.

		2024					
Indicator		Hires			Exits		
Percentage of hires and exits by location, gender and age group		<30	30 to 50	>50	<30	30 to 50	>50
Portugal	Men	7.7%	2.9%	2.0%	7.7%	2.9%	2.0%
	Woman	0.0%	2.7%	0.0%	0.0%	5.4%	0.0%
Spain	Men	50.0%	20.0%	0.0%	0.0%	0.0%	0.0%
	Woman	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%
Chile	Men	20.9%	11.4%	2.1%	7.0%	8.8%	2.1%
	Woman	31.3%	8.1%	0.0%	6.3%	5.4%	5.6%
% Total hires and exits (Sugal Group)	Men	19.0%	6.6%	2.0%	6.9%	6.4%	2.0%
	Woman	17.9%	5.3%	0.0%	3.6%	6.6%	2.0%

		2024					
Indicator		Hires			Exits		
Percentage of hires and exits by location, gender and age group		<30	30 to 50	>50	<30	30 to 50	>50
Portugal	Men	1	2	1	1	2	1
	Woman	0	1	0	0	2	0
Spain	Men	1	1	0	0	0	0
	Woman	0	0	0	0	1	0
Chile	Men	9	13	1	3	10	1
	Woman	5	3	0	1	2	1
% Total hires and exits (Sugal Group)	Men	11	16	2	4	12	2
	Woman	5	4	0	1	5	1

¹ The total number of employees was determined by averaging the monthly employees count over the 12 months of 2024.

Training and skill development

Training and skill development are crucial for every company that are determined to succeed. Providing training and development opportunities enables employees to perform their tasks more efficiently and effectively, contributing to overall job satisfaction.

To support employee performance and well-being, we established **Measure 25**, which involves “developing a program with internal coaching sessions to improve the performance and well-being of employees by setting objectives, developing skills and career plans”. Our motto, for this project is “Gow as a person, inspire as a leader”.

In 2024, we continued our coaching program, providing personalised support for the development of new leaders and focusing on areas of improvement. Last year, we provided coaching to middle managers, increasing the scope of employees included. This project will occur for three years and every six months five people from Chile, Spain and Portugal are chosen to be part of the program.

Also in 2024, we developed global project “Perfil de Lider”, that unified and defined the conception of being a Leader in Sugal.

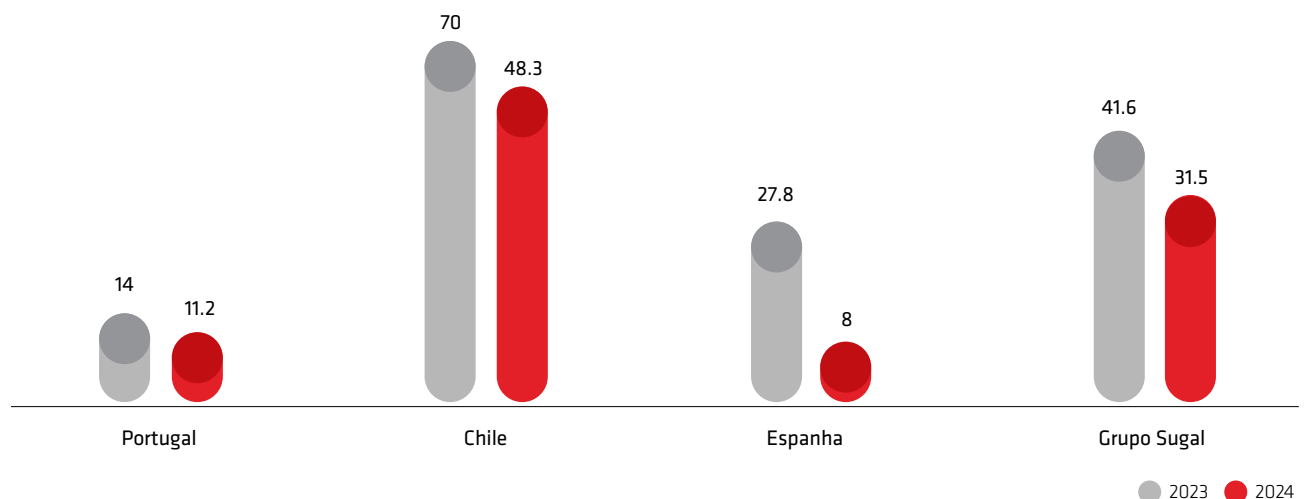
Through technical and behavioural competencies, now we have a specific, strong and top-down Manual that allows us to say that the definition of Leader is global, eliminating any kind of biases.

Also, the project gives specific actions about being a leader, so it makes It a daily tool for team management.

“The Competencies Matrix” is an approach we implemented to identify skill gaps and enable team leaders to manage their teams effectively by providing training and skill development. As noted in last year’s report, the module aims to create a professional development plan tailored to an individual’s specific needs.

In our 2030 Sustainability Roadmap, we established an internal indicator, **KPI 13**, to track the number of training hours per year of our fixed employees. Despite the efforts made in 2024 regarding training provided to our fixed employees, there was a decrease of 24.2% in the number of training hours per fixed employee. Nevertheless, our path will be shaped by the continued focus on training to improve the skills of our employees.

Training hours per fixed employee (KPI 13)



Another aspect that needs to be mentioned is that our **Measure 29** regarding “development of a training program to disseminate the sustainability strategy to employees, promoting their involvement and training” started to take off in 2024 with the introduction of training content in the

training plan for new employees. For the next years, it’s expected that this content will become more detailed and disseminated through all our employees.

Additionally, the sustainability committee plays a central role in shaping our employee's development by scheduling training opportunities during their meetings. In 2024, the themes of training were focused on:

- Water resource management.
- Carbon footprint and decarbonisation.
- Circular economy.
- Ecosystem and biodiversity.
- Drought and desertification.
- Gender diversity and inclusion.
- The new CSRD directive and double materiality.

The training involved employees from different departments, ensuring diverse participation.

Additionally, we conduct awareness campaigns through various communication channels, including our podcast, Sugal Magazine, and the corporate email newsletters.

Culture of prevention

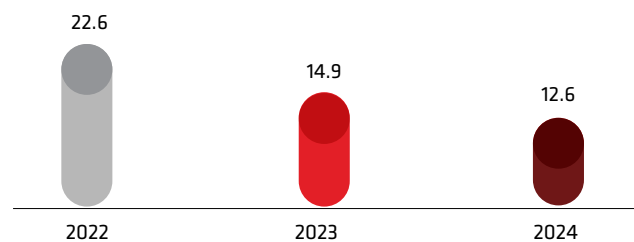
Implementing a culture of prevention is not about compliance, it's a strategic decision that benefits our employees, the workers in the value chain and the Sugal Group. First, prioritising health and safety is critical for smooth operations and enhancing the well-being of our employees, communities and all the workers that indirectly contact with our operations.

Executing preventative measures such as regular training, ergonomic assessments and health screenings allows us to reinforce our culture and ensure that safety is at the center of our business. Our goal is not only to meet regulatory standards but also to create a work environment where safety is ingrained in every process, practice, and behaviour.

We aim to achieve zero injuries among our employees. By focusing on prevention, we can drastically reduce workplace accidents and injuries. To support this goal, we established an internal KPI, **KPI 12**, to measure and monitor our progress: reducing the frequency rate of work incidents to zero by 2030.

Comparing the data from overall performance in 2023, there was a reduction in the number of accidents, leading to a rate of 12.6 in 2024. Additionally, the number of lost time injury (LTI) also decreased from 537 days in last year to 460 days in 2024.

Accident Rate (KPI 12)



Our 2024 accident results are subsequently presented, categorised by the number of fatalities, high-consequence work-related injuries, and recordable work-related injuries.



Indicator	2024			
	Portugal	Espanha	Chile	Grupo Sugal
Work-related injuries				
Number of fatalities as a result of work-related injury	0	0	0	0
Number of high-consequence work-related injuries (excluding fatalities)	0	0	1	1
Number of recordable work-related injuries	9	1	15	2
Number of hours worked	952,509	34,470	1,080,979	2,067,958
Rate of fatalities as a result of work-related injuries	0.0	0.0	0.0	0.0
Rate of high-consequence work-related injuries (excluding fatalities)	0.0	0.0	0.9	0.5
Rate of recordable work-related injuries	9.4	29.0	13.9	12.1

Alongside our health and safety KPI, we have implemented **measure 24**, which focuses on “implementation of an ISO 45001 Occupational Safety Health (OSH) management system to prevent incidents by effectively managing risks in the workplace”. In 2024, we continued our internal efforts to implement a global OSH management system. This involved preparing all the factories and agriculture fields to be consolidated in terms of management procedures, legal requirements, and the development of our transversal policy and health and safety departments. Next year, we expect to conduct internal audits in Chile and Portugal to support our goal of achieving certification by 2026.

In addition, we remained focused on our safety management system, reviewing the risks associated to our operations and adjusting measure to mitigate the existing risks. This review is conducted by an external entity and validated by our internal health and safety department. Furthermore, the teams from health and safety and occupational medicine conduct separate visits to the industrial plants, ensuring that both perspectives are considered and, when necessary, establish measures to mitigate the identified risks.

At Sugal, we also develop tools aimed at improving the safety culture with a participatory approach involving all Sugal employees through the implementation of Safety Walk and SBS Pyramid.



As a preventative measure, we conduct investigations in case of incidents, trying to identify the source of the incident and determine corrective measures. All the accidents are communicated internally and evaluated using our accident rates, also known as “SBS pyramid”:

- **Insecure conditions:** all the conditions in work environment that can provoke an injury.
- **Insecure activities:** all conducts that are not planned that can provoke a direct injury to oneself and others.
- **Accidents with no lost time:** injuries that do not result in temporary incapacity and can be attended in a first-aid room.
- **Accidents with lost time:** injuries that cause temporary incapacity and need external medical attention.
- **Serious or fatal accident:** injuries that cause temporary or permanent incapacity, and can result in amputation, resuscitation or death.



It is important to note that this year we have started to include temporary workers in our accident assessments.

Additionally, we implement our Safety Walk initiative, designed to empower our leaders in health and security, making them more prepared to identify areas of improvement. The main objective is to increase awareness of potential risks and develop mitigating measures.

Health and safety

Our health and safety at work team (HSW) collaborates closely with our occupational medicine team to promote healthy and safe practices, procedures and working conditions. This joint effort ensures that initiatives done by our occupational medicine team are better suited to our employees, as they know the principal risks to which employees are exposed.

Furthermore, consultation on health and safety differs based on the location of our operations. In Chile, the consultation is conducted internally by Committee *Paritário de HST*, while in Iberia they are conducted by an external company. In both instances, the results are treated anonymously and analysed internally. If necessary, we implement mitigating measures.

The HSW teams and safety committees are also responsible for implementing communication campaigns and developing a training plan for all employees. For communication, we utilise various methods, such as posters and scheduled meetings, to share the best practices regarding health and safety. Regarding training, we perform diverse training initiatives, workshops and exercises annually that are mandatory for every employee, including directors.

In partnership with our improvement team, the HSW dedicates five minutes every meeting to discuss safety topics. This is achieved through interactive activities and lectures, ensuring that all employees are aware of the risks to which they are exposed.

In addition to safety, at Sugal we believe that the health of our employees and workers in the value chain plays a crucial role in upholding the prevention culture that we value. In that sense, we implemented a program regarding mental health and well-being. The program consists of several topics, from prevention to intervention, which involves mechanisms to avoid stress and burn-out situations.

It's important to note that Sugal holds a legal responsibility towards contracted companies, concerning violation of safety laws affecting external workers. To address this, we

extend our services, including the support of nursing technicians, to the workers not directly hired by Sugal. This technician is responsible for addressing potential health issues faced by workers and is available at each plant during operating hours.

Throughout the year, we conduct several initiatives, such as preventive examinations and vaccination campaigns, and free osteopathy services. Our occupational medicine services feature permanent nursing support at our facilities to ensure continuous care for our employees.

Our Measures

Measure 26

Develop and enhance the current curricular internship program to attract young talent

In 2024, we celebrated the fourth year of our trainee program, designed to identify future leaders of Sugal.

The program includes a one-year internship split into six-month rotations in areas selected by the candidate. The selection process involves five stages: 1) screening call, 2) video presentation, 3) group assessment, 4) individual interview, and 5) matching areas with the candidate.

If chosen, the candidate can join an experienced team, working closely with experienced colleagues and directors within the selected area. They will also engage in a continuous training process tailored to their objectives at Sugal.

Currently, 50% of trainees hired in Portugal and 100% of Chile continued with the company.

For the coming year, we are committed to continuing the trainee program, to attract and nurture future talent for our team.

For 2025, we are redesigning our Trainee Program, in order to take the next step, making it global and providing the opportunities to involve in a global project that will develop our Trainees, allowing them to expose their potential, while taking advantage of the unique traits of Sugal as a global company and all the challenges surrounding it.

4.2 VALUING CONSUMERS AND CUSTOMERS

GRI INDICATORS

(GRI 416-1, 416-2, 417-1, 417-2, 417-3)

OUR 2030 TARGETS

95%–100%
of retail sales with Nutri-Score A

2024 PERFORMANCE

63%
of retail sales with Nutri-Score A

CHAPTER HIGHLIGHTS



63%
of retail products with
desired Nutri-Score A
classification



RESTRUCTURED

Working Group to promote the nutritional
quality of our products

SUSTAINABLE DEVELOPMENT GOALS



OUR 30 MEASURES*

Measure 12

Measure 14

*See more information regarding our measures throughout this chapter.

Valuing consumers and customers is vital for companies like Sugal, as our business relies on their perceptions of our products. By understanding and addressing what our consumers desire, we deliver higher quality products, fostering strong customer loyalty and retention, which are essential for maintaining long-term relationships.

That's why all our product categories must be assessed for their food safety assurance and improvement. This assessment takes into consideration the complaints indicator: the number of complaints per unit sold, or the number of complaints per 10,000 tonnes sold, as well as the cause of the complaint. In 2024, we had no complaints that led to a product recall or compromised the health and food safety of consumers.

In addition, in 2024, we had no incidents of non-compliance related to the health and safety impacts of products and services, products and services information and labelling or marketing communications.

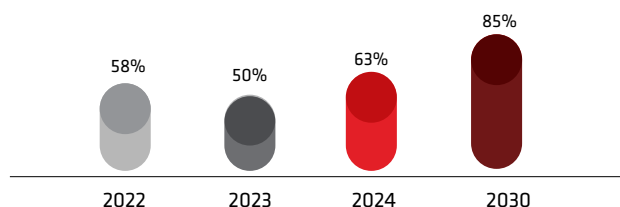
In the food industry, where trust and safety are paramount, we have established rigorous procedures, including internal approval processes, formulation reviews and country-specific requirements for commercialisation. These procedures ensure compliance with regulations related to transparency, product compliance, and food safety certifications. We adhere to Regulation EU No. 1169/2021 to ensure label accuracy and product information transparency. Additionally, we pursue food certifications, such as British Retail Consortium (BRC), in Iberia, and FSSC 22000, in Chile, to uphold high standards of food quality and safety.

Furthermore, we recognise the importance of adapting our products to various dietary and cultural needs. This consumer-centric approach enables us to maintain certifications like organic, kosher, and halal, ensuring inclusivity and meeting diverse customer requirements. Additionally, we customise our receipts and labels to meet specific demands, such as reduced salt and sugar content, suitability for vegetarians and vegans, and Nutri-Score labelling.

To ensure our products are healthier, we established an internal indicator in our 2030 Sustainability Roadmap. **KPI 6** aims to achieve more than 95% of retail sales with Nutri-Score A by 2030.

This year, we have made progress towards this goal, achieving 63% of products sold with Nutri-Score A, an increase compared to 2023. However, we continue to face challenges, as our ketchup, BBQ and brown sauce receipts cannot be adjusted to Nutri-Score A due to their required sugar or sweetener content, resulting in a classification of C for these products.

Nutri-Score A Retail Products (KPI 6)



Nevertheless, this improvement results from the efforts made by our multidisciplinary group, established under **Measure 14** of our internal strategy. **Measure 14** involves the "creation of an internal working group to draw a strategy to promote the nutritional quality of Sugal products, taking into account the Nutri-Score system".

This working group is responsible for overseeing all new product launches and ensuring that the Nutri-Score criteria are met. In 2024, the working group was restructured in response to changes in the retail business area - however the working group maintained its original purpose.

In terms of promoting the nutritional value of our products, we are uniting forces to reach the goal outlined in **Measure 12**. This measure aims to "establish partnerships with sector associations to promote the high nutritional value of tomato-based products and, consequently, their beneficial role in the diet".

At Sugal, we acknowledge that sector associations possess the resources, expertise and credibility necessary to facilitate access to research and data, allowing us to enhance the health benefits of tomato-based products. By partnering with these associations, we can share knowledge, foster innovation, and drive the development of new products that meet consumer demand for healthier options.

In this sense, we intend to explore possible relationships with sectorial associations in the coming years.

4.3 COMMUNITY RELATIONS

GRI INDICATORS

(GRI 413-1, 413-2)

OUR 2030 TARGETS

50%

of permanent employees participate annually in corporate volunteering activities

2024 PERFORMANCE

We are endeavouring to have 50% of permanent employees participate in corporate volunteering activities in the next few years.

CHAPTER HIGHLIGHTS



40

local people in Chile were hired

(25 from Tilcoco and 15 from Talca)



NAVIDAD

con la comunidad - event

3,500

applicants in Talca and Tilcoco regions

TELETHON

Quinta de Tilcoco - event

SOCIAL

Responsibility policy

(that includes stipulated annual volunteer hours)

STUDY

visits

(students and teachers from the State Technical Training Center of O'Higgins)

SUSTAINABLE DEVELOPMENT GOALS



OUR 30 MEASURES*

Measure 18

Measure 27

Measure 28

*See more information regarding our measures throughout this chapter.

Our Commitment to the Community

At Sugal, we recognise that our long-term success is intrinsically linked to the prosperity and well-being of the communities in which we operate. By fostering strong ties with the community, we can contribute to local economic development, offer more job opportunities, and create a community-driven approach that permits attracting and retaining local talent – one of the commitments shared by Sugal (see chapter 3. Social information).

Community engagement is not an isolated responsibility but a key element of our sustainability strategy. We strive to act not only as a responsible producer but also as a catalyst for creating shared value through active participation, collaboration, and dialogue.

Strategic Approach to Community Engagement

Vision and Long-term Goals

We maintain a strong commitment to strengthening local ties, fostering inclusive growth, and contributing positively to the communities surrounding our operations.

This commitment is reflected in the definition of three measures under the SBS, which proactively enhance the relationship between our company and the local communities. **Measure 18** refers to “develop environmental education projects in the areas of productive intervention to promote sustainability and proximity to the local community”. This measure seeks to strengthen the connection with the community by creating a more emotional bond with our brand. Furthermore, it aims to encourage healthier lifestyles and the development of skills, as well as promote environmental analytical thinking.

Measure 27, already mentioned in chapter 3. Social Information aims to improve our employees’ work-life balance, since by hiring local employees, we can leverage the benefits of proximity.

In 2024, we participated in the R4E – Reskill for Employment program to enhance local hiring. By engaging in such initiative, we increase local employment by offering development opportunities within our company and across our value chain. In addition, we focus on developing talent from rural regions, promoting greater social inclusion.

Lastly, **Measure 28** includes the “development of a corporate volunteering program that establishes volunteering actions in line with local priorities and Sugal’s strategic objectives”. By creating a corporate volunteering program, we intend to achieve a more tangible impact in our communities, provide employees with a sense of purpose and fulfilment, and enhance the attractiveness of our company.

One of our key goals by 2030 is to have at least 50% of permanent employees participate annually in corporate volunteering activities (**KPI 15**), reinforcing our belief that meaningful community impact begins with internal engagement.

KPI 15, under the pillar “Valuing Human Resources and Community Relations,” measures the percentage of permanent employees that participated in corporate volunteering initiatives promoted or supported by Sugal.

This indicator reflects our commitment to generating positive social impact and encouraging active employee engagement in the communities where we operate. Although a baseline is not yet available, the program is currently being launched and will be monitored on a semi-annual basis.

In future reports, this KPI may be complemented with the number of initiatives carried out, a brief description of each, and, when applicable, the estimated number of people reached.

Looking ahead, we plan to formalise our corporate volunteering practices by developing a company-wide volunteering policy. This policy will further institutionalise our community impact initiatives.

Pillars of Community Engagement

Our community engagement efforts are structured around five core pillars:

1



Social inclusion and support for vulnerable groups

2



Education and youth empowerment

3



Local partnerships and institutional collaboration

4



Environmental awareness and internal culture

5



Public-private cooperation

These pillars guide our initiatives, ensuring that our contributions are relevant and aligned with the priorities of each region where we operate.

In 2024, we, at Sugat, reinforced our role as a socially responsible company by directly engaging with diverse associations across Portugal, Spain, and Chile, through donations and sponsorship of local events. In addition, we also help our employees due to family illnesses and death.

At Quinta de Tilcoco plant, we organise community meetings before and after the start of the planting season. These meetings served as a platform to discuss ways to improve local conditions and minimise the season's impact on the community.

Also in 2024, we celebrated **“Navidad con la comunidad”**, supporting the Daniel Ortuzar Neighbourhood Council of Quinta de Tilcoco.



Similarly, Marcela Gomez and Rodrigo Romero, along with their children, represented Sugal in the Telethon Quinta de Tilcoco. Their participation highlighted Sugal's commitment to fostering community spirit.

At Sugal, we fortified our commitment to local development by **welcoming students and teachers** from the State Technical Training Center of Ohiggins, which specialises in Advanced Technical Logistics, as part of our linkage initiatives. During their visit, we toured our facilities and shared our focus on continuous improvement.

Through these efforts, we continued to foster positive and collaborative relationships with the communities, contributing to local employability, and promoting social cohesion.



Managing Community Engagement and Concerns

Our organisation reinforced its commitment to social sustainability through integrated human resources and community engagement initiatives.

In 2024, we participated in the Business Roundtable Portugal (BRP), which enhanced our commitment to be a more responsible company, oriented to sustainable development across the communities where we operate.

By participating in BRP, we actively contribute to promoting social inclusion and the development of local young talent. We boost territorial cohesion and promote partnerships with local entities, including educational institutions. Additionally, we give visibility to good sustainability practices, thereby reinforcing community trust in Sugal's actions and promoting our social license to operate.

Alongside, in Chile, we maintain an active dialogue with local communities throughout the production season. This includes hosting visits from community leaders to observe our environmental and logistical measures, such as traffic coordination and noise mitigation.

While our overall relationship with local communities remains positive, mainly due to the creation of direct and indirect employment, boost to the local economy and support for social, cultural, and educational initiatives, we are aware of the potential for negative social impacts and risks when engagement is insufficient or misaligned.

We recognise that our locations' proximity to local residential areas can lead to various negative impacts. We are actively working to mitigate these effects. In 2024, alternative transportation routes were maintained to avoid traffic jams and minimise the impact on the community. Additionally, continuous maintenance of insulating panels was carried out to reduce the noise generated by operations and keep decibel levels within acceptable limits.

Despite these challenges, it is possible to highlight some **opportunities** that arise from this proximity, such as the **strengthening of local reputation and social license to operate**, the **development of partnerships** for agricultural, industrial, and social innovation, and the **promotion of circular economy projects and waste valorisation**.

To leverage these opportunities, we can implement internship programs in partnership with schools and local communities, support regenerative agriculture initiatives and, ongoing communication of positive impacts and achieved results to the community. This continuous effort ensures that concerns are addressed early and constructively.

 Negative impacts • Increased noise and traffic during peak production periods. • Potential odors resulting from production processes. • Possible pressure on local natural resources (water, soil).	 Measures Addressing Negative Impacts • Implementation of environmental control measures. • Continuous monitoring through environmental indicators and complaint channels. • Structured dialogue with local communities (e.g., direct contact hotline).	 Potential Risks • Community conflicts arising from environmental impacts. • Shortage of qualified local labour. • Negative public perception of the industry on environmental matters.	 Mitigation Measures Implemented • Transparent communication strategy. • Investment in local training and partnerships with educational institutions. • Implementation of certified environmental management systems.
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Promoting Environmental Awareness

In addition to community-focused actions, we recognise that sustainability begins within the company. In 2024, we promoted internal environmental awareness through the celebration of World Water Day and World Environment Day.

Plans are also in motion to launch SBS podcast programs, which will further promote environmental consciousness and sustainable practices among our teams.

Laying the Ground for 2025 and Beyond

As we look ahead, our focus remains on deepening our impact and creating the structural conditions for long-term community value:

- In the following years, we plan to establish a formal corporate volunteering policy, defining the strategic scope of our actions and aligning them with local priorities.

- We plan to continue collaborating with local institutions, especially in education, employability, and social assistance.
- We aim to resume progress on **Measure 18**, by identifying opportunities to implement environmental education projects in our areas of operation.
- Efforts are also being made to improve data collection and internal participation tracking, to enable full reporting on **KPI 15**.

Building Resilient Communities

Our community relations efforts are rooted in **trust, collaboration, and shared progress**. Whether through education, volunteering, social support, or environmental initiatives, we are committed to contributing meaningfully to the development of regions where we operate.

By listening to local stakeholders, acting on shared goals, and fostering a culture of social responsibility among our teams, we aim to continue building resilient, empowered, and sustainable communities.



Our Measures

Measure 18

Develop environmental education projects in the areas of productive intervention to promote sustainability and proximity to the local community

We are committed to **strengthening ties with the communities** where we operate through initiatives that **promote sustainability and environmental awareness**.

This measure aims to develop environmental education projects in areas where our company has productive operations, fostering both environmental stewardship and closer community relations.

Although, no progress was made during 2024 in the development of community-based environmental education initiatives, it remains a strategic priority, with plans to launch this initiative in alignment with broader community engagement goals in the coming years.

Internal efforts have laid the groundwork for a sustainability-oriented culture.

Measure 27

Development of recruitment procedures that prioritise the hiring of local people, including for senior management, in order to stimulate a positive impact on nearby communities

We aim to drive positive socio-economic impact in the regions where we operate by **prioritising the recruitment of local talent**, including for senior-level roles. This approach contributes to **local employment, skills development, and stronger integration** within the community.

In 2024, our organisation strengthened its presence on social media platforms to enhance recruitment visibility, reaching over **3,500 individuals in the Talca and Tilcoco regions**. Initial candidate selection in Chile prioritised local applicants, particularly for forklift and crane operator roles. Notably, **25 individuals from Tilcoco and 15 from Talca were trained and later hired**.

In Iberia, we collaborated with the employment office to prioritise local hires. Recruitment efforts also included internal postings and targeted outreach through company channels.

Ensure local hiring as a priority across all geographies.

Measure 28

Development of a corporate volunteering program that establishes volunteering actions in line with local priorities and Sugal's strategic objectives

This measure focuses on **establishing a structured corporate volunteering program that aligns with local community priorities** and Sugal's strategic sustainability goals.

The program is intended to formalise Sugal's social responsibility actions and provide a framework for future initiatives.

While the social responsibility policy - aligned with Sugal's 2030 objectives - has been drafted, it has not yet been approved.

The formal definition of the program and related procedures is planned for the first half of 2025.





5

GOVERNANCE INFORMATION

5.1
Corporate Culture

5.2
**Management of Relationships with
Suppliers**

5.1 CORPORATE CULTURE

GRI INDICATORS

(GRI 2-9, 2-10, 2-11, 2-12, 2-13, 2-17, 2-18, 2-23, 2-24, 2-25, 2-26)

CHAPTER HIGHLIGHTS



Existence of a

SUSTAINABILITY
Committee



Existence of an online

WHISTLEBLOWING
platform

3 COMPLAINTS

received in 2024 on the whistleblowing platform

SUSTAINABLE DEVELOPMENT GOALS



Governance structure

At Sugal Group, our governance structure ensures that every facet of our business, from agriculture to finance, not only aligns with our strategic goals but also drives us towards a sustainable future and operational excellence. Designed to uphold the principles of accountability, transparency, and ethical conduct, which we consider vital for the long-term sustainability and success of our business, our governance structure ensures that we not only meet legal requirements but also surpass them by adopting best practices that build trust among our stakeholders and facilitate sustainable growth.

The Executive Committee is at the core of our governance structure, representing our commitment to effective leadership, oversight and strategic decision-making. Constituted by seasoned professionals, each bringing a wealth of experience and a shared vision for excellence, the Executive Committee is responsible for defining the global strategy, offering guidance on long-term objectives and ensuring that our company's core values remain aligned into daily operations. It also guarantees compliance with sustainability and ethical principles.

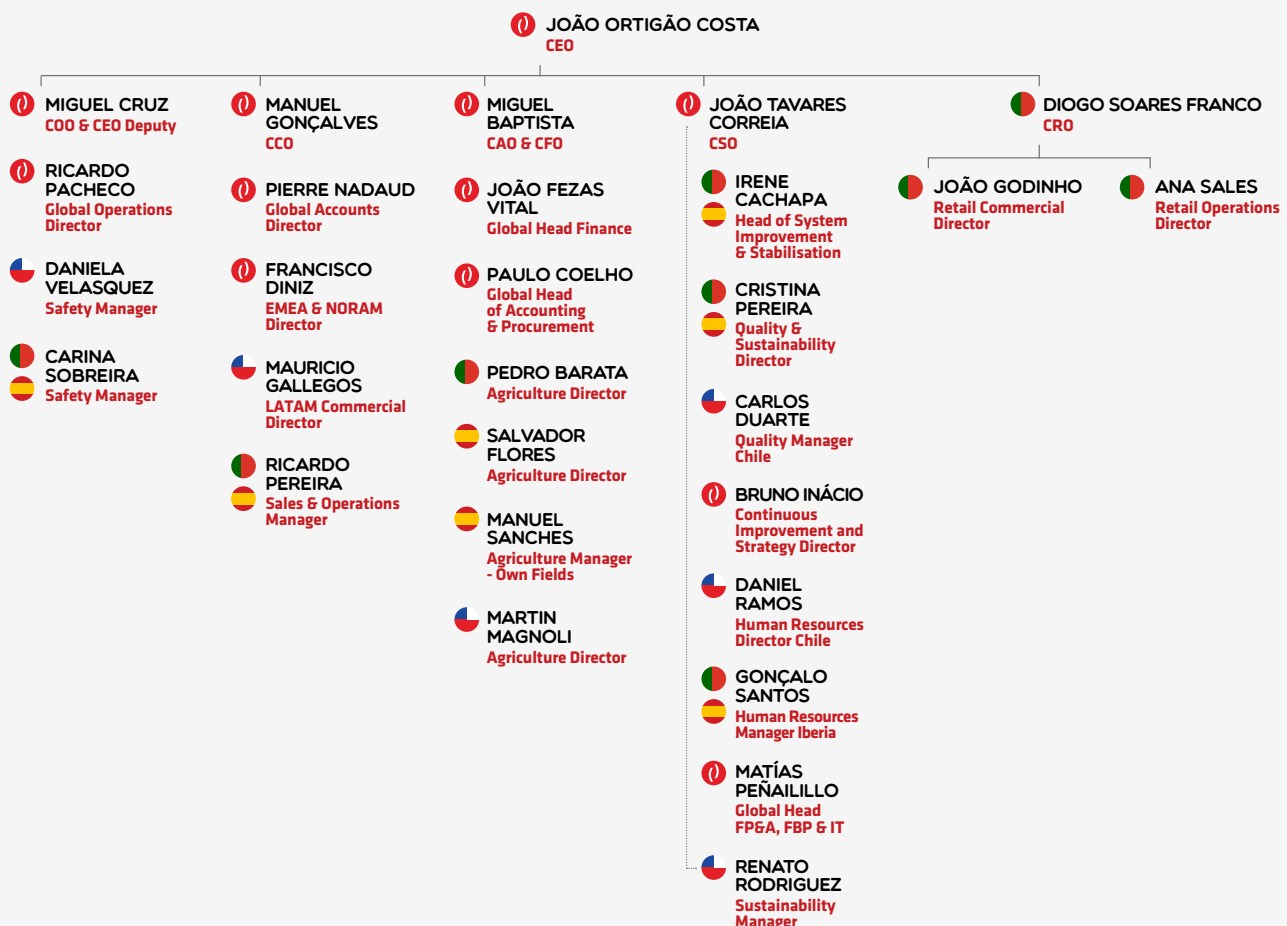
Aiming to ensure more effective and thorough oversight in the organisation's critical areas, we have established specialised support committees, supervised by the Executive Committee.

Key committees include:

- **Audit and Internal Control** - Supervises internal and external audit processes, risk management, and compliance.
- **Sustainability Committee** - Tracks ESG goals, ensures the integration of sustainability principles into business strategy, and monitors the environmental and social impact of operations.

Besides the above-mentioned committees, we have also established the **Safety Committee, People Committee, Supply Chain Committee, Commercial Committee, Quality Committee and Industrial Committee**. These committees report directly to the Board and act as crucial mechanisms for informed decision-making, risk mitigation, and fostering sustainable long-term value.

At Sugal, we follow a structured procedure for nominating and selecting members of our top governance body and committees. The general assembly elects the Board of Directors and the Executive Committee, while the Executive Committee appoints members to the management committees. When selecting these members, we consider the opinions of stakeholders, including shareholders. Our selection criteria prioritise diversity of experiences and profiles to strengthen our governance framework.



Looking at our governance structure, consists entirely of executive members, with no independent members. The Chair of the highest governance body at Sugal is also an executive officer of the organisation, holding the position of Chief Executive Officer (CEO). In this dual capacity, the individual serves both as CEO and President of the Board of Directors.

This consolidation of roles reflects our current governance model, in which strategic leadership and executive management are concentrated in a single figure. The rationale behind this structure is rooted in internal organisational dynamics and the importance of leadership continuity. As shown in the image above, our entire governance body is composed of males.

Management of impacts

Our highest governance body, the Executive Committee (CE), is responsible for the overall definition and approval of Sugal's strategy, including our mission, values, and objectives related to sustainable development. This body plays a central role in ensuring that our operations align with its long-term sustainability goals and stakeholder expectations.

The Executive Committee oversees our due diligence processes and other mechanisms designed to identify and manage our impacts on the economy, the environment, and people. These processes ensure that potential risks and opportunities related to sustainability are assessed and addressed comprehensively.

In addition to this oversight, the committee regularly reviews the effectiveness of our systems for managing economic, environmental, and social impacts. The frequency of these reviews is determined by the significance of the issues being assessed.

We have a governance structure organised into several executive pillars, with clear delegation of responsibilities for managing our impacts on the economy, the environment, and people. Our highest governance body delegates these responsibilities across a team of senior executives, each overseeing distinct strategic domains:

- **The Chief Operating Officer (COO)** leads operational and safety matters.
- **The Chief Commercial Officer (CCO)** oversees all commercial activities and market-related responsibilities.

- **The Chief Agricultural Officer / Chief Financial Officer (CAO/CFO)** is responsible for agricultural business and financial management.
- **The Chief Strategy Officer (CSO)** is responsible for corporate and sustainability strategy, environmental management, continuous improvement, information technology, human resources and quality.
- **The Chief Retail Officer (CRO)** is responsible for retail business.

To ensure ongoing alignment and oversight, we hold weekly Executive Committee meetings, bringing together executive board members and directors from relevant departments. These meetings provide a platform for reviewing key economic, environmental, and social topics and for monitoring progress on strategic objectives.

In addition, at Sugal, we conduct a strategic review every three years to assess long-term priorities, alongside the publication of an annual sustainability report that consolidates performance indicators and impact evaluations.

We have also established area-specific committees, composed of relevant directors, responsible for the definition of policies and strategies within their domains. These structured processes guarantee that the management of impacts is integrated into our decision-making and regularly reported to the highest governance body.

Performance Evaluation

At Sugal, the performance of our highest governance body is evaluated based on comprehensive corporate objectives that encompass safety, sustainability, economic, and quality indicators. Each member of our executive committee has specific indicators and metrics to monitor business efficiency, alongside common metrics shared across different members of our executive committee. These metrics and objectives must be met by the team members under the responsibility of each executive committee member, who bears the primary responsibility for ensuring their successful achievement.

We conduct performance evaluations using both quantitative and qualitative parameters, ensuring alignment with our company strategy, yearly budget, and the defined ways of work based on the Sugal Business System (SBS).

Audits, such as SMETA, ISO 14001 and 50001, BSCI, APL, and BR, play a crucial role in verifying compliance with the objectives established in areas such as energy, emissions, water consumption, and human resource management, among others.

We carry out quantitative evaluations annually, while qualitative evaluations undergo semi-annual review and alignment, allowing for strategic adjustments as needed.

The results of these evaluations may lead to changes in the composition of our governance body, the allocation of bonuses based on individual and collective performance, as well as the implementation of action plans aimed at correcting deficiencies and mitigating strategic deviations. If targets are not met, penalties may be applied to bonuses, requiring adjustments and compensatory measures.

Collective knowledge

Operations at Sugal Group are divided into several key areas: operations, commercial & agricultural, financial, and strategic administration. This division ensures a focused approach, with each area led by experts responsible for both strategic direction and the efficient execution of operations within their domain.

The collective knowledge, expertise, and experience of the highest governing body on sustainable development are leveraged through the Sustainability Committee, the follow-up of all measures within the strategic plans for the sector, the training sessions at the start of each Sustainability Committee meeting, and the update to the Executive Committee on the status of projects.

Responsible Conduct

Beyond Compliance

Our Group sets itself apart by not only adhering to ethical codes but also exceeding them, showcasing a robust commitment to responsible practices throughout all operations. From agriculture to supplier relations, we uphold an ethical and transparent approach, ensuring a positive impact on society and the environment.

Prioritising Responsibility

We acknowledge that by maintaining responsible conduct, we are better positioned to manage risks and adapt to potential market changes, ensuring resilience and long-term viability.

By having a **Manual of Good Agriculture and Supply Practices**, we demonstrate a **firm commitment to responsible conduct**. This manual, specifically designed to address the complexities of industrial tomato production, highlights our dedication to economic, social, and environmental sustainability. It places the interests of all stakeholders – suppliers, clients, and business partners – at the forefront.

General Strategy – Environmental preservation, socially responsible practices and Compliance

Our general strategy **prioritise environmental preservation, socially responsible practices, and compliance with current regulations**. Social responsibility is deeply rooted in our corporate culture as reflected in our accumulated social capital. We invest in employee training, technical skill improvement, and overall well-being. Furthermore, we enforce stringent standards for our suppliers, ensuring they adhere to guidelines from respected organisations such as the International Labour Organization (ILO), the European Community, and national laws related to labour, health, safety, and worker welfare.

Human Rights Protection

We firmly advocate for **the protection of universally recognised human rights as defined by the United Nations**. Our suppliers are required to uphold these rights, actively support freedom of association, and ensure the effective recognition of collective bargaining rights. We are also **dedicated to eradicating child labour, eliminating forced and compulsory labour, and advocating for equal pay and the end of workplace discrimination**, regardless of gender, nationality, religion, or sexual orientation.

Environmental Responsibility

We take a **proactive approach to addressing environmental challenges**, promoting initiatives that enhance environmental responsibility and the adoption of sustainable technologies.

Fighting Corruption

Lastly, we reaffirm our commitment to **combat all forms of corruption, including extortion and bribery**, as this ethical stance is crucial for maintaining the integrity of all our business activities.

The responsible conduct maintained by Sugal underscores our commitment to act ethically, transparently, and responsibly with all stakeholders, thus fostering a positive social and environmental impact.

Sugal Group's conduct is founded on the highest principles of ethics, integrity, and respect for current laws and regulations, with a focus on quality, awareness, and sustainable production.

To safeguard and protect our actions at Sugal, we have established a set of internal regulations, approved by the Executive Committee, that everyone must follow. This includes our [Code of Conduct](#), which complements and works in conjunction with other internal policies, particularly our [GPS – Sugal Group Guide of Principles](#).

The Code of Conduct establishes a set of principles, values, and rules that guide the work of all Sugal employees, regardless of their position or role. It aims to regulate the relationship between employees and third parties with whom Sugal interacts, reflecting the corporate culture we strive for everyone to embrace.

It establishes the fundamental principles that should guide the external and internal relations of our group, such as non-discrimination and the prohibition of harassment practices. Establishes measures to prevent corruption, combat money laundering, and counter the financing of terrorism. It also defines principles applicable to personal data protection, confidentiality, and the use of IT resources.

Our GPS - Sugal Group Guide of Principles, offers guidance for our daily decisions and actions, serving as a true GPS for conduct and ethical standards. It is founded on three pillars: **The Sugal Treaty, Values and Rules of Conduct, and is governed by the Guiding Principles.**

General Principles, Values and Rules of Conduct



Sugal Group Guide of Principles

Our GPS – Sugal Group Guide of Principles, intended to be read alongside the Code of Conduct, offers guidance for our daily decisions and actions through a set of guiding coordinates. It is founded on three pillars: The Sugal Treaty, Values, and Rules of Conduct.



Professional Diligence and Competence

Sugal Group employees are expected to adhere to all applicable laws and internal policies, demonstrating good-faith practices and maintaining high standards of diligence, loyalty, transparency, integrity, professionalism, responsibility, competition, resource conservation, environmental awareness, and confidentiality.



Equal Treatment, Diversity and Non-discrimination

Sugal Group employees should adhere to principles of equal treatment and mutual respect, rejecting any discriminatory behavior. This includes discrimination based on age, sex, sexual orientation, nationality, ethnicity, genetic heritage, marital status, family situation, reduced work capacity, disability, illness, religious, political, or ideological beliefs, or any other behavior that may constitute harassment or abuse of power.

Principles of the UN Global Compact

• Human Rights • Labour Practices • Environment • Combating Corruption

Values that drive us

• Passion for Quality • Excellence • Commitment • Integrity • Being a Team

Sugal Treaty

- We are passionate about what we do • We always recognise that we can do better • We are always loyal
- We respect all people • We are competitive • We do what needs to be done • We have resilience
- We are an example • We work effectively • We are a team

Rules of conduct

- Compliance with good production practices and product quality and food safety
- Respect for dignity, integrity and professionalism of our people and for others

The Code of Conduct and the GPS apply to all our employees, regardless of their contractual relationship or seniority. It includes everyone who performs activities within our organisation, such as workers, members of governing bodies, interns, volunteers, and all individuals who act on behalf of or represent the Sugal Group. Furthermore, the principles established in the Code of Conduct and in the GPS are also communicated and recommended to service providers, customers, business partners, producers, and suppliers.

At Sugal, we are dedicated to upholding the highest standards of legal and ethical compliance in the execution of our activities. We place particular emphasis on the prevention and suppression of actions that violate applicable legal frameworks, with a strong focus on combating corruption and related infractions. For those in roles more susceptible to corruption, we provide training sessions on compliance and anti-corruption.

Conflicts of interest are also prevented and mitigated through the conflict-of-interest policy, which is incorporated into employment contracts, internal regulations, the Code of Conduct, the Code of Ethics, and the Sugal Group Guide of Principles. These unlawful practices not only undermine our institutional integrity but also obstruct our organisation's effective operation.

Through the implementation of the **Risk Prevention Plan**, which aims to contribute to the minimisation of risks, we have been actively engaged in identifying risks and areas

requiring improvement across all aspects of our operations. This initiative is designed to ensure that our activities adhere to principles of integrity, quality, and safety, benefiting not only our employees but also our suppliers and clients. Following the identification of risks, a comprehensive analysis and classification were conducted, resulting in the establishment of general preventive and corrective measures to be implemented. To guarantee effective execution, monitoring, and review of the Risk Prevention Plan, we have appointed a Compliance Officer.

We also provide a **whistleblowing channel** where anyone, internal or external to the organisation, can voluntarily report, securely and anonymously, infractions, irregularities or any conflict of interest that have occurred or are about to occur.

The online [whistleblowing](#) platform allows reports of violations in three locations: Portugal, Chile and other companies. Complaints can be submitted anonymously or with identification, and the platform accommodates complaints concerning corruption or related offences, money laundering, terrorist financing, violations of product safety or compliance, offences related to food and feed safety, animal health and welfare, among others. We intend this as preventive tool, which will allow us to intervene based on reported information and correct any illicit behaviours or actions contrary to our Code of Conduct, thereby preventing their occurrence. In 2024, we received two complaints in Chile and one in Iberia.

5.2 MANAGEMENT OF RELATIONSHIPS WITH SUPPLIERS

GRI INDICATORS

(GRI 204-1, 408-1, 409-1, 414-1)

OUR 2030 TARGETS

50 %

of suppliers with
environmental/sustainability
certificates

2024 PERFORMANCE

6%

of suppliers with
environmental/sustainability
certificates.

CHAPTER HIGHLIGHTS



702
suppliers

167

farmers verified FSA-
Compliant at Silver level
in Chile

90%

of total expenses on
suppliers spent on local
suppliers

SUSTAINABLE DEVELOPMENT GOALS



OUR 30 MEASURES*

Measure 10

Measure 11

Measure 30

*See more information regarding our measures throughout this chapter.

Sustainable Procurement

Performance of our Suppliers

At Sugal, we are strongly committed to ensuring an environmentally, socially and economically sustainable supply chain. Sustainable procurement ensures that the sourcing of raw materials is environmentally responsible, socially beneficial and economically viable. This approach considers negative impacts, such as deforestation and excessive usage of water, thereby contributing to the preservation of resources, ecosystems and biodiversity.

However, we recognise that there is still a long journey ahead. We are aware that there are risks associated with our suppliers, particularly those stemming from reliance on farmers with unsustainable practices and a lack of transparency and compliance. These factors can impact the sustainability of our operations.

It is therefore our responsibility to mitigate these risks and ensure that our operations and the suppliers that we select adhere to the most responsible practices, having a positive impact on the environment and on the society. At Sugal, we prioritise local suppliers, reducing the need for long-distance transportation, and maintaining the freshness of our products. In addition, this approach also contributes to the reduction of our carbon footprint and supports the development of the local economy.

To support our commitment, we established three measures regarding the management of our suppliers.

Measure 10 refers to the “creation of an internal Working Group to carry out a global survey and assessment of Sugal’s suppliers against relevant sustainability certificates”. Through this measure, we can better understand our suppliers and identify potential partnership opportunities. We aim to directly influence behaviour changes within our supply chain.

Measure 11 involves developing “an annual questionnaire to assess the performance of agricultural suppliers against a sustainability index, subsequently linking them to performance reports and training materials”. This measure demonstrates our commitment to sustainability and reinforces our relationship with our suppliers.

Lastly, **measure 30** focuses on “developing a sustainable procurement manual that introduces social and environmental requirements into the procurement of goods and services throughout the value chain”. By implementing this measure, we, at Sugal, aim to enhance the credibility

of our sustainability strategy and emphasise the need for innovation across our value chain.

We are also developing procedures to implement, monitor, and review the code of conduct for suppliers. They will be required to adopt commitments related to ethics, environment, labour, human rights, and health and safety. This code is included in the contracts to ensure that their standards in these areas are aligned with our values. In 2024, no new suppliers were contracted, as we collaborate with the finest suppliers in the market and conduct annual evaluations to ensure their alignment with our policies and objectives. However, over the next few years, we intend to establish a formal compliance register and subsequently provide a structured annual monitoring process to evaluate progress.

Moreover, to promote responsible and sustainable practices in our supply chain, we have also established an internal indicator: **KPI 5**. This KPI aims for 50% of suppliers to obtain environmental/sustainability certifications by 2030. In 2024, **6%** of our suppliers held environmental or sustainability certifications.

In that regard, we require our suppliers to be certified in the areas of food safety and environmental ISO standards. Furthermore, we also encourage suppliers to be certified by SMETA, a standard in the social scope.

We also prioritise the selection of local suppliers. Selecting local suppliers ensures fresher products, reduces logistical costs, and strengthens the regional economy. Additionally, it lowers the environmental footprint by minimising transport emissions and enhances traceability and quality control. In 2024, 90% of total supplier expenses was spent on local suppliers.

At Sugal, we aim to ensure the production of safe, sustainable, and high-quality food through production methods and management systems that reduce the use of pesticides and fertilisers and enhance natural, technological, and digital solutions. Additionally, we intend to promote efficient production and establish procurement mechanisms that ensure investments in environmental practices are economically viable for farmers. We also aim to promote responsible, organic agriculture that is resilient to climate risks, with sustainable management of natural resources – water, air, soil – that promotes biodiversity. This transition to a sustainable agricultural and food model requires close and continuous collaboration with our farmers.

To drive continuous improvement of on-farm sustainability, we decided to adopt the Farm Sustainability Assessment (FSA) in Chile. This tool is used to assess and

improve all sustainable practices at an environmental, social and economic level, in our agricultural processes for industrial tomato production.



**167 farmers verified
FSA-Compliant at Silver
level in Chile, covering a
total of 8000 hectares**

The FSA tool allows us to differentiate our product in the market, with raw materials produced using sustainable practices such as:

- Fertilisation based on soil analysis to avoid depleting natural resources.
- Recycling of irrigation tapes and phytosanitary packaging.
- The land used for cultivation does not come from native forest origin.
- Existing tree curtains around the perimeter of the plot are preserved.
- Signage indicating “No Hunting” is present.
- Phytosanitary products are inventoried and stored in a warehouse with proper signage and locked, complying with safety regulations.
- All spraying machines are calibrated, and operators must wear safety gear.
- Fields are at least 50 meters away from populated areas.
- All farmers maintain field notebooks detailing mechanised soil work, phytosanitary applications, irrigation, and fertilisation.

FSA verification level lasts for 3 years, with annual follow-up audits conducted by a third-party entity. Our audit result was **Silver for all our farmers** in Chile, and our goal is to achieve Gold in the renewal of our FSA performance level.

Human rights across the value chain

Ensuring human rights throughout the value chain is one of the fields of action identified in our sustainability strategy. By safeguarding human rights, we ensure that workers are treated fairly, and their rights are respected, which in turn fosters greater motivation, engagement, and productivity among them.

Our commitments to safeguarding human rights are conveyed in the Sugal Group Guide of Principles, the Code of Conduct, the Code of Ethics, the Labour Code, the internal regulations, and employment contracts.

In 2024, there were no reported cases of any worker being prevented from exercising their freedom of association, nor were there any instances of forced, compulsory, or child labour.

Our values are clear: we repudiate any indication of forced labour or child labour, that jeopardises the health and development of children.

Regarding child labour, we ensure that no underage workers are hired by our service providers. We adhere to the laws and regulations that forbids hiring underage workers, where it includes Chile, a country member of OECD. Chile has a governmental body called “Mejor Niñez”, which ensures the protection of children rights.

While forced or compulsory labour can occur during times of labour scarcity and limited availability of workers, we have established monitor and control measures for our service providers. Additionally, we continually raise awareness about the importance of compliance regarding these issues and avoid any form of exploitation.



Our Measures

Measure 10

Creation of an internal Working Group to carry out a global survey and assessment of Sugal's suppliers against relevant sustainability certificates

A key aspect of this measure is collecting information on supplier sustainability certifications, backed by documentary evidence, reports, and external audits. This data collection process allows for a comprehensive evaluation of the percentage of suppliers holding certifications that align with our sustainability goals.

To move forward with this project, in 2024, the global procurement committee was established within our organisation.

Running from 2024 to 2026, this measure not only contributes to a greater understanding of our suppliers' practices but also aims to promote behavioural change and greater awareness of sustainability issues in the suppliers.

Measure 11

Annual questionnaire to assess the performance of agricultural suppliers

The goal of this measure is to develop an annual questionnaire that aims to evaluate the performance of agricultural suppliers based on a sustainability index.

The project's initial phase concentrates on pinpointing key actions vital for enhancing sustainability in tomato cultivation. These actions serve as the foundation for our evaluation criteria, ensuring a thorough assessment of farming practices.

Following this, a tailored survey will be developed, integrating the identified sustainable actions with a measurement scale. This survey will be distributed to our partner farmers, allowing us to assess their commitment to sustainable practices throughout the cultivation process.

Although there was no significant progress in implementing this measure in 2024, we intend to put it into practice soon.

Measure 30

Develop a sustainable procurement manual that introduces social and environmental requirements in the procurement of goods and services throughout the value chain

Aiming to integrate social and environmental criteria into our procurement practices, we have begun developing the Sustainable Procurement Manual. Prepared with the collaboration of various departments, the manual will address various themes and Key Performance Indicators (KPIs).

Although the manual has not yet been finalised, we include all our sustainability policies (social and environmental) in purchase orders and contracts with suppliers. To proceed with the contract, suppliers must confirm that they are aware of the policies.





6

ANNEX

6.1
Our Performance and Methodological Notes

6.2
Summary of GRI Table

6.3
Correspondence Table

6.4
Data by Country

6.1 OUR PERFORMANCE AND METHODOLOGICAL NOTES

Environmental indicators	2022	2023	2024	Aligned with
Emissions				
Scope 1 GHG emissions (ETS) (tCO ₂ e) ⁽¹⁾	89,865.3	105,010.1	85,819.7	GRI 305-1
Scope 2 GHG emissions (tCO ₂ e) (Location-based)	9,429.3	10,429.0	8,665.3	GRI 305-2
Scope 3 GHG emissions Iberia (tCO ₂ e) ⁽²⁾	72,753.0	59,608.0	47,230.3	GRI 305-3
Total Scope 1+2 GHG emissions (tCO ₂ e) (Location-based)	99,294.6	115,439.1	94,485.0	KPI 2
Total Scope 1+2+3 GHG emissions (tCO ₂ e) (Location-based)	172,047.6	175,047.1	141,715.3	-
Industrial production 28/30 (ton)	253,216.0	330,186.0	284,015.0	305-4
Carbon intensity of Sugal Group's industrial production (tCO ₂ e/t _{production 28/30}) (Location-based)	0.39	0.35	0.33	305-4, KPI 1
Net revenue (M€)	-	-	429.1	305-4
Carbon Intensity by net revenue tCO ₂ e/M€ (Location-based)	-	-	330.2	305-4
Energy				
Consumption of non-renewable fuels within the company (GJ) ⁽³⁾	1,477,376.0	1,810,099.0	1,496,543.0	GRI 302-1
Electricity consumption within the company (GJ)	171,547.2	198,342.5	172,463.0	
Total energy consumption within the company (GJ)	1,648,923.2	2,008,441.5	1,669,006.0	
% of renewable electricity ⁽⁴⁾	57.9	66.3	81.7	KPI 3
Energy intensity (GJ/t _{production})	6.5	6.1	5.9	GRI 302-3
Water ⁽⁵⁾				
Volume of captured water (thousands of m ³)	3,419.9	4,449.9	3,224.2	GRI 303-3
Volume of discharged water – effluent (thousands of m ³)	2,529.5	2,886.6	3,166.2	GRI 303-4
Volume of consumed water (thousands of m ³)	890.4	1,563.3	1,296.0	GRI 303-5
% of water returned to the environment	74.0	64.9	98.2	
Water captured for industrial production (m ³ / t _{production 28/30})	11.4	9.7	9.4	KPI 10
Water consumption in agriculture (m ³ / ha) ⁽⁶⁾	5.6	5.3	5.6	KPI 4
Water intensity (m ³ / M€) ⁽⁷⁾	-	-	3.0	-

Materials				
Raw materials (t)	797,067.6	809,508.17	869,343.0	GRI 301-1
Renewable	778,931.4	803,094.50	851,921.3	
Non-renewable	18,136.2	6,413.67	17,422.7	
% of renewable raw materials	97.7	99.2	98.0	
Waste				
Total waste generated (ton)	57,717.4	87,869.6	76,990.60	GRI 306-3
Total waste diverted from disposal (ton)	46,855.6	74,211.1	61,279.92	
Total waste directed to disposal (ton)	10,861.7	13,658.4	15,710.68	
% Hectares of own fields with recycling of packaging of phytosanitary products and irrigation tapes ⁽⁸⁾	100.0	100.0	100.0	KPI 7.1
% Hectares of rented fields with recycling of packaging of phytosanitary products and irrigation tapes ⁽⁹⁾	12.0	20.0	30.0	KPI 7.2
% Product packaged in reusable and recyclable packaging ⁽¹⁰⁾	-	27.5%	31.8%	KPI 8
% Waste recovery rate	82.6	84.5	79.6	KPI 9
Sustainable food				
% Retail sales with nutri-score A rating ⁽¹¹⁾	58.2	49.8	63.0	KPI 6
% Destroyed product in the industrial production ⁽¹²⁾	0.68	1.74	0.33	KPI 11
Social indicators				
	2022	2023	2024	Aligned with
Health and safety				
Frequency rate (FR) ⁽¹³⁾	22.6	14.9	12.6	GRI 403-9 and KPI 12
Human Resources				
Number of employees ⁽¹⁴⁾	1,402	1,610	1,948	GRI 2-7
Permanent	495	567	500	
Men	338	386	346	
Women	157	181	154	
Temporary	907	1,043	1,448	
Men	516	701	1,021	
Women	391	342	427	
Number of workers that are not employees ⁽¹⁵⁾	459	5	222	GRI 2-8
% Voluntary turnover ⁽¹⁶⁾	10.5	7.6	6.6	GRI 401-1 and KPI 14
Training and education				
Hours of training per permanent employee	38.6	41.6	31.5	GRI 404-1 and KPI 13
Corporate volunteering				
Number of activities per permanent employee ⁽¹⁷⁾	-	0.88	-	KPI 15
Governance indicators				
	2022	2023	2024	Aligned with
Selection of suppliers with environmental concerns				
% Suppliers with environmental and sustainability certifications ⁽¹⁸⁾	-	-	6%	KPI 5

Methodological notes

- (1) Scope 1 emissions are only related to fuel consumption for industrial production.
- (2) The categories included in Scope 3 calculation are Purchase of goods and services, Upstream transportation and distribution, Waste generated in operations, Business travel, Employee Commuting, Downstream transportation and distribution, Use of fertilisers.
- (3) Non-renewable fuels consumed in the plants: diesel, propane, natural gas and LPG.
- (4) MWh of used renewable electricity (purchased or self-generated) per MWh total electricity. Renewable electricity consumption considers purchased electricity produced from 100% renewable sources and self-generated electricity from renewable sources.
- (5) According to GRI, water captured refers to the total volume of water taken from natural or artificial sources for use by the organisation. This may include water from rivers, lakes, underground aquifers, or municipal supply and water consumed, represents the amount of water used by the organisation that does not return directly to the environment or the supply system after use. This may occur due to evaporation, incorporation into products, or industrial processes.
- (6) Consumption of water in agriculture in m³ of water consumed / hectare of own agricultural land.
- (7) Water intensity is obtained by dividing total water consumption in cubic meters by the net revenue in millions of euros.
- (8) This indicator is only related to Chile and is calculated as follows: Hectares of own land with recycling of packaging of phytosanitary products and irrigation tapes / total hectares of own land * 100 (%). Sugal has decided to establish different goals for own and for rented land, to reflect the different level of operational control and the corresponding capacity to influence the correct management of waste produced in the fields (rigid packaging for phytosanitary products and irrigation tapes). In Iberia, waste management in the fields complies with legislation in force.
- (9) This indicator refers to Chile and is calculated as follows: Hectares rented land with recycling of packaging of phytosanitary products and irrigation tapes / total hectares of owned land * 100 (%).
- (10) Proportion of tonnes of product packaged in reusable and recyclable packaging, compared to tonnes of total production. In 2024, the calculation methodology for this indicator was revised to consider the percentage of tonnes of product packaged in reusable and recyclable packaging, compared to tonnes of total production, instead of the proportion of reused packaging compared to the total packaging used.
- (11) Applicable only to Benavente unit, in Portugal, which is the only plant that delivers retail products.
- (12) Food waste in industrial production is defined as the proportion of the product that is neither sold, donated, nor reprocessed, but instead disposed of. This indicator is calculated using the formula: (disposed tons of product / total tons of production (28/30)) * 100.
- (13) Number of accidents with sick leave per million worked person-hours.
- (14) The total number of employees was determined by averaging the monthly employees count over the 12 months. Sugal significantly increases the number of temporary employees during harvesting seasons.
- (15) This refers to outsourced services, primarily safety, maintenance, and office related. The calculation of this value is complex; hence an estimated value is presented.
- (16) Voluntary turnover of permanent employees. This indicator is calculated as follows: (number of voluntary resignations of permanent employees / Average number of permanent employees) * 100 (%)
- (17) Percentage of permanent employees involved in corporate volunteering initiatives. This indicator is calculated as follows: (number of permanent employees who participated in at least one volunteering activity / Total number of employees) * 100 (%)
- (18) Percentage of suppliers with environmental or sustainability certifications. This indicator is calculated as follows: (number of suppliers with environmental and/or sustainability certifications / Total number of suppliers) * 100 (%)

6.2

SUMMARY OF GRI TABLE

Statement of use

The Sugal Group has reported in accordance with the GRI Standards for the period from 01 January 2024 to 31 December 2024.

Reporting in accordance with

GRI 1: Foundation 2021

GRI Sector Standard(s) applicable

Not applicable

GRI	Contents	Location/Omissions
GRI 2: General Disclosures 2021	2-1 Organisational details	Name of the organisation: Sugal B.V. Corporate structure and legal form: 100% detained by OCI B.V. Headquarters location: Netherlands Countries where it operates: Netherlands, Portugal, Spain, Chile and Switzerland
	2-2 Entities included in the organisation's sustainability reporting	2.General Information 2.1 Our Group
	2-3 Reporting period, frequency and contact point	2.General Information 2.1 Our Group
	2-4 Restatements of information	6.1 Our Performance and Methodological Notes In 2024, we have revised the methodology of the following indicators: GRI 2-7, GRI 301, GRI 303, GRI 305 and KPI 8. You can find the new methodologies in the performance table/methodological notes. Furthermore, we have revised the calculation of the GRI 305, in order to align the content of our report with the new requirements of the CSRD.
	2-5 External assurance	This Report is not subject to external assurance.
	2-6 Activities, value chain and other business relationships	2.General Information 2.1 Our Group 2.General Information 2.3 How We Create Value
	2-7 Employees	4. Social Information 4.1 Valuing Human Resources

GRI	Contents	Location/Omissions
	2-8 Workers who are not employees	In 2024 there were 222 workers who are not employees. They perform work related to consultancy, maintenance, production and dispatch.
	2-9 Governance structure and composition	5. Governance Information 5.1 Corporate Culture Tenure of Members: Members have three-year terms. Underrepresented Social Groups: Not applicable. competencies relevant to the impacts of the organisation: Yes, members possess relevant competencies. Stakeholder Representation: Not applicable.
	2-10 Nomination and selection of the highest governance body	5. Governance Information 5.1 Corporate Culture
	2-11 Chair of the highest governance body	5. Governance Information 5.1 Corporate Culture
	2-12 Role of the highest governance body in overseeing the management of impacts	5. Governance Information 5.1 Corporate Culture
	2-13 Delegation of responsibility for managing impacts	5. Governance Information 5.1 Corporate Culture
	2-14 Role of the highest governance body in sustainability reporting	Sugal's CEO and the Directors of each area are responsible for reviewing and approving the sustainability report.
	2-15 Conflicts of interest	5. Governance Information 5.1 Corporate Culture
	2-16 Communication of critical concerns	A critical concern related to the wastewater treatment plant in Portugal has been communicated to the highest governance body in the reporting period.
	2-17 Collective knowledge of the highest governance body	5. Governance Information 5.1 Corporate Culture
	2-18 Evaluation of the performance of the highest governance body	5. Governance Information 5.1 Corporate Culture
	2-19 Remuneration policies	The remuneration of our executive committee members consists of a fixed component and a variable component. The variable component includes a performance-based bonus, which depends on the achievement of predefined short and long-term objectives and metrics.

GRI	Contents	Location/Omissions
	2-20 Process to determine remuneration	Our CEO is responsible for setting the remuneration values for the executive committee. Although we do not have a remuneration committee, the process of determining these values follows internal guidelines and is based on market analysis and organisational performance. Our executive committee is responsible for defining the compensation package for our organisation based on the company's financial and operational performance, industry salary practices, internal equity, and strategic objectives.
	2-21 Annual total compensation ratio	Confidential Information. Information regarding the total annual compensation ratio is considered confidential, as it is understood that it could compromise the organisation's strategy.
	2-22 Statement on sustainable development strategy	2.General Information 2.1 Our Group
	2-23 Policy commitments	2.General Information 2.7 Communication with Stakeholders 5. Governance Information 5.1 Corporate Culture
	2-24 Embedding policy commitments	5. Governance Information 5.1 Corporate Culture
	2-25 Processes to remediate negative impacts	2.General Information 2.6 Risk Management 2.General Information 2.7 Communication with Stakeholders 5. Governance Information 5.1 Corporate Culture
	2-26 Mechanisms for seeking advice and raising concerns	5. Governance Information 5.1 Corporate Culture
	2-27 Compliance with laws and regulations	At Sugal, we classify a significant instance of non-compliance as one resulting in fines of €500,000 or more. In 2024, no such instances were recorded, reflecting our continued commitment to regulatory compliance and effective governance.
	2-28 Membership associations	Sugal is a member of the following associations: • AGRUCON • CHILE ALIMENTOS • TOMATO EUROPE • AMITOM • WPTC • BRP • CIP
	2-29 Approach to stakeholder engagement	2.General Information 2.7 Communication with Stakeholders
	2-30 Collective bargaining agreements	All employees in Portugal and Spain are covered by collective bargaining agreements

GRI	Contents	Location/Omissions
Material topics		
GRI 3: Material topics 2021	3-1 Process to determine material topics	2.General Information 2.5 Materiality Assessment Sugal's Approach to Identifying and Evaluating Material Topics 1. Identifying Topics: The process starts with listing potential material topics, supported by benchmarking against industry peers to capture common trends and priorities. 2. Internal Evaluation: Sugal assesses and ranks these topics based on their relevance and potential impact on the business. 3. Final Selection: A final list of key material topics is compiled for deeper analysis and reporting. 4. Stakeholder Engagement: 36 interviews with selected stakeholders help validate and refine the list, resulting in 12 priority topics. 5. Stakeholder Mapping: Key stakeholders are identified across regions and within the Sugal Group to ensure broad and inclusive input.
	3-2 List of material topics	2.General Information 2.5 Materiality Assessment
Energy transition		
GRI 3: Material topics 2021	3-3 Management of material topics	3. Environmental Information 3.1 Climate Change
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	3. Environmental Information 3.1 Climate Change
GRI 302: Energy 2016	302-3 Energy intensity	3. Environmental Information 3.1 Climate Change
Carbon footprint		
GRI 3: Material topics 2021	3-3 Management of material topics	3. Environmental Information 3.1 Climate Change
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	3. Environmental Information 3.1 Climate Change
GRI 305: Emissions 2016	305-2 Energy Indirect (Scope 2) GHG emissions	3. Environmental Information 3.1 Climate Change
GRI 305: Emissions 2016	305-3 indirect (Scope 3) GHG emissions	3. Environmental Information 3.1 Climate Change
GRI 305: Emissions 2016	305-4 GHG emissions intensity	3. Environmental Information 3.1 Climate Change

GRI	Contents	Location/Omissions
Circularity in the value chain		
GRI 3: Material topics 2021	3-3 Management of material topics	3. Environmental Information 3.3 Circular Economy
GRI 301: Materials 2016	301-1 Materials used by weight or volume	3. Environmental Information 3.3 Circular Economy
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	3. Environmental Information 3.3 Circular Economy
GRI 306: Waste 2020	306-2 Management of significant waste related impacts	3. Environmental Information 3.3 Circular Economy
GRI 306: Waste 2020	306-3 Waste generated	3. Environmental Information 3.3 Circular Economy
GRI 306: Waste 2020	306-4 Waste diverted from disposal	3. Environmental Information 3.3 Circular Economy
GRI 306: Waste 2020	306-5 Waste directed to disposal	3. Environmental Information 3.3 Circular Economy
Health and security in the workplace		
GRI 3: Material topics 2021	3-3 Management of material topics	4. Social Information 4.1 Valuing Human Resources
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	4. Social Information 4.1 Valuing Human Resources
GRI 403: Occupational Health and Safety 2018	403-2 Hazard Identification, risk assessment, and incident investigation	4. Social Information 4.1 Valuing Human Resources
GRI 403: Occupational Health and Safety 2018	403-3 Occupational health services	4. Social Information 4.1 Valuing Human Resources Chile voluntarily supports employee health by subsidising complementary health insurance and organising annual health activities, such as vaccinations and preventive medical and eye exams. Sugal will soon include free nutritional assessments and mental health counselling in its quality-of-life program.

GRI	Contents	Location/Omissions
GRI 403: Occupational Health and Safety 2018	403-4 Worker participation, consultation, and communication on occupational health and safety	4. Social Information 4.1 Valuing Human Resources
GRI 403: Occupational Health and Safety 2018	403-5 Worker training on occupational health and safety	4. Social Information 4.1 Valuing Human Resources In Chile, Sugal are responsible for training its employees on safety through an integration plan that emphasises the “obligation to inform”, a protocol that must be applied to all employees. In addition, the SBS Academy project establish a set of foundational skills for all job roles, including a focus on risk prevention. This training it delivered virtually and asynchronously to promote worker health and provide guidelines for preventing occupational risks.
GRI 403: Occupational Health and Safety 2018	403-6 Promotion of worker health	4. Social Information 4.1 Valuing Human Resources
GRI 403: Occupational Health and Safety 2018	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	4. Social Information 4.1 Valuing Human Resources
GRI 403: Occupational Health and Safety 2018	403-8 Workers covered by an occupational health and safety management system	Sugal currently lacks an occupational health and safety
GRI 403: Occupational Health and Safety 2018	403-9 Work-related injuries	4. Social Information 4.1 Valuing Human Resources
GRI 403: Occupational Health and Safety 2018	403-10 Work-related ill health	4. Social Information 4.1 Valuing Human Resources In 2024, there were no confirmed cases of work-related ill health.
Attraction and motivation of talent		
GRI 3: Material topics 2021	3-3 Management of material topics	4. Social Information 4.1 Valuing Human Resources
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	4. Social Information 4.1 Valuing Human Resources

GRI	Contents	Location/Omissions																																																
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	4. Social Information 4.1 Valuing Human Resources At Sugal, our employees benefit from health insurance, life insurance, Sugal baby kit, a mental health and well-being program (in Spain only from 2025) and various activities on festive dates. In Chile, there is also recognition of academic performance for workers and their children, as well as fuel-efficient service (domestic gas).																																																
GRI 401: Employment 2016	401-3 Parental leave	<table><tr><th colspan="2">Indicator</th><th>2024</th></tr><tr><td colspan="3">Parental leave</td></tr><tr><td rowspan="3">Number of employees that were entitled to parental leave</td><td>Men</td><td>346</td></tr><tr><td>Woman</td><td>154</td></tr><tr><td>Total</td><td>500</td></tr><tr><td rowspan="3">Number of employees that took parental leave</td><td>Men</td><td>9</td></tr><tr><td>Woman</td><td>6</td></tr><tr><td>Total</td><td>15</td></tr><tr><td rowspan="3">Number of employees that returned to work in the reporting period after parental ended</td><td>Men</td><td>9</td></tr><tr><td>Woman</td><td>3</td></tr><tr><td>Total</td><td>12</td></tr><tr><td rowspan="3">Number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work</td><td>Men</td><td>9</td></tr><tr><td>Woman</td><td>2</td></tr><tr><td>Total</td><td>11</td></tr><tr><td rowspan="3">Return to work rate</td><td>Men</td><td>100%</td></tr><tr><td>Woman</td><td>50%</td></tr><tr><td>Total</td><td>80%</td></tr><tr><td rowspan="3">Retention rate</td><td>Men</td><td>100%</td></tr><tr><td>Woman</td><td>67%</td></tr><tr><td>Total</td><td>73%</td></tr></table>	Indicator		2024	Parental leave			Number of employees that were entitled to parental leave	Men	346	Woman	154	Total	500	Number of employees that took parental leave	Men	9	Woman	6	Total	15	Number of employees that returned to work in the reporting period after parental ended	Men	9	Woman	3	Total	12	Number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	Men	9	Woman	2	Total	11	Return to work rate	Men	100%	Woman	50%	Total	80%	Retention rate	Men	100%	Woman	67%	Total	73%
Indicator		2024																																																
Parental leave																																																		
Number of employees that were entitled to parental leave	Men	346																																																
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Retention rate	Men	100%																																																
	Woman	67%																																																
	Total	73%																																																
GRI 402: Labor Relations 2016	402-1 Minimum notice period for operational changes	30 days (approximately 4 weeks).																																																
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	4. Social Information 4.1 Valuing Human Resources																																																
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	4. Social Information 4.1 Valuing Human Resources																																																

GRI	Contents	Location/Omissions			
GRI 404: Training and Education 2016	404-3 Percentage of employees receiving regular performance and career development reviews	Indicator	2022	2023	2024
Percentage of employees receiving regular performance and career development reviews					
FG1		100%	100%	93.3%	
FG2		95.8%	100%	100%	
FG3		100%	100%	98.1%	
FG4		46.2%	100%	98.9%	
FG5		0.7%	37.4%	22.2%	
Total Man		42.7%	66.9%	54.7	
Total Woman		25.9%	66.7%	53.3	

Diversity and gender inclusion

GRI 3: Material topics 2021	3-3 Management of material topics	4. Social Information 4.1 Valuing Human Resources						
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees							
		Indicator	2023			2024		
			<30	30-50	>50	<30	30-50	>50
		Percentage of employees receiving regular performance and career development reviews						
		Governance bodies	0.0%	50.0%	50.0%	0.0%	71.4%	28.6%
		FG1	0.0%	65.0%	35.0%	0.0%	56.3%	43.7%
		FG2	0.0%	87.5%	12.5%	3.0%	74.8%	21.2%
		FG3	16.5%	60.6%	22.9%	14.6%	28.3%	27.1%
		FG4	26.2%	50.5%	23.3%	22.4%	48.0%	29.6%
		FG5	21.6%	50.2%	28.3%	19.8%	49.6%	31.6%
		Indicator	2023		2024			
			Man	Woman	Man	Woman		
		Percentage of employees receiving regular performance and career development reviews						
		Governance bodies	100%	0.0%	100%	0.0%		
		FG1	90.0%	10.0%	81.3%	18.7%		
		FG2	68.8%	31.2%	63.6%	36.4%		
		FG3	65.1%	34.9%	68.0%	32.0%		
		FG4	71.8%	28.2%	71.4%	28.6%		
		FG5	66.0%	34.0%	67.9%	32.1%		

GRI	Contents	Location/Omissions
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	In 2024, there were no reported cases of discrimination.
Community relationship		
GRI 3: Material topics	3-3 Management of material topics	4. Social Information 4.3 Community Relations
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous people	This indicator does not apply to Portugal, as the country has no indigenous populations. In Chile, our operations are in regions with a minimal presence of indigenous people. Nevertheless, the company's work practices align with national law designed to protect and safeguard indigenous rights. In 2024, there were no recorded incidents of rights violations involving indigenous people.
GRI 413: Local communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	4. Social Information 4.3 Community Relations
GRI 413: Local communities 2016	413-2 Operations with significant actual and potential negative impacts on local communities	4. Social Information 4.3 Community Relations
Healthy Products		
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of products and service categories	4. Social Information 4.2. Valuing Consumers and Customers
GRI 416: Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	4. Social Information 4.2. Valuing Consumers and Customers
GRI 417 Marketing and Labelling 2016	417-1 Requirements for products and service information and labelling	4. Social Information 4.2. Valuing Consumers and Customers
GRI 417 Marketing and Labelling 2016	417-2 Incidents of non-compliance concerning product and service information and labelling	4. Social Information 4.2. Valuing Consumers and Customers

GRI	Contents	Location/Omissions
GRI 417 Marketing and Labelling 2016	417-3 Incidents of non-compliance concerning marketing communications	4. Social Information 4.2. Valuing Consumers and Customers
Human and employment rights throughout the value chain		
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operation and suppliers in which the right of freedom of association and collective bargaining may be at risk	5. Governance Information 5.2 Management of Relationships with Suppliers No cases were reported of any worker being prevented from exercising their freedom of association. According to the Labor Code, it is a right guaranteed to all workers.
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	5. Governance Information 5.2 Management of Relationships with Suppliers
GRI 409-1: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	5. Governance Information 5.2 Management of Relationships with Suppliers
Resource efficiency		
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	3. Environmental Information 3.2 Water Management
GRI 303: Water and Effluents 2018	303-2 Management of water discharge related impacts	3. Environmental Information 3.2 Water Management
GRI 303: Water and Effluents 2018	303-3 Water withdrawal	3. Environmental Information 3.2 Water Management
GRI 303: Water and Effluents 2018	303-4 Water discharge	3. Environmental Information 3.2 Water Management
GRI 303: Water and Effluents 2018	303-5 Water consumption	3. Environmental Information 3.2 Water Management

GRI	Contents	Location/Omissions									
Indicators not related to material topics											
GRI 201: Economic Performance	201-1 Direct economic value generated and distributed	6.1 Our Performance and Methodological Notes									
GRI 201: Economic Performance	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Ratio of entry level wage to local minimum wage in Sugai Group: <table><tr><td></td><td>2023</td><td>2024</td></tr><tr><td>Woman</td><td>1.0</td><td>1.0</td></tr><tr><td>Men</td><td>1.0</td><td>1.0</td></tr></table>		2023	2024	Woman	1.0	1.0	Men	1.0	1.0
	2023	2024									
Woman	1.0	1.0									
Men	1.0	1.0									
GRI 204: Procurement Practices 2026	204-1 Proportion of spending with local suppliers	5. Governance Information 5.2 Management of Relationships with Suppliers									
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	5. Governance Information 5.2 Management of Relationships with Suppliers									



6.3 CORRESPONDENCE TABLE

Priority ESG topics for Sugal	Applicable GRI standard*	ESRS*1
Energy transition	302: Energy 2016	ESRS E1 Climate change
Carbon footprint	305: Emissions 2016	ESRS E1 Climate change
Ecosystems and biodiversity	Not included in the report	Not included in the report
Healthy products	416: Consumer health and safety 2016 417: Marketing and Labelling 2016	ESRS S4 Consumers and end-users
Resource efficiency	301: Materials 2016 303: Water and effluents 2018 306: Waste 2020	ESRS E3 Water and marine resources ESRS E5 Resource use and circular economy
Circularity in the value chain	301: Materials 2016 306: Waste 2020	ESRS E5 Resource use and circular economy
Innovation and process development	N/A	N/A
Human and employment rights throughout the value chain	407: Freedom of association and collective bargaining 2016 408: Child Labour 2016 409: Forced or compulsory labour 2016	ESRS S1 Own workforce ESRS S2 Workers in the value chain
Health and security in the workplace	403: Occupational health and safety 2016	ESRS S1 Own workforce ESRS S2 Workers in the value chain
Attraction and motivation of talent	401: Employment 2016 402: Labor relations 2016 404: Training and education 2016	ESRS S1 Own workforce ESRS S2 Workers in the value chain
Diversity and gender inclusion	405: Diversity and Equal Opportunity 2016 406: Non-discrimination 2016	ESRS S1 Own workforce ESRS S2 Workers in the value chain
Community relationship	411: Rights of indigenous peoples 413: Local communities	ESRS S3 Affected communities

* Regarding the indicators reported by Sugal and mentioned in the subchapter 6.2 Summary of GRI Table.

*1 The results presented were determined on a global basis; however, it is necessary to carry out a double materiality assessment in accordance with requirements of the CSRD in order to more accurately determine the correspondences and reporting requirements under the European Union directive.

6.4

DATA BY COUNTRY

Environmental indicators

Emissions and Energy

Indicator	2024			
	Portugal	Spain	Chile	Sugal Group
Scope 1 GHG emissions (ETS) (tCO ₂ e)				
Total	31,159.0	71.6	54,589.1	85,819.7
Scope 2 GHG emissions (tCO ₂ e) (Location-based)				
Total	3,554.0	53.3	5,058.0	8,665.3
Scope 3 GHG emissions Iberia (tCO ₂ e)				
Total	44,209.9	3,020.4	0.0	47,230.3
Total Scope 1+2 GHG emissions (tCO ₂ e) (Location-based)				
Total	34,713.0	124.9	59,647.1	94,485.0
Total Scope 1+2+3 GHG emissions (tCO ₂ e) (Location-based)				
Total	78,922.9	3,145.3	59,647.1	141,715.3
Industrial production 28/30 (ton)				
Total	123,412.0	0.0	160,603.0	284,015.0
Carbon intensity of Sugal Group's industrial production (tCO ₂ e/tproduction 28/30) (Location-based)				
Total	0.28	0.0	0.37	0.33
Consumption of non-renewable fuels within the company (GJ)				
Total	618,741.0	867.0	876,935.0	1,496,543.0
Electricity consumption within the company (GJ)				
Total	81,435.0	937.0	90,091.0	172,463.0
Total energy consumption within the company (GJ)				
Total	700,176.0	1,804.0	967,026.0	1,669,006.0
% of renewable electricity				
Total	62.3	0.0	100.0	81.7
Energy intensity (GJ/tproduction)				
Total	5.7	0.0	6.1	5.9

Water

Indicator	2024			
	Portugal	Spain	Chile	Sugal Group
Volume of captured water (thousands of m3)				
Total	1,646.1	0.0	1,578.1	3,224.2
Volume of discharged water - effluent (thousands of m3)				
Total	1,790.0	0.0	1,376.2	3,166.2
Volume of consumed water (thousands of m3)				
Total	1,094.1	0.0	201.9	1,296.0
% of water returned to the environment				
Total	108.7	0.0	87.2	98.0
Water captured for industrial production (m3/tproduction 28/30)				
Total	8.8	0.0	9.8	9.4
Water consumption in agriculture (m3/ha)				
Total	5.2	0.0	11.7	5.6

Materials

Indicator	2024			
	Portugal	Spain	Chile	Sugal Group
Raw materials (t)				
Total	156,016.2	0.0	713,327.8	869,343.9
Renewable raw materials (t)				
Total	145,458.3	0.0	706,463.0	851,921.3
Non-renewable raw materials (t)				
Total	10,557.9	0.0	6,864.8	17,422.7
% of renewable raw materials				
Total	93.2	0.0	99.0	98.0



Waste

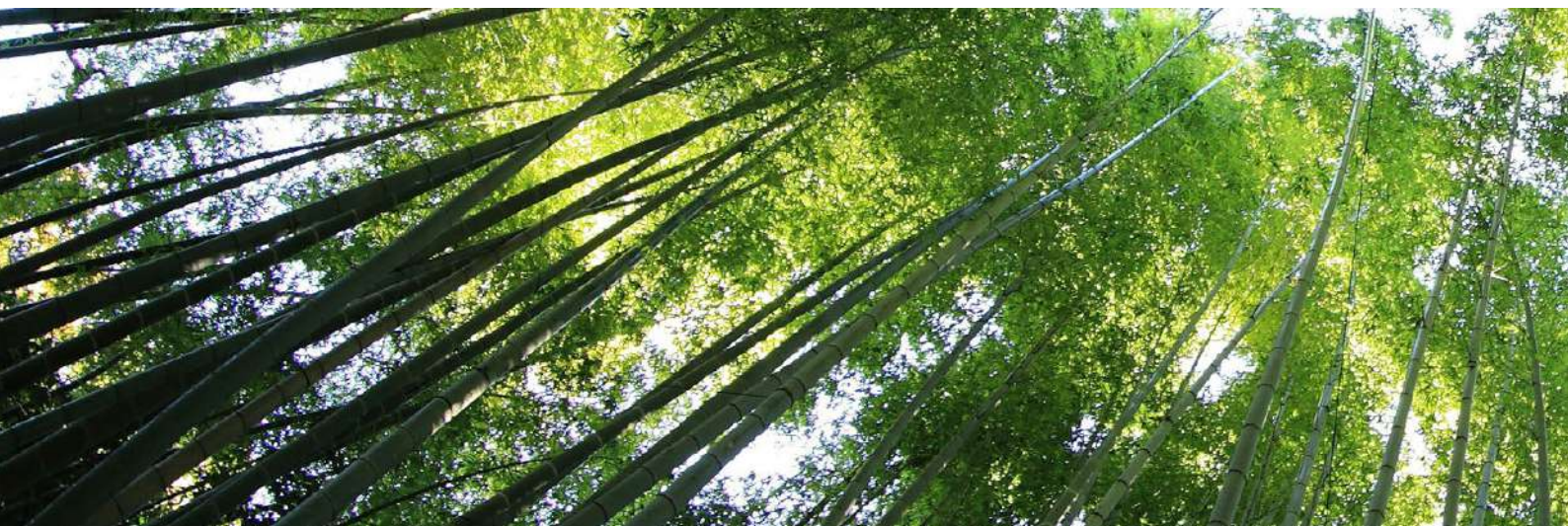
Indicator	2024			
	Portugal	Spain	Chile	Sugal Group
Total waste generated (t)				
Total	23,854.6	23.3	53,112.5	76,990.60
Total waste diverted from disposal (t)				
Total	22,708.5	23.3	38,548.0	61,279.9
Total waste directed to disposal (t)				
Total	1,146.2	0.0	14,564.5	15,710.7
% Hectares of own fields with recycling of packaging of phytosanitary products and irrigation tapes				
Total	100.0	0.0	100.0	100.0
% Hectares of rented fields with recycling of packaging of phytosanitary products and irrigation tapes				
Total	0.0	0.0	30.0	30.0
% Product packaged in reusable and recyclable packaging				
Total	23.4	0.0	12.1	20.2
% Waste recovery rate				
Total	95.2	100.0	72.6	79.6
Destroyed product in the industrial production				
Total	0.75%	-	0.00%	0.33%
Retail sales with nutri-score A rating				
Total	63%	-	-	-

Social indicators

Indicator	2024			
	Portugal	Spain	Chile	Sugal Group
Number of permanent employees				
Woman	80	3	71	154
Men	130	12	204	346
Total	210	15	275	500
Accident Rate				
Total	9.4	29.0	14.8	12.6
Voluntary turnover				
Number of voluntary resignations of permanent employees	15	0	18	33
Number of permanent employees	210	15	275	500
Turnover	7.1%	0.0%	6.5%	6.6%
Hours of training per permanent employee				
Number of hours of training	2,355	128	13,275	15,758
Number of permanent employees	210	15	275	500
Total	11.2	8.6	48.3	31.5

Indicator		2024					
		Hires			Exits		
Percentage of hires and exits by location, gender and age group		<30	30 to 50	>50	<30	30 to 50	>50
Portugal	Men	7.7%	2.9%	2.0%	7.7%	2.9%	2.0%
	Woman	0.0%	2.7%	0.0%	0.0%	5.4%	0.0%
Spain	Men	50.0%	20.0%	0.0%	0.0%	0.0%	0.0%
	Woman	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%
Chile	Men	20.9%	11.4%	2.1%	7.0%	8.8%	2.1%
	Woman	31.3%	8.1%	0.0%	6.3%	5.4%	5.6%
% Total hires and exits (Sugal Grop)		Men	19.0%	8.6%	2.0%	6.9%	2.0%
		Woman	17.9%	5.3%	0.0%	3.6%	2.0%
Number of hires and exits by location, gender and age group		<30	30 to 50	>50	<30	30 to 50	>50
Portugal	Men	1	2	1	1	2	1
	Woman	0	1	0	0	2	0
Spain	Men	1	1	0	0	0	0
	Woman	0	0	0	0	1	0
Chile	Men	9	13	1	3	10	1
	Woman	5	3	0	1	2	1
Total hires and exits (Sugal Grop)		Men	11	16	2	12	2
		Woman	5	4	0	5	1

Indicator		2024			
		Portugal	Spain	Chile	Sugal Group
Work-related injuries					
Number of fatalities as a result of work-related injury		0	0	0	0
Number of high-consequence work-related injuries (excluding fatalities)		0	0	1	1
Number of recordable work-related injuries		9	1	15	25
Number of hours worked		952,509	34,470	1,080,979	2,067,958
Rate of fatalities as a result of work-related injuries		0.0	0.0	0.0	0.0
Rate of high-consequence work-related injuries (excluding fatalities)		0.0	0.0	0.9	0.5
Rate of recordable work-related injuries		9.4	29.0	13.9	12.1



Indicator		2024			
		Portugal	Spain	Chile	Sugal Group
Parental leave					
Number of employees that were entitled to parental leave	Men	130	12	204	346
	Woman	80	3	71	154
	Total	210	15	275	500
Number of employees that took parental leave	Men	5	0	4	9
	Woman	2	0	4	6
	Total	7	0	8	15
Number of employees that returned to work in the reporting period after parental ended	Men	5	0	4	9
	Woman	2	0	1	3
	Total	7	0	5	12
Number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	Men	5	0	4	9
	Woman	2	0	0	2
	Total	7	0	4	11
Return to work rate					
	Men	100%	-	100%	100%
	Woman	100%	-	25%	50%
	Total	100%	-	63%	80%
Retention rate					
	Men	100%	-	100%	100%
	Woman	100%	-	0%	67%
	Total	100%	-	50%	73%
Percentage of employees receiving regular performance and career development reviews					
FG1		85.8%	100%	100%	93.3%
FG2		100%	100%	100%	100%
FG3		97.2%	85.8%	100%	98.1%
FG4		100%	66.7%	100%	98.9%
FG5		41.5%	100%	0.0%	22.2%
Total Man		53.8%	80.0%	42.8%	54.7%
Total Woman		66.3%	100%	34.3%	53.3%



Indicator		2024	
		Man	Woman
Percentage of employees receiving regular performance and career development reviews			
Sugal Group	Governance bodies	100%	0.0%
	FG1	81.3%	18.7%
	FG2	63.6%	36.4%
	FG3	68.0%	32.0%
	FG4	71.4%	28.6%
	FG5	67.9%	32.1%
Portugal	Governance bodies	100%	0.0%
	FG1	62.5%	37.5%
	FG2	42.9%	57.1%
	FG3	54.3%	45.7%
	FG4	66.2%	33.8%
	FG5	62.0%	38.0%
Spain	Governance bodies	100%	0.0%
	FG1	100%	0.0%
	FG2	100%	0.0%
	FG3	71.4%	28.6%
	FG4	66.7%	33.3%
	FG5	100%	0.0%
Chile	Governance bodies	-	-
	FG1	100%	0.0%
	FG2	76.5%	23.5%
	FG3	75.4%	24.6%
	FG4	85.2%	14.8%
	FG5	70.6%	29.4%



Indicator		2024		
		<30	30-50	>50
Percentage of employees receiving regular performance and career development reviews				
Sugal Group	Governance bodies	0.0%	71.4%	28.6%
	FG1	0.0%	56.3%	43.7%
	FG2	3.0%	74.8%	21.2%
	FG3	14.6%	28.3%	27.1%
	FG4	22.4%	48.0%	29.6%
	FG5	19.8%	49.6%	31.6%
Portugal	Governance bodies	0.0%	83.3%	16.7%
	FG1	0.0%	62.5%	37.5%
	FG2	7.1%	78.6%	14.3%
	FG3	8.6%	48.6%	42.8%
	FG4	16.2%	44.1%	39.7%
	FG5	12.7%	48.1%	39.2%
Spain	Governance bodies	0.0%	0.0%	100%
	FG1	0.0%	0.0%	100%
	FG2	0.0%	50.0%	50.0%
	FG3	14.3%	57.1%	28.6%
	FG4	33.3%	66.7%	0.0%
	FG5	0.0%	0.0%	100.0%
Chile	Governance bodies	-	-	-
	FG1	0.0%	57.1%	42.9%
	FG2	0.0%	76.5%	23.5%
	FG3	18.0%	63.9%	19.0%
	FG4	37.0%	55.6%	7.4%
	FG5	23.3%	49.1%	27.6%

Governance indicators

Indicator		2024			
		Portugal	Spain	Chile	Sugal Group
Ratio of standard entry level wage compared to local minimum wage					
Woman		1.0	1.0	1.0	1.0
Men		1.0	1.0	1.0	1.0

