



ESG Business

Case:

Driving the circular economy in the orange chain

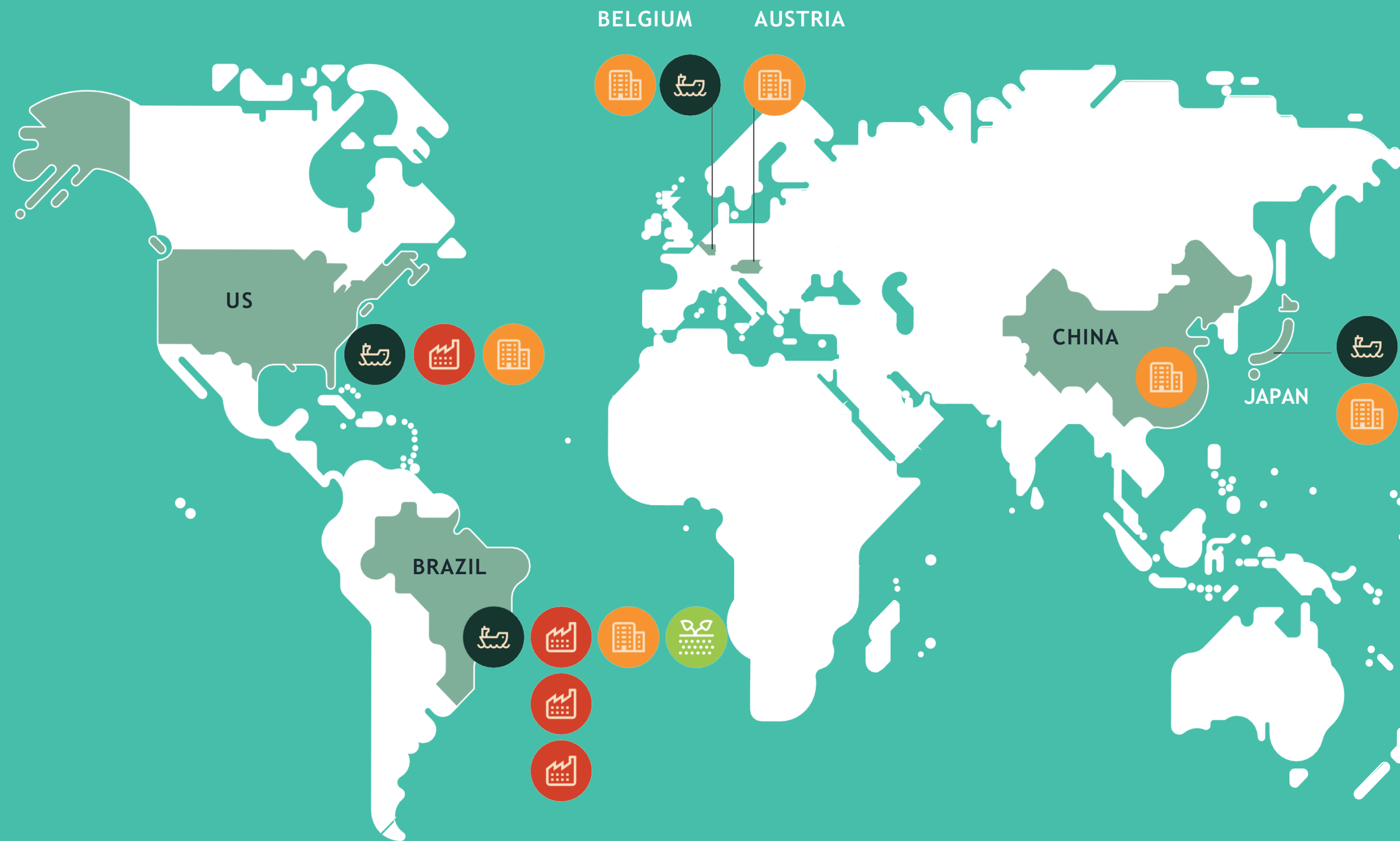
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ICBC
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Driving the circular economy in the orange chain

We nourish people around the world bringing positive impact in our relations



6 commercial offices
Brazil, USA, Austria,
Belgium, Japan and China

4 port terminals:
Santos (BR), Wilmington (USA), Ghent
(Belgium) and Toyohashi (Japan)

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

5 industrial facilities

- Matão (SP)
- Catanduva (SP)
- Araras (SP)
- Lake Wales (Florida - USA)
- Tampa (Florida - USA)

The largest
processing
unit of orange
juice in the
world

26
agricultural farms in Brazil

73%
of production of orange certified
(own +third-party)

More than
5,000
employees, with 12,701
during the harvest

Environmental, Social and Governance in core business...

MANDATE

What we want to deliver in 2030

“Build a competitive and enduring business by producing **natural foods** using best environmental practices while valuing people and upholding transparent and effective governance. We are committed to developing a **sustainable supply chain** and actively advancing **positive impacts** for all stakeholders.”

Ensure our ESG strategy is **implemented** across the company and embedded in our corporate strategy



Disseminates our ESG strategy, ensuring it is **incorporated** into the **business**.

Act as our strategy PMO, **manage implementation** and report progress





Implement initiatives to achieve set goals

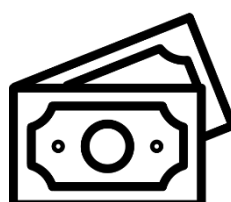
GOVERNANCE

How we will deliver in 2030


Tools

-  Audited public annual ESG Reports and KPIs Center
-  USD 350MM in green covenants with international banks

Incentives

-  ESG targets included in Variable Compensation for eligible leadership

Recognition

-  NPS +54 in ESG reputation diagnosis carried out with 150 stakeholders



Natural beyond nature.

A new way to create healthier
and more sustainable
foods and fragrances



Circular economy generates benefits to the society meanwhile transform the food industry towards the future...

Innovation



- New types of products and applications
- Natural ingredients
- Resilience to markets

Upcycling & Circular Economy



- Maximize resources: land, energy, water
- Promotes Long Life Cycle through value chain

Positive Impact



- Carbon emissions reduction
- Regenerative Agriculture and natural based solutions
- Optimize waste management

100% of each orange is fully used, contributing to the circular economy...

To meet society's demands and generate value for our customers, Evera is focusing on an increasingly **innovative** and **diverse** portfolio that goes well beyond juice.



Oils & Essences

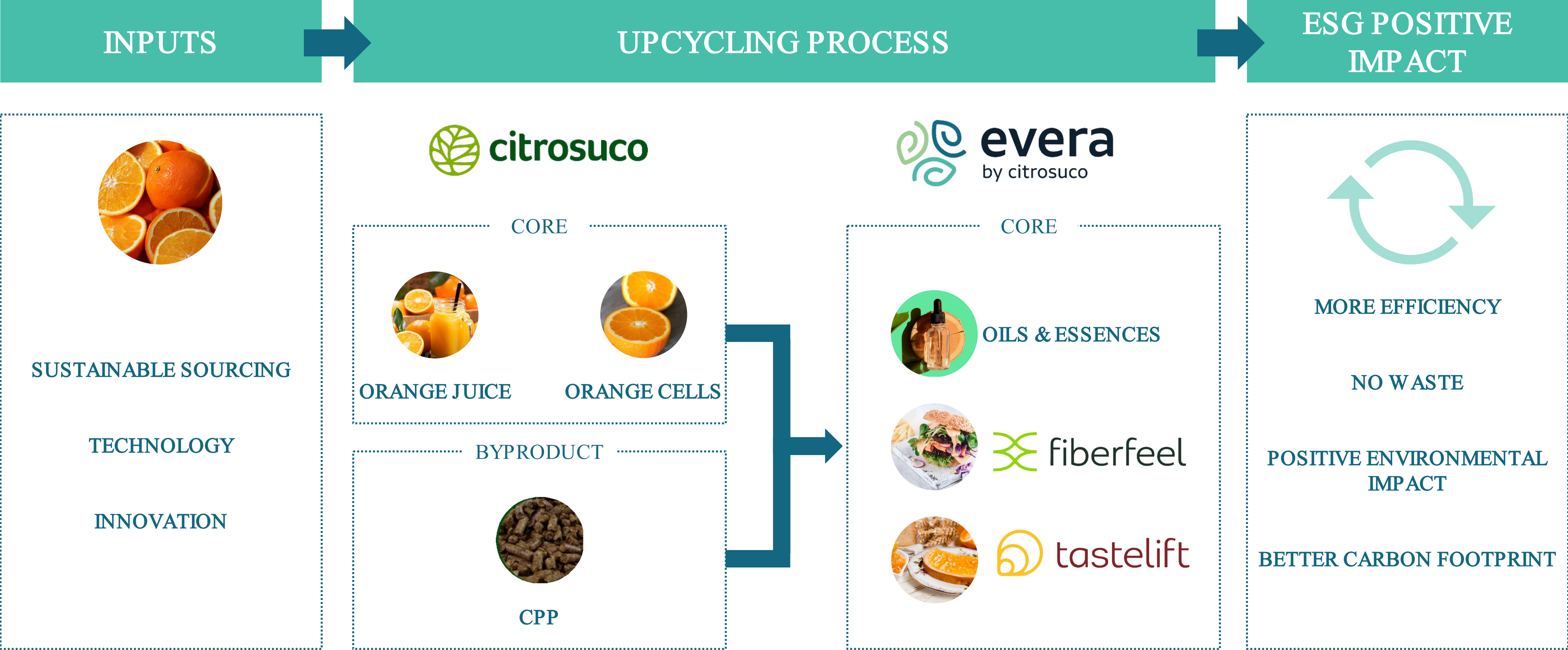


Oils traditionally extracted from the production process in new versions and applications.

Natural aroma that enhances the flavor and natural freshness of orange in juices, nectars and other foods.

Natural and low calorie source of fibers with or without orange flavour that add texture and consistency to products.

With the mindset of upcycling combined with investments in technology and innovation, Evera obtains new products with high positive impacts...



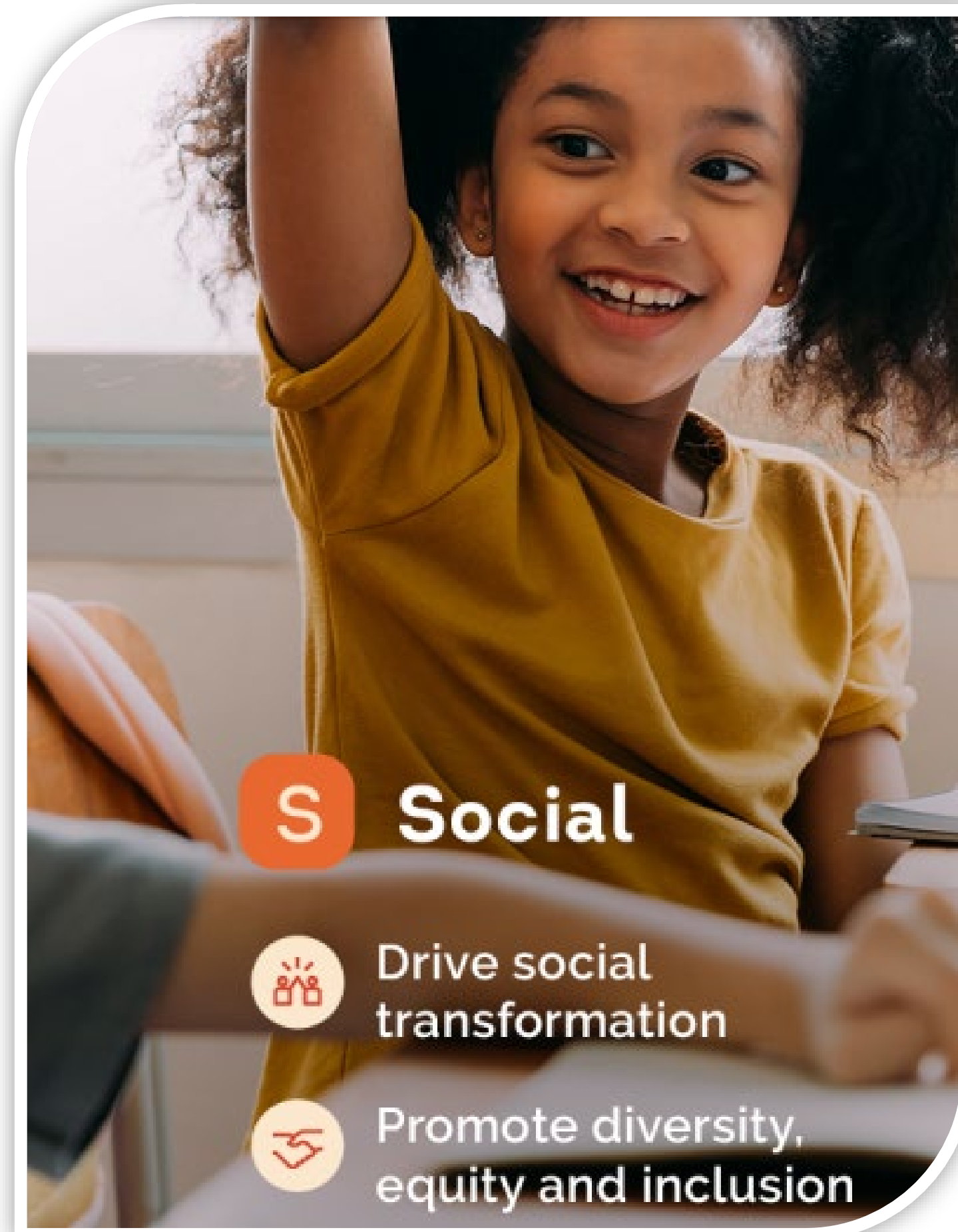


**Generating positive value for
business and the planet**



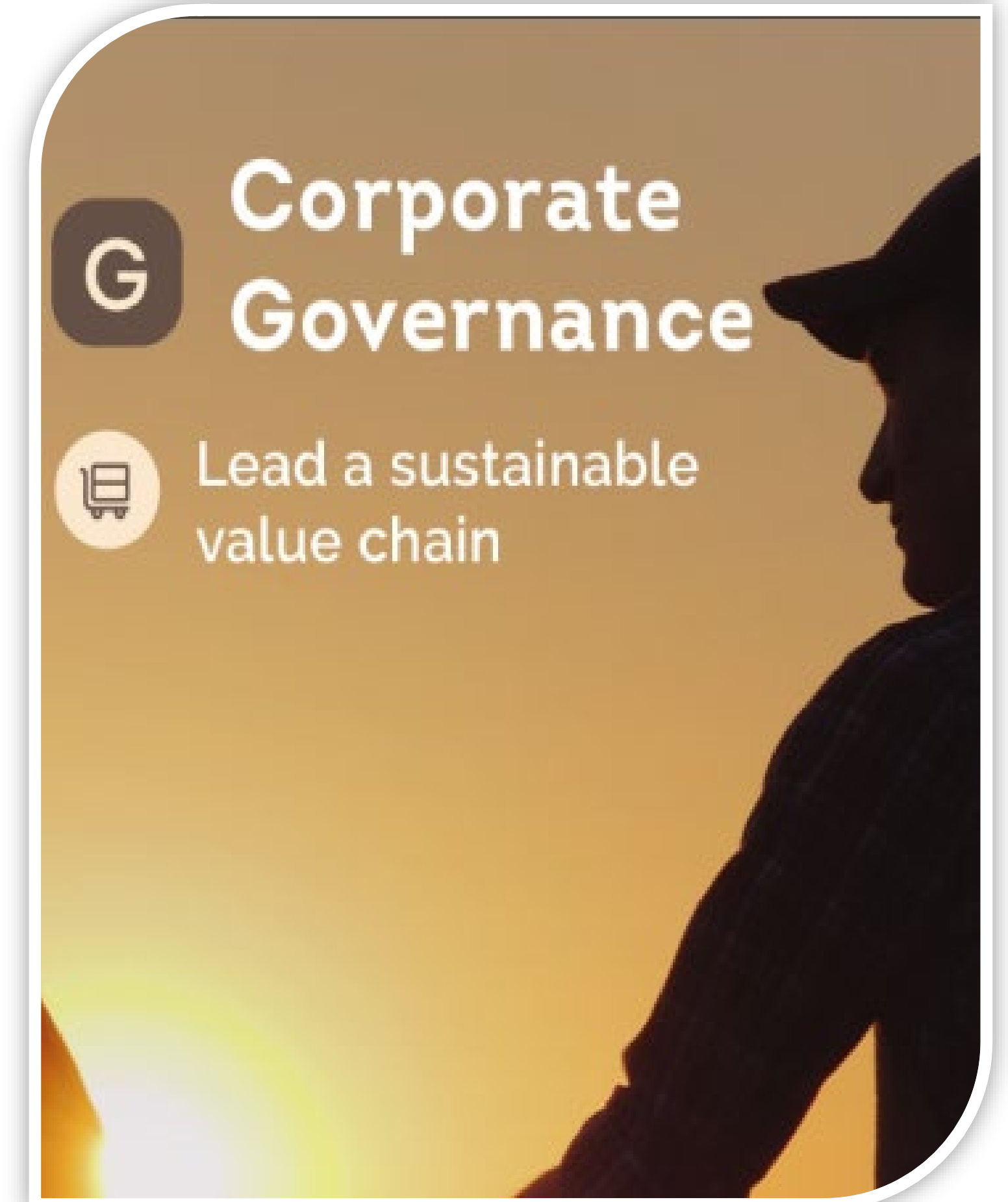
E Environmental

- Contribute to climate resilience
- Promote biodiversity
- Rationally manage water resources



S Social

- Drive social transformation
- Promote diversity, equity and inclusion



G Corporate Governance

- Lead a sustainable value chain

From farm to terminals, Citrusuco and Evera are best in class in ESG...

ESG Rating



Top **8%** of more than 100K global companies

Climate Rating

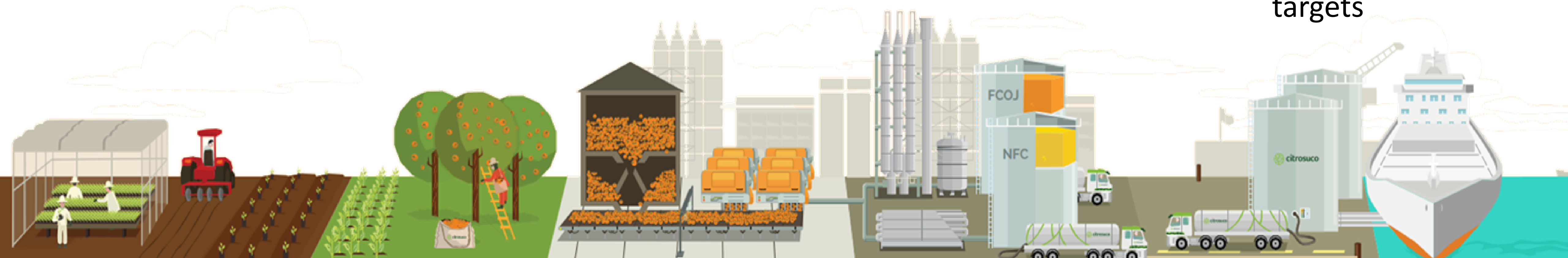


Top **3%** of more than 15K global companies

Decarbonization Targets



1st citriculture company to approve decarbonization targets



We are climate positive

Good for the environment and good for our customers

In our own operations in Brazil

+400 Kton CO₂/ y removals



Sustainable Sourcing & Traceability

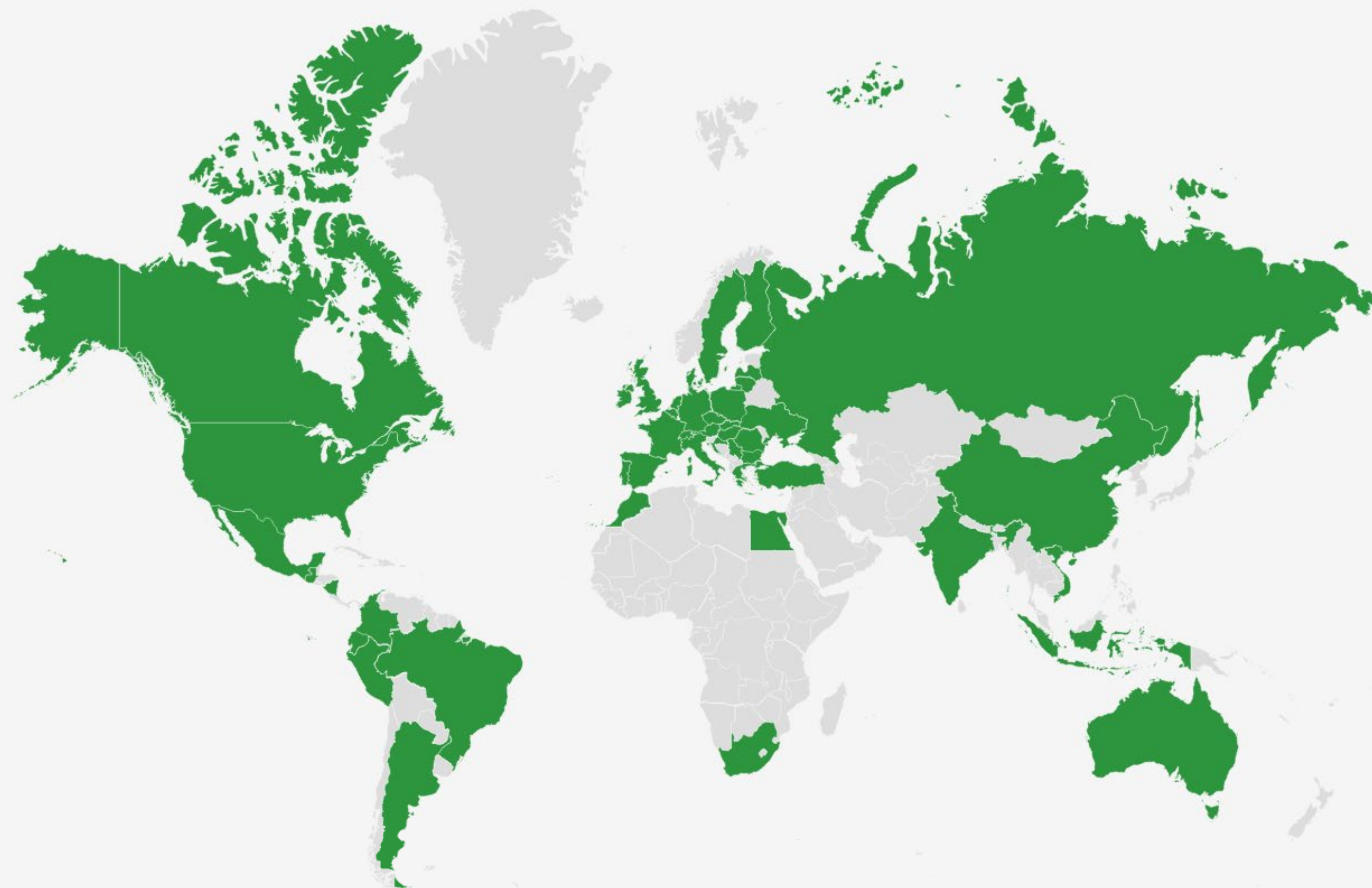
Citrosuco & Evera operates with the highest standards in the value chain reaching **73% of sustainable sourcing** based on SAI Platform and external assurance





Sustainable Value Chain Commitment

We are determined to lead a sustainable value chain and our commitment is to achieve **100% sustainable sourcing** by 2030.



200,000+
farms

worldwide belong to FSA verified farm groups



40+
countries

with FSA-verified producers



70+
agricultural crops

grown using FSA verified sustainable farming

We rely on the best
**internationally
recognized sustainable
agriculture assessment
methodology**



SAI covers the main topics of the environmental, social and governance agenda



Environment

Soil management
Nutrient management
Chemical control
Waste management
Water management
Biodiversity
Air quality

Social

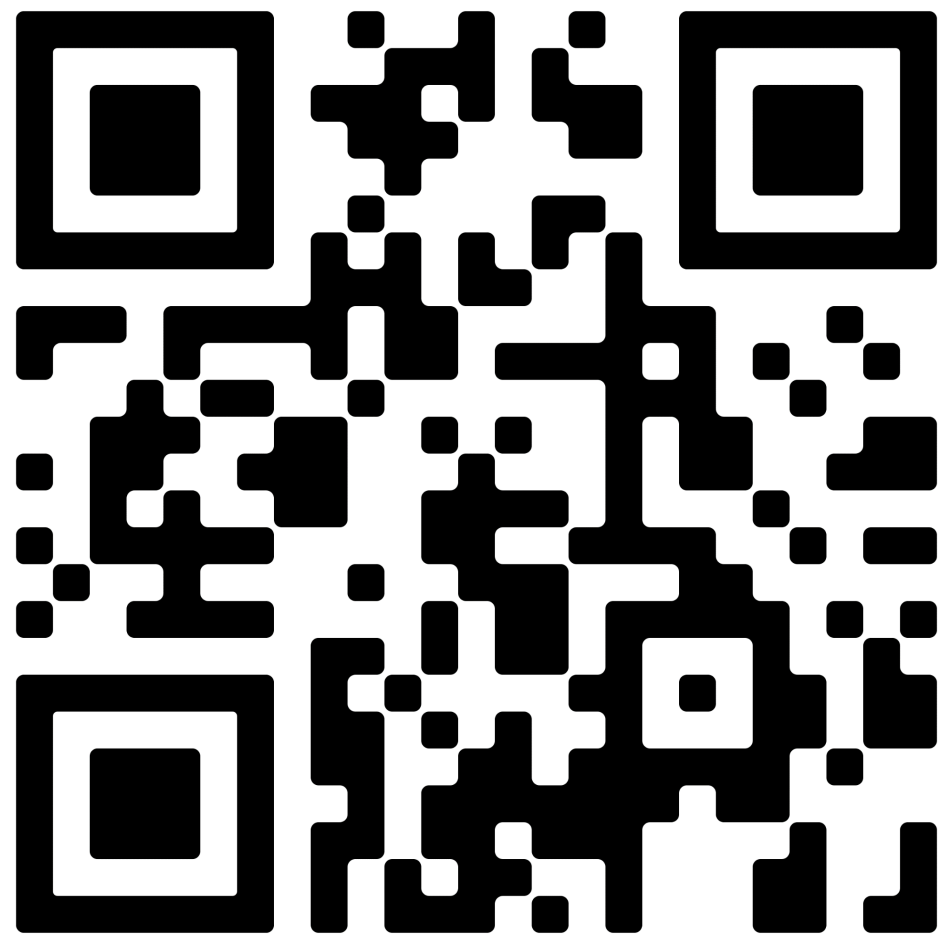
Labour
Discrimination and equality
Wages and remunerations
Worker Welfare
Child Labour
Occupational health and safety

Governance

Impacts of farming within the
community
Supplier contracts
Legal compliance
Training and technical
support



Thanks!



Find out more in our
annual reports

natural
beyond
nature