







For the eleventh year, we have published the Responsible Development Report, outlining the information corresponding to the period from January to December 2019. In certain instances, the data corresponds to the harvest period from November 2018 to October 2019. For the sixth time, the report is prepared under the Global Reporting Initiative (GRI) methodology following the guidelines of its "Essential" compliance option.

The latest version of the report under GRI standards was published in 2019. The scope of the report covers the operations of the organization in Guatemala, Nicaragua, Chile, Brazil, Mexico and the United States of America. For Brazil, we do not report environmental management indicators because we operate the mill in partnership with Manuelita, and have not yet integrated the indicators to our OHSE reporting. Throughout the document, various indicators corresponding to the different areas of impact, risks and opportunities are detailed.

The prioritization of the topics was evaluated and approved by the Responsible Development Committee and General Management. The Responsible Development department was responsible for the elaboration of this report. It should be noted that this report has not been subjected to an external validation process.



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Letter from our **CEO**

In 2019, Pantaleon Group celebrated 170 years of operations; an opportunity to reflect on our legacy. We are proud of our past, of our history, of our achievements, of the reputation we have built in the countries where we operate, with our clients, suppliers, and especially with our employees. We live intensely a great present, developing projects of great contribution to the societies where we operate. But, above all, we firmly believe that we have a great future, which we are building every day with commitment to our values, with vision, with knowledge of our business, with rectitude, and transparency in our relations with all our stakeholders.

Our products, sugar, energy from renewable sources, and alcohol, are contributory to the community and the environment, as well as to the economies of the countries where we operate. As in any production process, we have to manage externalities appropriately, which we have been doing and perfecting for many years.

2019 was a year of important achievements. Our operations today are more efficient, costs are lower, we have implemented advanced technology in various processes, working conditions are safer, our sustainability and corporate responsibility policies are more robust, and in general, we are executing our business strategy with excellence.

Today, we are faced with the challenge of guaranteeing the supply of sugar, molasses, alcohol and energy during the COVID19 pandemic. Our priority is to preserve the well-being of our employees, their families and communities. To do this, we have established strict prevention measures and operating protocols in the face of this new reality. We firmly believe that the resources and efforts that we have invested in previous years have prepared us to adopt the strictest health and safety protocols to safeguard the health of our team against this new threat.

Responsible **Development Report 2019**

We are optimistic about the future, we have made important transformations in the group and in the way we operate, and we will continue innovating, improving and growing in business lines that will give strength and competitiveness to our group.

Pantaleon in figures

+21,200

employees



2018/2019 Harvest season

605,704 \(\) 215,335

1,141,553

412,538 78,500



Alcohol produced

Sugar produced



Molasses produced



Tons per day

Milling capacity



940,933

Tons of harvested cane

Sustainable Development Goals

Pantaleon

Responsible

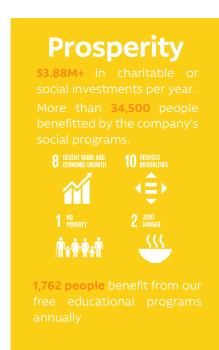
Development Report 2019

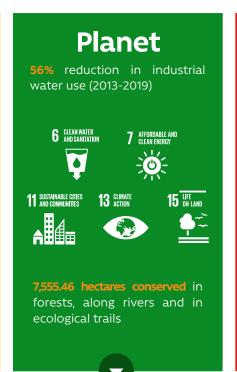
We are committed to the 17 Sustainable Development Goals (SDG) of the United Nations. Through an analysis of the areas where we can have a greater contribution, Pantaleon has aligned its sustainability strategy with the following SDGs.

In addition, we align our policies and practices with other global standards including:

- Universal Declaration of Human Rights
- Declaration of the International Labor Organization (ILO) concerning the fundamental principles and rights at work
- United Nations Framework Convention on Climate Change (UNFCCC)
- Code of Practice for Suppliers according to the 'UK Modern Slavery Act'













Our Code of Ethics and Conduct is communicated to all employees and providers.



Pantaleon

We are an agroindustrial organization dedicated to the responsible processing of sugarcane for the production of sugar, molasses, alcohols and electric power. We have operations in six countries - Mexico, Guatemala, Nicaragua, Chile, Brazil, and the United States, with our headquarters in Guatemala City. We are characterized by having a culture of high performance and commitment, based on values and principles forged in over 170 years of operations.

Beginning our operations in 1849 in the South Coast of Guatemala, we have expanded gradually, moving from a local operation to a leading business in Latin America of great relevance in the international market. Today, with an annual production of 1.14 million tons of sugar and derived products, we are Central America's top sugar producer and among the ten most important sugar groups in Latin America. Our products reach local markets and more than 44 export destinations, where we supply food industries and refineries.

With significant investments in innovation and continuous efficiency improvements in our agricultural and industrial processes, our business strategy focuses on sustainable development and operational excellence.

Purpose

Promoting development, transforming resources responsibly

Ambition

 Strengthen the competitive position of Pantaleon by seeking a high and sustainable profitability focused on operational excellence, the creation of added value high responsibility and reputation

Values

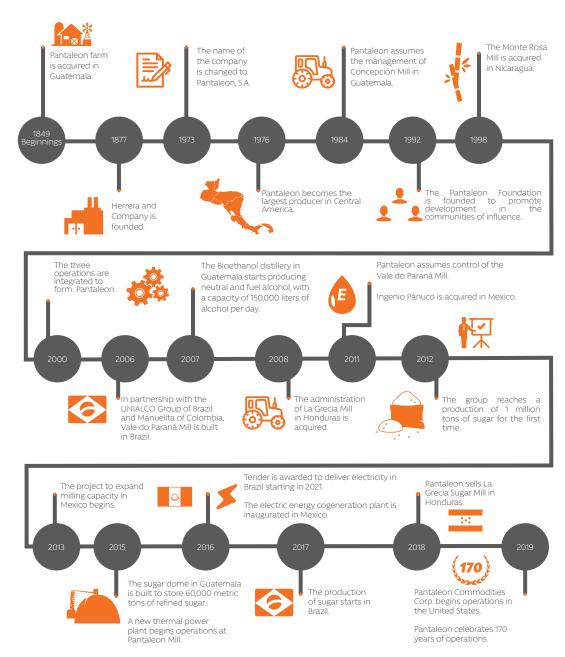
- Integrity and honesty.
- Constant improvement and change with long-term vision.
- Respect for our people and commitment to their success.



Responsible

Development Report 2019

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Our operations, **products, and markets**

6 countries of operation:



Guatemala

Pantaleon Mill Concepción Mill Bio Ethanol Distillery



United States

Pantaleon Commodities Corp



Nicaragua

Monte Rosa Mill



Mexico

Panuco Mill
Pantaleon Energy



Brazil

Vale do Paraná Mill



Chile

Panor Sugar Warehouse





Sugar

Guatemala, Nicaragua, Mexico, Brazil



nergy

Guatemala, Nicaragua, Mexico



Molasses

Guatemala, Nicaragua, Mexico



Alcohol

Guatemala, Brazil



05/06

06/07

12.7 13.0 13.1 11.9

11.4 11.9

11.4 6.0

11.4 6.0

11/12



07/08

08/09

09/10

10/11



12/13

13/14

14/15

15/16



17/18

13.4



Major **Export Destinations**

Africa

Ivory Coast

Mauritania

Democratic Republic of Congo

America

Aruba
Bahamas
Barbados
Canada
Chile
Curacao
Dominican Republic
Ecuador
Granada
Guyana
Haiti
Jamaica
Mexico
Peru
Puerto Rico
Saint Lucia
Saint Kitts and Nevis
Saint Vincent and the
Grenadines

More than

40

Trinidad y Tobago United Stated

export destinations

Europe

Belgium Germany Italy Netherlands Spain United Kingdom

Asia

China
Dubai
Israel
Korea
Lebano
Oman
Sri Lank

Oceania

New 7ealand

Changes **in 2019**







170 years

moment was celebrated in the operations, highlighting the values that endure throughout the history of the organization.

"We have characterized ourselves by always operating with a high social conscience. We are recognized for doing things the right way, promoting where we operate, training and transforming industries with a good

Pantaleon Energy

The Qualified Services Supplier - Pantaleon Energy begins operations in the Mexican electricity market under the Qualified Supply modality. Pantaleon's presence in both markets positions us as a strategic partner to carry out energy import and export transactions between Guatemala and Mexico

Pantaleon Commodities Corp. (PCC)

This Florida-based company markets our products and centralizes logistics and customer service. PCC will strengthen ties with other participants in the sugar market located in the United States.



Brazil

The construction of the thermal plant project developed in partnership with the French group Albioma for the sale of energy continues. The sale of energy is expected to start in 2020.



México

We increased the milling capacity in Pánuco Mill to 14,000 tons per day.



Guatemala

Pantaleon Mill achieved first place in competitiveness in the Guatemalan sugar industry with 12.54 tons of sugar per hectare. The main initiatives implemented were:

- Varietal change
- Plant nutrition program
- Maximization of irrigation in high potential areas
- Effective control of moisture in sugarcane
- Pest management and control program

Concepción Mill

In order to strengthen our operations, guaranteeing long-term business sustainability and responding to the conditions of the sugar market, we have made the strategic decision to consolidate Guatemala's operations. This implies that the Concepción industrial operation will not include cane milling once the 19-20 harvest season has been completed. We have worked to ensure that the process is carried out responsibly and preserving the largest number of jobs. This decision strengthens the solidity of our operations in Guatemala and contributes to guaranteeing the sustainability of our group in the long run.

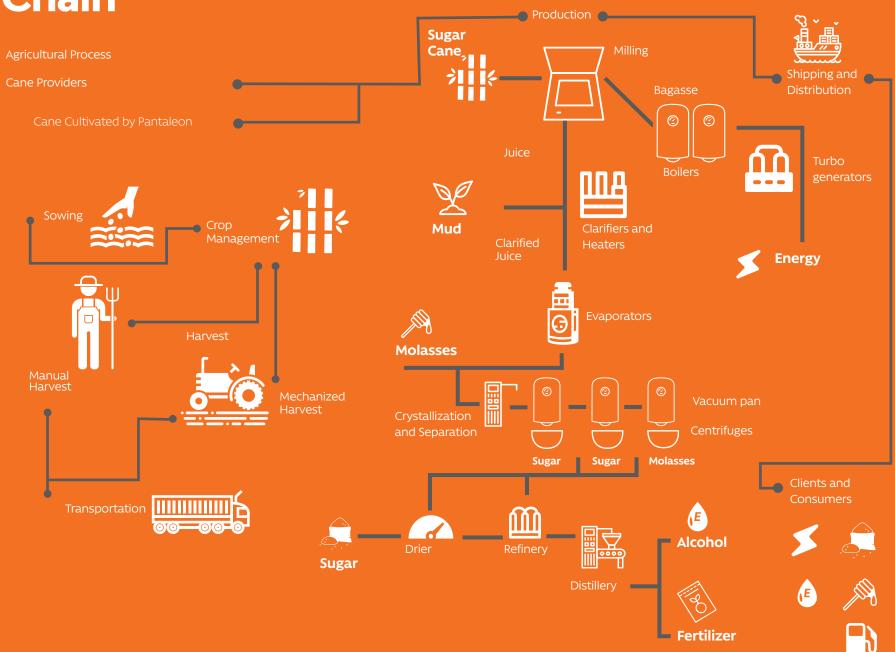


- **Precision agriculture:** We adopt technologies that allows us to apply agronomic management practices at the right time, place and quantity. Different tools, such as humidity sensors, drones and satellite images, are used for this process. This practice generates significant improvements in the production of cane per hectare. The program was introduced during the 2015/16 harvest season, and up to date has 6.2k ha in Guatemala, 5.8k ha in Nicaragua, and 1.2k ha in Brazil, summing up a total of 13.2k hectares being treated with precision agriculture. Our goal is to have 100% of the area under this administration by the 2024/25 harvest season.
- Biomass separation: We use the concept of disruptive technology to innovate our agricultural process by introducing a machine that separates the surplus biomass from the cane during mechanized harvest, creating a more efficient industrial process and allowing the reintegration of organic material into the soil.

- **Live Soil:** Live Soil program includes agricultural practices implemented in Guatemala and Nicaragua, and beginning in Mexico, that incorporate the natural benefits of endemic microorganisms for the control of pests, diseases, and nutrient availability, in conjunction with sustainable agricultural practices.
- Centers of Excellence: We identify and empower specialists within our organization to pass on their experience and technical knowledge to other employees. The program seeks to improve performance and achieve operational excellence.
- Conecta: In the constant search to promote efficiency, agility and innovation in our processes and comply with our organizational strategy, we began a digital transformation called Conecta. Conecta is part of a business transformation process that promotes new abilities, processes based on better global practices and next-generation tools that will allow greater integration and the use of analytical models with the aim of achieving higher levels of efficiency, security and comprehensive control.







Strategic **Alliances**



We work together with other national and international organizations in order to achieve a greater reach and a bigger impact in the countries and communities where we operate. Currently, we have institutional relationships or partnerships with over 40 organizations in different countries, including universities, research centers, foundations, associations, committees, and guilds.



Guatemala

- Asociación de Azucareros de Guatemala
- Fundación del Azúcar (FUNDAZUCAR)
- Centro para la Investigación de la Caña de Azúcar (CENGICAÑA)
- Instituto Privado para la Investigación del Cambio Climático (ICC)
- Expogranel
- Asociación de Técnicos Azucareros de Guatemala (ATAGUA)
- Centro para la Responsabilidad Social Empresarial (CentraRSE)
- Fundación para el Desarrollo de Guatemala (FUNDESA)
- Cámara del Agro Guatemalteca (CAMAGRO)
- Fundación 20 20
- Universidad Del Valle de Guatemala
- Asociación de Gerentes de Guatemala
- Cámara de Comercio
- American Chamber of Commerce
- FUNCAGUA
- Asociación de Cogeneradores Independientes (ACI)
- Asociación Nacional Generadores (ANG)



Nicaragua

- O Comité Nacional de Productores de Azúcar
- Asociación de Productores Privados de
- Unión Nicaragüense para la
- O Comisión Nacional para Promoción de
- Fundación Nicaragüense para
- Cámara de Comercio Americana (AMCHAM)
- Cámara de Comercio de Nicaragua
- O Consejo Superior de la Empresa Privada
- Asociación de Productores y Exportadores
- Cámara de Industrias de Nicaragua (CADIN)
- PRONicaragua
- Cámara de Energía de Nicaragua



Mexico

- Cámara Nacional de las Industrias
- Sindicato Trabajadores de la Industria Azucarera y Similares de la República
- Confederación Nacional Campesina (CNC)
- Confederación Nacional de Productores Rurales (CNPR)
- Instituto Mexicano del Seguro Social
- Sistema Nacional para el Desarrollo Integral de la Familia (DIF)
- Instituto de Capacitación para el Trabajo del Estado de Veracruz (ICATVER)
- Asociación Nacional Pro Superación
- Club América
- Centro Mexicano para la Filantropía (CEMEFI)
- Tecnológico de Pánuco
- Cáritas de Tampico, AC.
- Instituto Veracruzano de Educación para Adultos (IVEA)
- Colegio Nacional de Educación Profesional



- Azucareros del Istmo Centroamericano (AICA)
- World Sugar Research Organization (WSRO)
- Bonsucro





Responsible **Development Committee**

Ensures that the strategy of corporate responsibility aligns to the longterm business plan. It helps the Board better understand and manage social, labor and environmental impacts along the entire value chain.

Governance **Committee**

Advises the Board of Directors on the design of the corporate governance structure, helps evaluate its performance, and nominates directors, including external directors. It also helps establish a governance system that supports the dynamics of a family business.

Compensation and Talent Committee

Supports the Board on the human resources management and suggests fair and competitive compensation models in order to attract and retain the best talent. The committee oversees the succession plans of key positions.



Risk Management and Audit Committee

Oversees the establishment of a risk management system that identifies, evaluates, and manages risks that can affect the achievement of the company's strategic goals. Likewise, it ensures the integrity of the information contained in the audited financial statements and compliance with the Code of Ethics, laws, and regulations applicable to the businesses and industries in which we operate.

Culture of Ethics

Our culture of ethics defines our commitment to long-term growth and establishes how we conduct our business. It's designed to help us comply with our obligations, respect one another in the workplace, and act with integrity in all our interactions.

In 2017, we updated our Code of Ethics and Conduct in order to provide specific information; however, our values and principles remain intact. Our Code continues to be a declaration of the highest standards of ethics and integrity in everything we do, and unites all who are part of Pantaleon under a set of values that guide our daily decisions and actions. Annually, we communicate our Code of Ethics and Conduct to all employees and update declaration of conflict of interest.

The Risk Management and Audit Committee relies on two entities for compliance and dissemination of the Code of Ethics and Conduct:

Human Resources

Is responsible for the dissemination of the Code of Ethics and Conduct and the proper implementation and integration into the company's culture.

Ethics and Conduct Committee

Fosters a culture of ethics, defines ethical guidelines, receives and oversees complaints to violations of the Code of Ethics, ensures that they are investigated and recommends disciplinary measures. It promotes the adaptation of principles to live the company's values and ensures the divulgation of these.





Responsible

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Code of Ethics and Conduct

We nurture our culture of ethics with everyday actions, with our peers, environment, customers and the communities around us. An ethical company is built by its people, honest individuals who live and promote values with which we achieve exceptional goals. We define in our Code of Ethics and Conduct (CEC) compliance with the legal regime, ethical behavior, and values that govern our actions. Our philosophy, business commitment, responsible development practices, values and principles are reflected in our Code, which defines who we are and how we interact with our stakeholders.

The fundamental principles of our Code of Ethics and Conduct are:

- Act with integrity, honesty, and respect in all work, business, and social relations
- Fulfill our commitment to responsible development as a long-term business vision
- Promote a safe and healthy work environment.
- Develop our operations in harmony with the environment and act responsibly in the communities in which we operate.
- Comply with our duties before the laws and regulations that regulate our business activity.
- Seek excellence in the performance of our responsibilities, celebrating our successes and learning from our mistakes, while promoting and acknowledging achievements and teamwork.
- Actively and consistently promote the personal and professional development of all members of our team, offering opportunities for participation and growth based on the effort and commitment of each of our employees.





Complaints Resolution

Any behavior that concerns or may represent a breach of the Code of Ethics and Conduct should be reported, preferably before it becomes a risk to the health, stability, and safety of employees, to the reputation of the company, or a violation of the law.

The Ethics and Conduct Committee receives, monitors, and resolves complaints. This committee periodically presents relevant topics and statistics of noncompliance to the Board of Directors.



Communication Channels



Guatemala: (+502) 2377-2424

Nicaragua: (+505) 2342-9040 (+1+5115)
Mexico: (+52) 846-2660934 (+1+5115)

Brazil: (+55) 18 3706-9011



E-mail

codigo.conducta@pantaleon.com



Web page

www.etictel.com/pantaleon

Responsible **Development**

Responsible Development is part of our culture and business strategy. We understand Responsible Development as the interrelation between economic growth, the well-being of people, social harmony and the responsible use of natural resources, in a process of innovation and continuous improvement. We see Responsible Development as a source of opportunity and competitive advantage.

We seek as a group to promote well-being for people within the company and in the environment, to leave a positive environmental footprint where we operate, and to generate value to the market.

Quality, Health, Safety and **Environment Policy**

The QHSE Policy guides the activities of the company in the areas of quality, health, safety, and environment



We are committed to:

- Ensuring compliance with applicable legal requisites and requirements by customers and other interested parties.
- Satisfying the needs of our customers by providing safe and quality products.
- Optimizing the use of natural resources and reduce our environmental footprint.
- Promoting a safe and healthy work environment and prevent incidents and the deterioration of health.

We communicate our commitments openly to our stakeholders.



Materiality **Analysis**

The materiality analysis prioritizes issues based on the importance of Pantaleon's economic, environmental and social impacts, as well as the substantial influence in the evaluations and decisions of our stakeholders.

In 2019 we carried out a systemic evaluation of sustainability issues with the Responsible Development Committee of the Board of Directors, various managers of the organization, and members of the Responsible Development team, led by an external consultant. During the process, we validated the most important topics and established our Responsible Development strategy and goals for 2024. From this exercise, the materiality analysis was validated; compared to previous years, the relationship with the community and the quality of the product increased in importance to the business, as well as the importance of biodiversity to our stakeholders.

To carry out this process, we held interviews with the different leaders of the processes, external audiences, and inputs from recent perception research. In 2018, we carried out an investigation into the perception of Pantaleon, in which stakeholders were interviewed to learn about their appreciations, attitudes and relevant issues. Interviewees include: informed consumers, public policy leaders, community leaders, non-governmental organizations, organization managers, and clients such as food producers and international sugar merchants. Likewise, an evaluation of the mentions of the company in social networks and traditional media was carried out.



Risk **Management**Culture **of Ethics**



Fair Labor Practices
Zero Child Labor and Forced Labor
Effective Communication and Social Dialogue
Compensation and Benefits
Recruitment, Development and Retention
Occupational Health and Safety



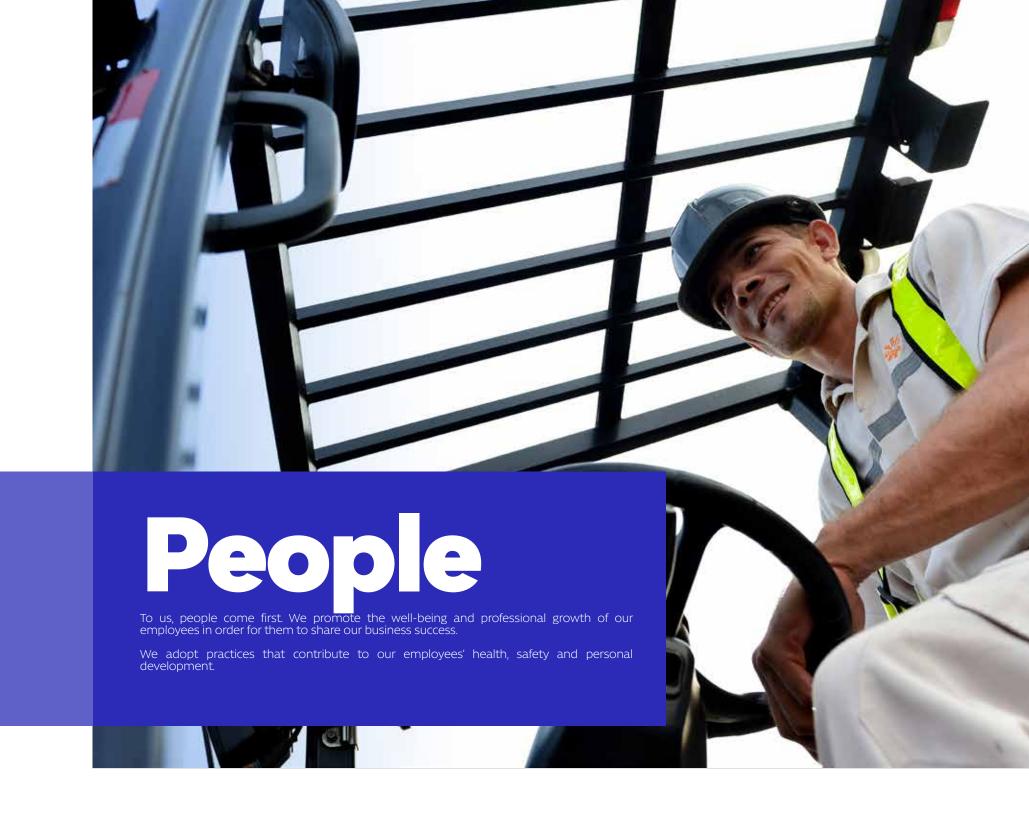
Community **Development Engagement**Environmental **and Social Impacts**



Energy
Water and Wastewater Management
GHG Emissions
Air Quality
Waste and Hazardous Materials Management
Soil Preservation
Biodiversity



Product **Quality and Safety**Supply **Chain Management**Cane **Sourcing**Impact **on Health**





Responsible **Labor Policy**

The Responsible Labor Policy complements our Code of Ethics and Conduct.



Respect for our people

We value our employees and their contributions. We maintain a commitment to equal opportunities, dignified treatment, and respect. We reject any form of forced labor. We are committed to keeping work environments free of discrimination in any of its expressions, whether it be by race, sex, age, nationality, ethnic or social origin, religion. disability, language, sexual orientation, or political orientation. We do not tolerate physical, verbal or psychological harassment. Decisions related to the selection and hiring of personnel are based on the skills, knowledge, performance, professional experience, ability and congruence with our values.



Salary competitiveness

We believe in remunerating our employees based on a system of compensation and attractive benefits in relation to the markets in which we compete. We operate in full compliance with labor laws regarding wages, work schedules, working hours, overtime and work benefits.



Commitment to future generations

Convinced of the importance of the education and development of children and youth, we reject child labor in all its expressions.



Talent Development

We recognize and value the work that each employee does. We offer our employees opportunities and conditions to develop their skills, abilities, and knowledge, and thus improve their potential to be successful within our organization.



Effective communication and social dialogue

We are committed to maintaining effective communication spaces and open dialogue with our employees to provide the opportunity to discuss matters of common interest. We promote efficient communication channels to consult and exchange information in order to improve labor relations and take action effectively.



Commitment to safe workspaces

We promote safe and healthy work practices. We are responsible for maintaining clean and orderly work environments. When needed, we provide our employees with personal protection equipment to minimize accidents, injuries, and exposure to hazards. We maintain procedures and systems to register report and address accidents and occupational diseases.





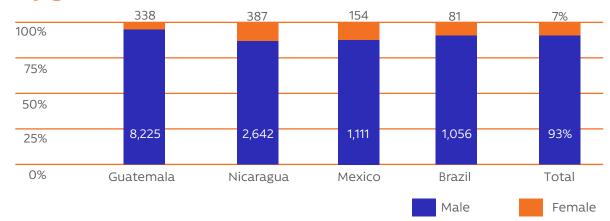
Pantaleon







Employees by gender



Employees

by hierarchical level

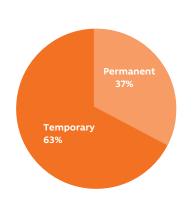
by file far critical level		Supervision			
Area	Administrative	/Technical	Support	Operational	Total
Guatemala	296	149	627	7,492	8,563
Nicaragua	107	131	147	2,643	3,028
Mexico	87	93	38	1,046	1,266
Brazil	35	154	72	876	1,137
Total	525	528	885	12,057	13,994



Pantaleon

Employees by

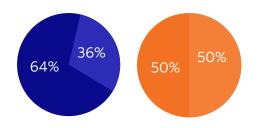
gender and type of contract

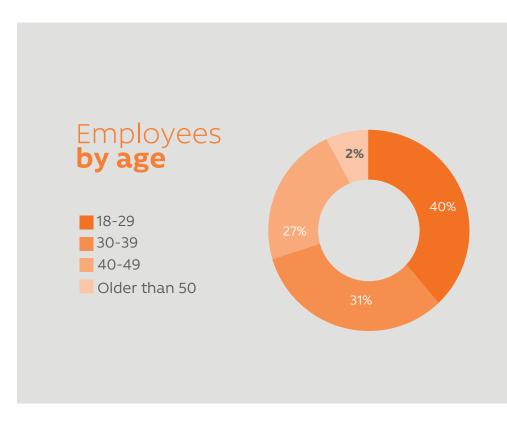


Total	5,187	8,806
Brazil	850	288
Mexico	452	813
Nicaragua	618	2,410
Guatemala	3,267	5,296
	Permanent	Temporary

Rotation index equivalent to 8.9% considering only permanent employees

	Male	Female
Permanent	4,709	479
Temporary	8,327	480





Employees by hierarchical level

Area	Administrative	Supervision /Technical	Administrative Support	Operational
Guatemala	230 66	146 5	508 119	7,343 149
Nicaragua	81 27	122 9	71 76	2,368 275
Mexico	72 15	75 18	15 24	950 97
Brazil	33 1	137 17	54 19	832 44
Total	416 109	479 49	647 238	11,493 564

Male



Female





At Pantaleon, we acknowledge our responsibility to respect human rights in all our work, business and social relations. We are committed to living a culture of respect and protection of the principles of the Universal Declaration of Human Rights of the United Nations and the Declaration of the International Labor Organization (ILO) on fundamental principles and rights at work.

Our human rights policy is embedded within the Responsible Labor Policy and the Code of Ethics and Conduct. From it, we prioritize actions to identify, prevent and mitigate the impacts on human rights in our operations and throughout our value chain. Every employee, contractor or stakeholder can report noncompliance to the policy through the complaint mechanisms of the Code of Ethics and Conduct.

Respecting the rights of all people in our work relationships is our priority. We have evaluated our value chains and identified a potential risk in the link of sugarcane suppliers. We submit to the standards led by the 'UK Modern Slavery Act'. Our goal is absolute elimination of any form of modern slavery by fomenting a culture of respect for human rights, and we encourage and expect our providers to do so as well. Learn more about our Responsible Sourcing program in the Product section.

We also recognize that our field workers are more vulnerable to human rights violations; hence, we implement risk mitigation procedures, allocate resources and cultivate a culture of leadership that is dedicated to promoting ethical practices.





Recruitment and hiring

multiple initiatives to eliminate child labor, forced labor and human trafficking. The Human Resources team is responsible for the direct age. We require all workers to submit their personal identification documents. Besides contractual documentation, the Quality and Agricultural Conformity team conducts random audits in the field.

Decent Work

One hundred percent of our employees have a written contract that defines the work relationship and highlights the specifications such as hours of work, payments, and obligations of employees and employers, in compliance with national and international labor laws. We pay benefits to employees according to the legislation, including rest days, national holidays, vacations, bonuses and Social Security contributions; which allows them to access medical assistance. All employees are paid above the minimum wage, and can earn additional bonuses based on their productivity. Salaries are deposited in bank accounts, where employees can access their money through debit cards, promoting financial inclusion and reducing security risks. In addition, they can opt for benefits such as savings, daycare and free education for their children in schools sponsored by the company.

Employees who reside far from the mill receive additional benefits, such as housing in company provided complexes, food, recreational services and an educational program that allows them to complete primary and secondary education during the harvest season. At the time of hire, workers receive a half-day induction session that covers topics such as health and safety, use of protective equipment, explanation of the payment mechanisms and their payment receipt, introduction to the Code of Ethics and QHSE policy.

We recognize the risks associated with agricultural work and are firmly committed to respecting and promoting wellness. We believe that investing in people promotes the modernization and sustainability of our business.





well as in better individual and collective performance. In addition, we seek

each of these meetings is approximately 20 minutes.

333 Unionized employees **Pánuco Mill**

> Unionized employees **Monte Rosa Mill**

Unionized employees
Vale do Paraná Mill





It is very important to us to ensure that our employees enjoy a good quality of life both inside and outside the organization. Committed to the well-being of our team, we make sure to comply with all the work benefits required by the legislation of each one of the countries in which we operate. Additionally, employees enjoy some of the following benefits provided by the company:



Personal protective equipment



Disability coverage



Training



Posthumous assistance



Pension plans



Uniforms



Medical insurance



Housing and accommodation



Nutrition and food



Adult education



Life insurance



Savings bank



Medical clinics



Educational centers



Consumer cooperative



Transportation



Recreational programs

Developing Our Talent

We believe in promoting our employees' talent, and to do so, we have developed an HR Toolbox that offers guides and programs to support their performance and professional development. 100% of our administrative employees have an annual performance assessment.



Internships



We provide high school seniors, undergraduates or postgraduates students with the opportunity to gain work experience in the different areas of the organization. We seek to prepare young people to develop in the professional field, which is why we began alliances with universities to cultivate human capital and encourage potential future employees.

Scholarship programs



In 2019, we awarded 28 scholarships to our employees for undergraduate or postgraduate programs. We awarded 9 to employees in Mexico, 4 in Nicaragua, 11 in Guatemala and 4 in the Corporate Offices. Additionally, in Nicaragua, we awarded 37 scholarships to the children of employees as part of our Scholarship Program and 300 children of employees were awarded with backpacks and school supplies. In Mexico, 18 people participated in a training program at the Instituto de Estudios Superiores of the Tecnológico de Monterrey (ITESM).

Promotions We are commit



We are committed to the success of our employees, which is why we seek to encourage them to apply for vacancies within the organization, increasing the number of internal promotions.

CORE



To be leaders in the market, we bring our employees closer to technologies and experiences that drive creative solutions in order to innovate and impact our businesses. The CORE program develops and recognizes the technical talent within our organization, offering a path of professional growth in the agricultural, industrial, energy, and information technology branches. Through the program, we certify employees that have implemented creative and sustainable solutions in line with our business strategy.

Throughout the process, technical leaders can be certified at CORE growth levels: Senior, recognizes their technical leadership in their process or area; Principal, within their business unit or operation; Teacher, at the corporation level; and Guru, as a leader in the sugar agribusiness. In 2019, 7 new employees were certified. In total 14 employees are CORE certified and continue to provide technical impact solutions to the organization's strategy.

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Pantaleon **Trajectory**

We recognize the years of service and contributions that our employees have given to the success of the organization. Annually, we recognize employees for their 5, 10, 15, 20, 25, 30, 35 and 40 years with the organization.





Centers of Excellence is a program designed to empower our employees in key competences, allowing them to perfect and transfer their knowledge in key areas of our business. The Center of Excellence leads technical teams from each operation, implementing efficient processes and applying international best practices. In 2019, sixteen Centers of Excellence participated in this program, sharing their knowledge throughout all operations.

Centers of Excellence					
Industrial		Agricultural		Support Processes	5
Corporate	3	Corporate	1	Corporate	1
Guatemala	1	Brazil	1	Nicaragua	1
Nicaragua	1	Guatemala	4	Guatemala	1
		Nicaragua	1		

During 2019, a success case has been the work of the Product Quality Center of Excellence: "The main objective of the Center is to support the industrial area in the construction, mathematical modeling, validation and implementation of stochastic models. These models have a significant impact on the reduction of non-conforming product, the optimization of process stages and the reduction of non-quality costs"

Other achievements of the Centers of Excellence.

- Mathematical models of color quality and black dots in white sugar 150, local and refined
- Mathematical model of color quality of brown sugar
- Determination of industrial recipes for the production of brown sugar of different quality
- Development of quality assurance plans for critical products
- Implementation of daily nonconforming product tracking by operation and by product



Responsible **Development Report 2019**



Pantaleon Ambassadors

With the aim of inspiring pride in all our employees and sharing valuable information, the "Pantaleon Ambassadors' program was born. The Pantaleon Ambassadors are a network of leading employees. who spontaneously and dynamically share official information on relevant issues of the organization to the different internal audiences. At the same time, through active listening, they collect employee perceptions that help generate timely information to provide certainty and strengthen trust. In 2019 the program was launched in Guatemala and Mexico, and helped transmit topics such as: leadership and growth, use of water, leadership, ethics, among others. The 107 Ambassadors in Guatemala and 29 Ambassadors in Mexico replicated each of the workshops to more than 1,600 people with more than 100 replicas per topic.

Avanza

Since 2013, we have held monthly meetings where we train leading employees to be internal spokespersons and provide them with tools, which they replicate with their work teams. In 2019, 63 spokespersons participated, and in turn, they replicated each topic amongst 4,000 employees. Topics include: leadership and growth, caring for the planet, commitment to people, community development, occupational health and safety, excellence and innovation.





Leadership Model

In our organization, there is a unique style of leadership that To ensure the adoption of this Leadership Model into the is focused on achieving results through continuous learning, genuine interest in people, and awareness of the company's social and environmental impact.

This style has been consolidated over time and continues to develop in the new generations of leaders, due to the empowerment, trust, and productive conversations that are generated around daily work.

In 2019, we designed and communicated the Pantaleon Leadership Model, which is made up of 6 pillars that guide our leaders.

- We inspire purpose, we spread vision.
- We generate clarity, alignment and ambition.
- We develop personal excellence.
- We balance genuine interest in people with achieving results.
- We play as a team to win.
- We learn, innovate and transform every day.

culture of the organization, we trained leaders, who were in charge of training other employees through Leadership Circles. In these spaces, dialogue and conversation was generated to achieve understanding and conviction of these principles.

Additionally, we created the Leadership Academy which is an online platform that provides courses and support materials to develop skills and strengthen each principle of the model.

This Model is complemented by other existing programs of the organization such as Pantaleon Ambassadors, Centers of Excellence, Performance Management, among others, to ensure the alignment of these practices as an integral part of our culture.

Training

Our employees' talent is a competitive advantage. In order to reach their maximum potential, we offer our employees the opportunities and conditions to develop their skills, abilities, and knowledge. We have courses in leadership and personal excellence, negotiation, time management, languages, data analysis and management, alignment and execution of goals, knowledge of energy and agile methodology, for administrative staff.







My Productive Harvest and **My Efficient Machine School** 625 employees

In 2017, we launched the "My Productive Harvest School" and the "My Efficient Machine School", which are programs that train our employees in leadership and technical skills needed to qualify for new positions within the organization. During the training, we reinforce important topics such as ethics, health and safety, and internal policies

My Productive Harvest School 190 foremen

51 crop and irrigation managers

My Efficient Machine School

68 pipe pilots

48 cane truck pilots

218 tractor pilots

11 harvest truck pilots

39 autonomous maintenance



Responsible

Development Report 2019

Machinery Operator Training Program

86 employees

Program that specializes in training personnel from different areas to operate tractors, harvesters, trucks, and heavy machinery, thus promoting their development. In 2019, 43 employees participated, 18 in training to be a tractor operator and 25 as a head operator.

Autonomous Front Program

Program that seeks the development of multi-skill operators. It consists of training operators as service technicians for the repair of cane harvesters, as well as for operating machinery. In this second edition of the program, 8 Operator-Mechanics were trained.

Advanced Professional Combined Technician Program

Program designed to strengthen the knowledge of the technicians who carry out maintenance and repairs to cane harvesters. It has seven learning modules, which take the participant from the simplest to the most complex, to understand the operation of the different combined systems. In 2019, the first edition of the program was implemented with 30 employees.

Labor Competencies

1,219 employees

Together with educational institutions, we certify our employees with technical skills that they have acquired within the operation. This allows employees to obtain a degree from a certified institution validating the skills obtained. In 2019, Monte Rosa Mill certified labor skills of 200 employees through INATEC; 125 employees certified as Machinery Operator (Harvester / Tractor) and 75 as Industrial Welders. In Guatemala, with INTECAP, we certified 911 employees; 691 from the agricultural area and 220 from machinery. In Mexico, with CONALEP, we certified 30 people in electricity and 45 people in floor mechanics, and with the Institute of Professional Training Tampico we certified 33 forklift pilots.





Occupational **Health and Safety**



At Pantaleon, we are committed to providing safe and healthy work environments. Occupational health and safety is not only a priority, it's a permanent value of our company. Our main objective is to protect our employees from potential dangers that arise from the work itself. We establish rigorous goals to reduce accidents at work and occupational diseases. We generate detailed action plans to achieve our goals.

During the 18/19 harvest season we had great advances in Occupational Health and Safety, reflecting the leadership, commitment, and focus on safety of our employees. We reduced the Lost Time Incidents (LTI) by 14%, highlighting the Guatemalan operation with a 48% reduction in LTI incidents compared to the previous year.

Unfortunately, in August, an accident occurred that caused the death of a Truck Operator of a third-party company that provides services to Monte Rosa Mill. This event saddens us and commits us to further strengthen security in all processes of the organization.

9 89,758 Training hours

1,510 Training events



17,671

Unsafe practices addressed

9 567

Third-party companies occupational safety issues

audited



3,255

Inductions in occupational safety carried out with employees and thirdparty personnel



Campaigns



16,448

Inspections



562

Trained safety brigades



3 58



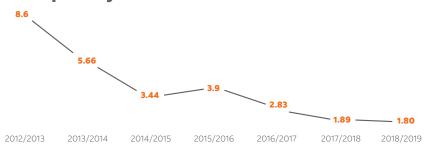


.31



- Implemented specific safety plans for each of the operating seasons (harvest and repair), based on the proper identification of hazards and risk assessment, and the timely closure of deficiencies in infrastructure issues.
- We carried out a series of preventive actions for harvest start and for the start of the repair period.
- We launched a real-time contractor control system to ensure compliance with Occupational Health and Safety management at all times.
- We initiated a program of technical experts to address the main security risks of our operations.
- We implemented new controls to the transportation security program, identified as the main risk due to high exposure.
- We raised awareness among employees through campaigns and shared lessons learned from accidents across the organization.

Frequency rate



Severity Rate



Incapacitating Injuries Index









Since 2016, we have adopted the concept of Total Worker Health. This concept proposed by the National Institute of Occupational Safety and Health (NIOSH) of the United States is an integrated approach of policies, programs, and practices dedicated to protecting employees from work-related health and safety risks and promoting injury and illness prevention. To strengthen this approach, Pantaleon has worked since 2016 with the Center for Health, Work, and Environment of the University of Colorado. The goals of this partnership are to identify and mitigate occupational health risks in Pantaleon workers and evaluate with scientific evidence the occupational health programs implemented. The main occupational risks include: hearing loss, exposure to particulate matter and chemicals, heat stress, and musculoskeletal disorders.

Since 2004, we started a hydration, rest, and shade program in Nicaragua, which we have replicated in Guatemala since 2009. Also, with the University of Colorado, we have contributed to research on occupational and non-occupational risks that can influence the development of chronic kidney failure with unknown cause. Based on the findings of this research, we implemented a series of recommendations based on scientific evidence. These included guaranteeing quality water to all employees, providing them with at least 5 liters of rehydration solution, modifying working hours, improving the quality of the shade and performing medical evaluations periodically.







Primary **Health**

All mills have health clinics that offer primary care, ophthalmology, and dentistry services. These services are part of the benefits that the employee and their family receive. In 2019, the clinics served over 64,800 visits. To ensure the integral management of the health of employees and their families, the following actions were carried out:

- Vaccination campaigns
- Preventive outreach programs
- Detection of chronic degenerative disease
- Pre-employment medical consultations
- Follow-up check ups
- Awareness campaigns on health issues
- Daily talks by health brigades
- Mobile Health Centers



New Healthcare **Center in Nicaragua**

In 2019, we inaugurated the construction of the new Monte Rosa Healthcare Center. The new Healthcare Center is 150 meters away from the main entrance of the facilities and was an investment of US \$750.000. The Center is fully equipped with mobile health clinics, nursing, emergency, dental units, audiometry, spirometry, and laboratory, among other general care services to ensure better care for users. The center is open to employees, beneficiaries of our employees, and emergencies from neighboring communities. In these facilities, more than 6,000 people annually participate in their pre-employment medical check-ups, ambulatory medical care is provided, and the clinic works in coordination with pension clinics to guarantee the care of insured people and beneficiaries.



Responsible

Development Report 2019



64,887



% 13,603

Training events



D 124,210

Training hours



Health outreach programs



11,995



24,259

Pre-employment medical consultations



11,313

Follow-up medical exams











We contribute to the well-being of the communities in which we operate. We are committed to ensuring that growth and prosperity transcends into the communities we work with by giving them the tools necessary to access opportunities for development.

Our community engagement strategy aims to maintain social harmony, promote economic growth, and encourage proactive relationships between Pantaleon and the individuals in the communities. We use community development plans to prioritize needs and support that the community has identified in the areas of education, water & sanitation and health. Recognizing the impact that our operations can have on our neighbors, we continuously evaluate actions that allow us to prevent and mitigate negative impacts while multiplying positive impacts. We value honest and transparent communication and interaction hence: we promote different mechanisms to achieve this.

Some community development **projects in 2019**

24 Education projects

- Pantaleon schools
- Arcoíris del Futuro
- Adult education
- Construction of schools
- Improvement of educational infrastructure
- Computer centers and technological classrooms
- Entrepreneurship programs
- School breakfasts
- · Donation of furniture, equipment and teaching materials
- Technical courses in the communities
- Soccer school
- Volunteer programs

8 Health Projects

- Maternity ward
- Health campaigns
- Newborn screening facilities
- Early childhood stimulation facilities
- Mental health facilities
- Newborn auditory screening facilities
- Health clinics
- Infrastructure improvement in health facilities

5 Water and sanitation projects

- Water supply projects
- Construction of community water reservoir

16 Community development projects

- Training in technical skills, entrepreneurship and seed capital
- Improvement of community infrastructure
- Construction of water boards to prevent flooding
- Rowing club
- Toy donations
- Support for cultural, sports and religious traditions
- Support to communities affected by natural disasters
- Reforestation campaigns
- Volunteer programs















To learn more about social programs please visit: www.pantaleon.com/noticias/

benefited by programs

Communities benefitted

.88M Community investment



At Pantaleon, we have four educational centers free of charge for the children of employees and communities, two in Nicaragua and two in Guatemala. Together with the Pantaleon Foundation, we offer early stimulation for children of employees between 0 and 5 years of age at the day care centers, Arcoíris del Futuro.

In Guatemala, we benefited 47 children at the day care center, 448 students at the Pantaleon Educational Center and 217 students at the Concepción Educational Center. In 2018, we extended the educational offer to include high school and 2019 marked an important milestone, graduating the first cohort of 23 high school students. Our Principal obtained the "Directora con Liderazgo" certification from the Ministry of Education and one of our first grade teachers won the "Maestro 100 Puntos" award given by the organization Empresarios por la Educación for her project called "Forming thinkers through reading".

In Nicaragua, we benefited 65 children at the day care center, 195 students from first to sixth grade at the La Curva Educational Center and 620 students at the Pantaleon Nicaragua Educational Center from first grade to high school. In 2019, 33 students graduated from high school and 100% of those who applied to universities in the country passed the exam in their first try. We continue to invest in infrastructure improvements and this year, we inaugurated the Basketball Court and Computer Laboratory of the Pantaleon Educational Center.

Student **Government**

The Student Government, is an organization of students who participate actively and consciously in the different activities of the school and its community. With this experience, students improve their self-esteem, leadership, creativity and ability to express opinions and respect the opinions of others within a framework of authentic democracy. The Pantaleon schools are called "Visionary Schools, Constructing Citizenship" because special emphasis is given to the education of citizenship, showing them the rights and duties of a citizen in a practical way. Each school has an ongoing Student Government program, in which students are elected democratically. In 2019, two members of the School Government in Guatemala were invited to join the Supreme Electoral Tribunal in the Children's Presidential Elections at the national level.











Adult Education **Program**



We provide opportunities for our employees to continue their studies within our facilities. For cane cutters residing far from our facilities, during the harvest season, we offer the educational program for elementary and secondary levels at the end of the working day. In Guatemala, 116 employees completed their studies, 34 elementary and 82 in secondary. In Mexico, in conjunction with the sugarcane associations and the Instituto Veracruzano de Educación Especial (IVEA), 27 cane cutters and agricultural workers participated in the literacy program. In addition, with IVEA, we implement the "Classroom in your company" program within the factory facilities, in which 15 employees participate completing high school and 12 in elementary.

Bootcamp for **Social Entrepreneurs**

Entrepreneurs

The Enactus-Pantaleon BootCamp is a business acceleration program for early-stage entrepreneurs or prototypes in the field of agricultural innovation. For the fourth consecutive year, Enactus and Pantaleon invited 14 startups to participate in the competition that provides \$ 5,000 of seed capital and consulting services to the winner. The program is developed during four sessions in which entrepreneurs participate in different workshops that help them improve different aspects of their ideas and are accompanied by mentors, who help validate their business model. The program culminates with a round of pitches in front of a panel of 15 guest judges.

This year the winning company was Melipolihoney, dedicated to the restoration of meliponiculture and creating links between products and international consumers. The finalists included Flovers, a natural snack that uses the rejected fruit for exportation that is classified as waste and Velcagro, a fertilizer that uses the coconut shell usually discarded in the market.



Water for All

1,565 people benefited



Since 2014, we have promoted this program to improve the quality of life of communities in a sustainable way. Together with partners, the community, and local government, we establish community water supply systems. We support communities with the drilling of wells, pump assemblies, installation of household networks, storage and purification of water. We train community leaders to ensure the sustainability of the system by promoting the creation and formalization of the Drinking Water and Sanitation Committees (CAPS), and thus strengthen community self-management of the resource. Also, we train the community to promote good health habits and proper use of the resource.

In 2019, we implemented this program in four communities:

- La Danta: Together with the Amigos for Christ organization, the project included the drilling of wells, the assembly of a pump, reinforced walls, a reservoir donated by Monte Rosa Mill with the capacity to store 10,566 gallons of water, a purifier, and the installation of household networks benefiting 100 homes.
- Km. 8: The project includes the drilling of an 180-foot deep well, a pumping station and electrical system, a pumping house, a purification plant, a perimeter fence, a primary conduction line to the tanks, storage, a distribution line, and a household connection. The project benefits 54 homes.
- Mario Corea: We donated 36 manual pumps.
- **El Pastoral:** The project includes the drilling of an 180-foot deep well pumping station and electrical system, pumping house, purification plant, perimeter fence, primary line to the tanks, storage, distribution line and household connection. The project benefits 67 homes.
- We held the first meeting of the Drinking Water and Sanitation Committees of the programs carried out by Monte Rosa Mill, guests, and the organization ECODES. 35 members of the Committees participated in the event with the aim of sharing experiences and supporting the sustainability of the communities' water systems.

In 2019, a total of 1,565 people were benefited. Since 2014, this project has benefited more than 8,070 people.





Technical Solution

- Design, installation and implementation of community water system.
- · Well drilling and assemply of motor bombs.
- Home network installation.
- Water purification system.



Social Development

- Awareness of the importance
- of drinking potable water. Healthy lifestyle choices
- Acknowledgement of the
- value and maintenance of the water system.
- · Community empowerment.



Sustainability

- Training.
- Operation and maintenance.
- Legal framework.
- · Improvements in management processes.









Nido **Águila**



Nido Águila is a football school that seeks to promote sports and create a healthy and safe space for children and teenagers. In 2019, 166 enrolled children could opt for visual health benefits, psychological care, participation in environmental care activities and training according to the Club América methodology. The program is held at a special soccer facility adjacent to the mill, which also includes recreational areas for the parents where Zumba courses are offered.

Carrera del Azúcar



The Carrera del Azúcar is a race held in Mexico that promotes a healthy lifestyle, practicing sports and, in turn, altruism. In its 6th edition, more than 1,190 runners participated, raising more than \$7,300 to benefit the Pánuco Children's Rehabilitation Center.

The Guatemalan Sugar Association and the Association of Sugar Technicians of Guatemala organized the 32nd edition of the Carrera del Azúcar at Concepción Mill, attracting more than 3,000 participants.





Technical **Trainings**



We seek to promote new abilities that allow members of the communities to undertake entrepreneurships or be employed, thus generating new sources of income for their families. In Guatemala, 348 people participated in the technical training program in alliance with INTECAP. The trainings included: motorcycle mechanics, flower arrangements, bakery, automotive mechanics, dressmaking, and jelly packaging.

In Mexico, 133 people were trained in bakery, jewelry making, aesthetics, and sewing courses. Upon completion of the courses, entrepreneurs were supported with seed capital and construction of facilities; opening two bakeries and two beauty salons. In addition, the Agricultural Technological Baccalaureate Center is supported with seed capital for student undertakings of pig farms, rabbit farms, and food workshop supporting 355 students. The income from these projects grants scholarships and, as a result, the dropout rate has decreased from 30% in 2016 to 6% in 2019.

In Nicaragua, in conjunction with Fundación Pantaleon, workshops were held for teachers of the Arcoíris del Futuro daycare and members of the surrounding communities on soy-based food production.





We cultivate proactive engagement with the different communities that surround our operations and promote constant interaction with community members, leaders and local authorities.

To do this, we use different communication mechanisms such as:

- Community newspapers
- Flyers
- Open door policy
- Participation in multi-sectoral dialogue tables
- Visits to the communities

Volunteering

Pantaleon employees are committed to supporting surrounding communities and respond to emergencies. We implement volunteer programs where employees support local schools, reforestation programs, community cleaning, food collection, among other activities. In Guatemala, the team from the corporate offices, together with Spectrum, planted 11,100 trees at the United Nations Park. In Mexico, employees participate in beach cleaning programs, reforestation, and sea turtle protection efforts. In Nicaragua, we created the program "One tree at a time", a reforestation campaign at San José de las Marías, Monte Rosa Mill's nature reserve. Endemic species were planted in the activity and a tour was conducted to learn about the different flora and fauna species present in this conservation and water recharge zone. In Brazil, the "Sharing Knowledge" program invites sugar mill professionals to teach courses in their areas of knowledge in local schools.

Promoting Corporate Social Responsibility

We support events and activities focused on promoting Corporate Social Responsibility in the countries where we operate. As a founding member of the Center for Corporate Social Responsibility in Guatemala (CentraRSE), we sponsor the National CSR Forum and the Local CSR Forum in Escuintla. On this occasion, we presented Pantaleon's Corporate Governance and Sustainability structure as a best-practice. Monte Rosa Mill, as a permanent member of the National Earth Fair, participated in its 18th Edition. This platform allows us to publicize the actions we carry out on issues of environmental sustainability and good environmental practices, highlighting the issue of care and improvement of biodiversity through the forestry initiative. In Mexico, we were awarded the distinction of Socially Responsible Company by the Mexican Center for Philanthropy (CEMEFI). We also participated as speakers at international events on sustainability issues such as Bonsucro, ISCC, and IDB Invest Sustainability Week.



Responsible

Development Report 2019

Impact Workshops

We hold Impact Workshops with community leaders where we publicize in detail the processes of our operations that may have impacts on the community and the measures we have adopted to mitigate these impacts. The Social and Community Development team organizes visits in which the process leaders explain the Responsible Operation Protocols and community leaders get to see the operations in action. Topics include: manual harvesting, transportation, preventive health, burning, aerial applications, among others. We also provide training to community leaders on community management issues such as leadership, mediation and negotiation techniques.

548Leaders

54 Impact workshops

A day in **Pantaleon**

We invite our internal and external audiences to learn about our operations. Our audiences include schools, universities, community members, international organisms, among others.

1509 Visits



Community **Engagement Initiative**

Since 2016, we have developed a community management initiative among the sugar mills of the South Coast. All of the mills work together to promote a good relationship with community leaders, which allows to mitigate the impacts and strengthen long-term relationships.

Prior to the beginning of each harvest season, we visit community leaders in order to build agreements and commitments of Responsible Operation between the mills and the community. During the harvest period, compliance with these agreements is monitored and with the support of community leaders, we provide feedback to the operational teams.

During 2018, 29 communities participated in this initiative, resulting in 242 Responsible Operation Agreements signed. At the end of the season when community leaders and residents of these communities were surveyed, 70% perceived a more responsible operation compared to the previous harvest.



Watershed Management

We actively participate in multi-sectoral dialogue round tables to find joint solutions to the water issue.

In Guatemala, the search for the rational use of water led to the creation of technical tables in seven rivers on the South Coast, in which Pantaleon has an active role in three. The tables are made up of local and national authorities, agro-industrial companies, ranchers, and community leaders. These spaces have allowed the coordination of river users to make responsible and rational use of water, thus guaranteeing access for the benefit of communities and producers. This management model has generated a positive impact at a social, environmental, and economic level.

In the Technical Table of the Madre Vieja River, five key agreements have been reached that include the coordination of users to regulate the use of water during critical times, the operation of a monitoring system, and the reforestation of the basins. During the last three years, 185 hectares of riverside forest have been reforested with native trees for protection purposes.

The joint work has supported the recovery and conservation of the basin.



Competitiveness Table

Pantaleon supports the formation of the Escuintla Competitiveness Table. This space aims to increase the potential of the growth ecosystem of the Intermediate City of Escuintla, according to the National Competitiveness Plan. The Competitiveness Table is a methodology developed by Fundesa to generate coordination efforts between different actors to strengthen a growth ecosystem towards increasing the productivity of a region. The process began in 2019 and continues in 2020 to establish, together with the different actors in the area, an Action Plan for Territorial Economic Development.

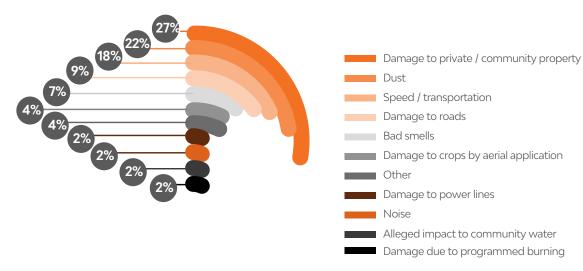




Communication and Impact Mitigation

With the aim of promoting communication with communities and mitigating the negative impact we may cause, the company has established a complaint resolution process through which attention and solutions are given to the problems and concerns arising from the company's operations.

Classification



Pantaleon

Responsible

Development Report 2019



Complaints received

of complaints addressed within 72 hours

The Social Development teams in conjunction with operations follow up on incident resolutions to work on improvement plans. This information serves as feedback to adopt within our practical operating protocols to mitigate and eliminate social impacts.

In 2019 we had no fines or penalties on social issues.

Communication Guatemala: (+502) 2377-2424 Nicaragua: (+505) 8927-5441 Channels

Mexico: (+52) 8461019850 ext.9301

pantaescucha@pantaleon.com

Example of

of Guatemala



Web

E-mail

www.etictel.com/pantaleon



Written

Directed to the Department of Social Development



On-site

For complaints made in person, follow-up is managed through a complaint registration form.



Environmental Management

We ensure the optimal use of natural resources through the development and implementation of systems for prevention, control and reduction of environmental impacts in our operations. We establish environmental efficiency goals, and train our staff continuously. We identify the management of energy, water, air emissions, emissions of greenhouse gases (GHG), waste, agrochemical management, biodiversity and soil preservation as our material topics.

We comply with the regulatory requirements in environmental matters of the legislation of the countries where we operate and customer requirements. Additionally, we seek to contrast our environmental performance with international standards, which is why we comply with the Performance Standards on Environmental and Social Sustainability of the International Financial Corporation (IFC) of the World Bank. We monitor our environmental performance, which is contrasted with international standards and seek to optimize the use of natural resources, establishing environmental efficiency goals.

In 2019, we received an environmental fine at Ingenio Pantaleon for the alleged damage to a house due to the irrigation of the operation. Pantaleon has fulfilled the commitments established for the resolution of the case and we are awaiting its closure. In December, we received a visit by a departmental delegate from the Ministry of the Environment at Concepción Mill following a complaint on social media about the quality of water near a community. An inspection was carried out with the authorities and samples of the mill's effluents were taken which determined that the complaint did not proceed. No written notification was submitted.

Important **Achievements**

99.88%

Waste reused

7,555.46

Hectares of forest plantations, protected woods, river banks, and ecological reserves

\$9.6 M

Invested in improvements for irrigation systems at Ingenio Pantaleon

18%

Decrease of waste created 2018-2019

56%

Decrease in consumption of industrial water 2013-2019

60.9%

Of the harvest is mechanized

11

Percentage points increase in reutilization of water compared to 2018





We produce energy from the controlled burning of sugarcane bagasse, chips and other renewable fuels as part of a cogeneration process. This is a source of clean energy that uses renewable sources and prevents the emission of tons of CO2 into the atmosphere.

We use the energy produced to supply our operations and we sell surpluses in the market. We also continuously reduce our internal energy consumption through investments in technology and monitoring.

Electricity

330,870 MWh

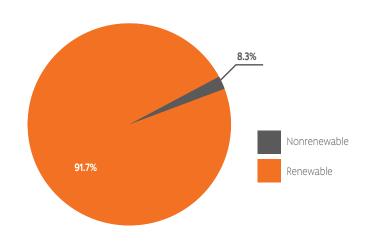
of consumption; of which more than 99.5% was supplied by our own cogeneration

605,704 MWh

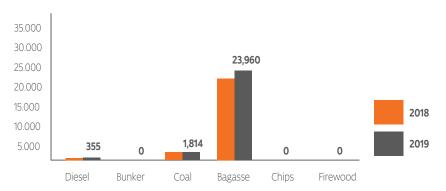
to the National Interconnected Systems and/or energy

of fuels used come from renewable sources such as Bagasse, Chips, and Firewood.

Type of Fuels Used (%)



Type of Fuels Used to Produce Energy (TJ)



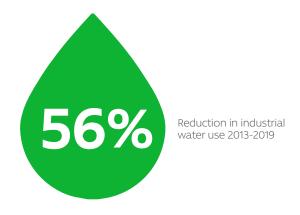


Water

Water is a fundamental resource for our agricultural and industrial processes as well as for the communities where we operate. This is why we aim to optimize the use of water and protect its sources. We use modern processes to make an efficient use of water and manage effluents to avoid contamination. We have made important investments in processes and infrastructure for water management and consumption. Since 2013, we have reduced industrial water consumption by 56%. An example of this is the industrial water recirculation system at Pantaleon Mill, reducing the total consumption by 82%

During the 2019 period, 14.45% of the water used in our production processes, in the agricultural and industrial area, comes from the reuse of this resource; an increase of 11 percentage points compared to 2018. In the agricultural area we have projects for the reuse of water from industrial effluents for use in irrigation, in accordance with local legislation.

Consistent with our culture of continuous improvement, in 2019 we made different investments to reduce our environmental impact. In Mexico, we invested in improvements to the cooling tower bases, installed automated systems, and improved operational controls to prevent water waste within the factory. At Pantaleon Mill we installed well and surface water flow meters, water injection pumps, and a condensate collection tank. In the agricultural process, we expanded 3,000 hectares of semi-fixed irrigation investing US \$3.6 million and 3,000 hectares of gravity spray irrigation investing US \$6 million.



Among the main measures adopted are:

- Recirculation system for water consumption reduction
- Reuse of industrial water for agricultural irrigation
- Lining of irrigation channels
- Gauging of water sources
- Evaluation of soil moisture
- Supervision of irrigation equipment in real time (GPRS)
- Water harvest
- Cleaning of sugar cane without the use of water
- Investment in more efficient technology



GHG **Emissions**



Responsible

Development Report 2019

47

We are aware of the negative consequences that climate change can have on the world and our business, for this reason, we are committed to mitigating our emissions of greenhouse gases. The main sources of GHG emissions in our operations come from fertilizer emissions (Nitrogen Oxide, N_2 O), fuels for agricultural equipment (Carbon dioxide, N_2 O), fuels for power generation (N_2 O), and effluent emissions (Methane, N_2 O).

We measure and evaluate the emissions generated in each of the operations. In Guatemala, the Institute for Climate Change, with the support of USAID, has analyzed the carbon footprint of the industry and its GHG emission reduction strategies of the last twenty years. At the industry level, the carbon footprint has decreased in recent years as a result of improvements in production practices, including a more efficient use of nitrogen fertilizers. In the past fifteen years, the dose per ton of cane has dimished by 11%. Sugarcane transport has become more efficient, directly affecting the reduction of use of fossil fuels. Additionally, there has been an increase in the efficiency of power generation. To date, 129% more energy is produced with the same ton of sugarcane compared to 20 years ago. This renewable energy not only reduces the carbon footprint of sugar but also provides clean energy to the national electric power grid *.

With technical support from the Climate Change Institute, we have calculated the emissions avoided as a result of our operations at Ingenio Pantaleon and Ingenio Concepción. We directly contribute to avoiding annual emissions of 708,904 tons of CO2 (around 2.25% of national emissions), which are not released

into the atmosphere due to green cane harvesting and the generation of renewable energy from cane biomass. Also, compared to the previous harvest, we increased the areas harvested without burning, which resulted in a 12% reduction in emissions related to pre-harvest burning and we reduced the use of mineral coal in the production of energy, which reduced emissions by 23% in this process.

Our operations in Guatemala, through the International Sustainability & Carbon Certification (ISCC) have voluntarily adopted the GHG Emissions Requirement add-on, ISCC 205-01. This is a calculation methodology and verification of greenhouse gas emissions along the supply chain that includes biomass production, conversion, transportation and distribution. The calculation is externally audited on a yearly basis. In addition, we comply with the request of the Air Resource Board of California, both of which validate the sustainability and GHG savings for our biofuels. Similarly, the cogeneration plant in Mexico is registered as a Clean Development Mechanism (CDM) by the United Nations for its contribution to the reduction of GHG emissions.

ICC (Private Investigation Institute for Climate Change) 2019. Strategy for the Reduction of Greenhouse Gas Emissions -GEI- in the Sugar Production of Guatemala. Guatemala. 68 p.

341,383 metric tops of CO emitted

in 2019

203,648

metric tons emitted in the industrial process.

60

137,735

metric tons emitted in the agricultural process

In 2019, our carbon footprint was 0.30 tCO₂ per ton of sugar produced.*

Calculation based on IFCC methodology













Soil and fertilization

Sugar cane burning

Machinery and transportation

Energy 2%

Fuels and energy production

Effluent treatment



Air **Emissions** Mechanized Green Harvest 100% We monitor air quality and environmental noise which allow us to manage and reduce our environmental footprint. 90% 80% Air emissions are one of the factors of high impact on our environmental 70% performance, so we have developed and updated mechanisms to monitor 60% them and identify their main sources. Among them, we have discovered that 50% 46.9% one of the main sources is the emissions generated from the particulate 40% 42.9% material of the boilers. In response, we have invested in new and improved 27.2% equipment to manage boiler gases. 30% 20% Mechanized Pantaleon Concepción Monte Rosa Vale do Paraná **Green Harvest** 67.7% of the harvest is mechanized The constant increase in mechanized green harvesting allows us to be increasingly efficient and reduce our impact on the environment. Using 60.9% machinery of the highest standards, we carry out cane cutting without of the harvest is mechanized requiring a burning process, contributing to the reduction of emissions. without burning











Management

Throughout the production process we see waste as a resource, so we focus on generating as little non-reusable waste as possible. In particular, we take advantage of waste from the sugar production process and reuse it to create byproducts, or as sources of fuel.

We keep a periodic control of the types and amounts of waste generated in each of our operations. This control allows us to establish strategic programs for the reduction, reuse and recycling thereof.

Our waste includes bagasse, mud, ash, paper, cane waste, manage its disposal with accredited suppliers in accordance with environmental criteria and local environmental legislation.

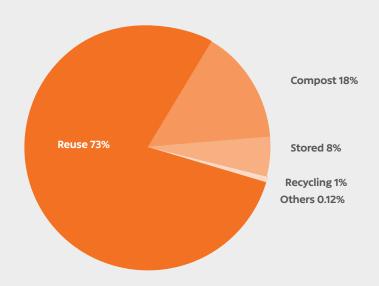
Reduction of residue generated in

Responsible **Development Report 2019**

99.88% Residue reused

cardboard, plastics, lubricants and oils. Most of them are reused and / or composted. For waste that cannot be reused, we









Management of Agrochemicals

We use products and doses of agrochemicals allowed according to the national rules and legislations of the countries and markets where we operate. We also ensure that products from the prohibited lists of the different international conventions are not used. We use approved agrochemicals for sugarcane and its derivatives in compliance with laws of the United States and Europe.

The containers and waste generated by the use of these products are managed through the national programs of 'Campo Limpio'. All packaging handling must comply with environmental standards according to national legislation and company standards.



Disposal

We've generated alliances with companies that are specialized and authorized by the local authorities for the proper disposal of agrochemical containers



Collection Centers

We gather the containers in designated Collection Centers for them to be disposed in an appropriate manner located at the mill and farms



Triple Rinse

- We require the timely triple rinse of agrochemical containers
- We provide our employees with the adequate equipment and protective gear to perform this task
- We perforate containers to prevent them from being reused



Conservation

The sustainability of the business depends highly on the quality of the cultivation soil; conservation is of vital importance to prevent erosion and promote recovery of affected soils. We evaluate the needs of the soils throughout the cultivation process and in response, renew and recondition the fields according to their needs. We develop important initiatives of sustainability such as precision agriculture and an initiative called Live Soil. Precision agriculture is a practice that focuses on implementing agronomic management tools at the right time, place and quantity, in order to increase productivity. The Live Soil initiative seeks to control pests and diseases through the application of endemic microorganisms, thus reducing the use of agrochemicals and increasing agricultural productivity.



Selection Process

Technical evaluation of the soil and the environmental impact.



Soil Preparation

We use mitigation measures

- Incorporation of agricultural waste into the soil
- Biological control of pests
- Methods to reduce tillage activities
- Mechanized green harvest
- Sowing of flemingias and legumes
- Terraces and conservation structures



Plan of Use

The design team establishes space adaptation activities to take advantage of the fields efficiently and sustainably



Biodiversity

In our constant search for the conservation of protected areas and their biodiversity, we have developed several projects within the company and in partnership with external institutions. These projects focus on three central areas: forest production, reforestation and conservation of natural forests.

7,555.46

Hectares of forest plantations and conservation

119

Hectares reforested in 2019

Pantaleon

In 2019, we replanted 40 hectares of protection plantations on the banks of the Río Madre Vieja and 2 hectares as part of our environmental commitment for the coal-fired power generation project. Among the sown species are native species such as plumillo, cenícero, conacaste, matilisguate, aripín, sauce, quebracho, cortez, cola de coche, and palo de pito.

Concepción

In 2019, we planted 76 hectares for renovation of energy plantations, and we planted 1 hectare as part of the forestry commitment with the National Forestry Institute.

Pánuco

We reforested the oxidation lagoons with plant species from the region, in order to add nesting areas for species and improve water treatment.

5,024.07 Pantaleon 2,279.39 Concepción 252 Monte Rosa

Monte Rosa

San José de las Marías

As part of our commitment to biodiversity, we have established a conservation area called 'San José de las Marías'. With 200 hectares of extension, its protection is of vital importance, since it is an area of water discharge and the home to migratory and native fauna in danger of extinction. This ecological path is also of educational benefit, since it allows students to acquire practical knowledge about the ecosystem and its biological interactions; thus promoting scientific research and local ecotourism.

We formed a group of trained guides made up of, employees, students, professors, and producers of the area, who lead visits and educate on the environmental potentialities of this area and the Environmental Management team coordinates open tours.

In addition to the conservation of 200 hectares of the San José de las Marías, we also have 52 other hectares of conservation areas in La Criolla, Papalon, La Tigra, and San José de Aguas Frías.

Monte Rosa Plant Nursery

The Monte Rosa Plant Nursery aims at supporting the National Reforestation Campaign, benefiting communities, producers, schools and municipalities. We cultivate 300,000 plants of 32 species in an area of 1.2 hectares, supporting the protection of water recharge zones and avoiding respiratory diseases in the departments of Leon and Chinandega.





Our business' success is the result of operational excellence and continuous adoption of processes work methods and innovative technologies that ensure the best quality, promote productivity and efficiency.



Sugar

Brown sugar White 150 White 250 White 300 Standard White



High Test Molasses (HTM) Molasses



Alcohol

Hydrated Alcohol Neutral Alcohol Anhydrous Alcohol



Energy

Biomass Based Renewable Electric Power

Certifications

We guarantee the quality of our products and processes through compliance with the highest standards. We implement best practices in terms of quality, occupational health and safety and environment. Through this, we ensure quality products, sustainability in our operations and the satisfaction of our customers.



Pánuco: Bonsucro / ISO 9001 / FSSC 22000 /

ISO45001 / ISO 14001 / Kosher

Pantaleon: Bonsucro EU / ISCC Plus / ISO 9001 /

FSSC 22000 / HACCP / Kosher

Concepción: ISCC Plus / ISO 9001 / FSSC 22000 /

HACCP / Kosher

 $\textbf{Bio Ethanol:} \ \texttt{Bonsucro EU/ISCC EU/RFS2/ISO} \ 9001$

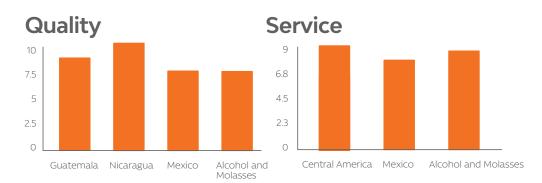
/ FSSC 22000 / Kosher

Monte Rosa: Bonsucro / ISO 9001 / ISO 22000 / OHSAS 18001 / HACCP, BPA / Kosher / GMP + / HALAL



Internationally, we are recognized as an efficient and reliable sugar producer that competes with high quality products. In 2019, we conducted a survey with 21 of our clients. In it, we evaluate issues of appreciation and satisfaction for the quality of our products.

Our clients highlighted our great capacity and knowledge of the market, professionalism, and efficiency, culture of continuous improvement, and openness to solving queries and problems. As part of our culture of improvement, additional controls were established for compliance with specifications, monitoring of physical-chemical parameters, efficient loading, and improved response times.

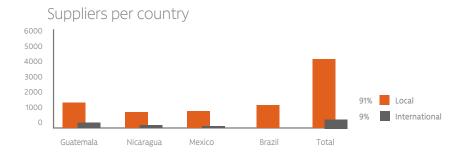


Responsibility in Our Supply Chain

We acquire materials and services through 4,440 suppliers, of which 91% are local suppliers, promoting the local economy in the countries of operation.

Our Purchasing Policy defines the guidelines and processes that the entire organization must comply with to guarantee the optimal acquisition of goods and the contracting of services in a sustainable manner. In 2019, a new technological platform called PantaCompras was implemented, which links all steps of the purchasing process, from order requests to contract signature. This platform, which allows greater traceability and transparency, is a reliable repository of information, and tracks the execution, bidding and contracts of each request. We have trained 563 employees and 565 suppliers in the use of the tool, thus achieving more than 750 requests completed in the first four months.

Additionally, we ensure that our contractors and service providers act in accordance with our culture and procedures. We have a technological tool that assesses the safety, occupational, and environmental health requirements that must be met at the different stages of the contracting and operation process under our responsibility.



To date, in the system we manage 731 contractor companies, 9,104 contractor workers, and 2,654 equipment including vehicles and machinery. This control allows us to:

- Guarantee that all contractors meet the established requirements before being granted access to the facilities.
- Standardize processes.
- Base decisions on indicators that are updated daily.
- Oversee the hours, payment and overtime of contractors' employees.



Responsible

Development Report 2019

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Supplier **Incubation Program**

In order to generate growth and development of our value chain, Pantaleon carries out the Supplier Incubation program. In its first cohort, nine suppliers from the Guatemalan operation received support from specialized consultants for a year to generate growth, sustainability, and job creation in their companies and the region. The program is carried out under the guidance and methodology of Pomona Impact, an impact consulting firm that seeks to generate an entrepreneurial ecosystem in Central America.

The program focuses on each supplier having a successful, innovative and sustainable business model that contributes to the development of the South Coast of Guatemala through the creation of employment and the improvement of living conditions.

During the program, providers:

- Prepare their strategic plan
- Execute strategies defined in the plan
- Define growth goals
- Develop and strengthen their business skill

Participating companies have grown an average of 10% in sales compared to the previous year and 85 new jobs have been created between permanent and temporary, representing an increase of 17% compared to the previous year. The program currently continues with its second cohort of participating providers.





Responsible **Sourcing**



Since 2014, Pantaleon in Guatemala implemented the "Responsible Sourcing" program, and in 2019 we extended this program to Nicaragua. The main objective of this program is to provide our sugarcane suppliers with the best practices of compliance and sustainability, in order to improve the living conditions of their employees and families. We seek to strengthen compliance with labor practices, occupational health and safety, human rights and local legislation. The implementation mechanisms include field evaluations on key compliance indicators, accompaniment by external consultants, and customized action plans according to their respective gaps and capacities. In addition, we provide a handbook with 38 key indicators and a detailed explanation of the legislation, to guide our suppliers gradually in compliance with sustainability practices.

The program has been recognized internationally by Bonsucro as finalists in the Social Impact category and by Sedex in the Best Labor Program category.

In Guatemala, 85% of the third party cane suppliers have participated in this program. In 2019, we supported 13 producer farms to close gaps with the accompaniment of expert labor and legal consultants.

In Nicaragua, in 2019, we replicated the success of the Guatemala program. Together with the Association of Independent Producers of Cane of the East (APRICO), we launched the "Good Agricultural Practice Program". The event launch brought together 90 producers, who were trained in good agricultural and sustainability practices. 19 sugar cane producer farms were selected to participate in the first cohort of the program. This represents 1,756.83 hectares of producer cane. Producers receive personalized support from expert consultants from both institutions.

Sugar Cane Suppliers

We support our cane suppliers by training them in various topics to help them be more productive and profitable. Likewise, we facilitate compliance with the standards of our Code of Ethics and Conduct by providing updates on social, environmental and legal practices.

Training **Topics**

- Legislative updates on labor issues
- Occupational Health and Safety
- Agronomic Practices
- Sugar Cane Varieties
- Environmental management







Responsible

Development Report 2019



Sugar or sucrose is a carbohydrate, ingredient, and natural nutrient that brings sweetness to drinks and food. It is present in fruits, vegetables, honeys, table sugar, cereals, and dairy products. It is an ingredient in traditional cuisine that has been used for centuries. In addition, it provides other functionalities to food. All sugars, like all other carbohydrates, have the same calories = 4 kcal per gram.

Recently the media has focused on sugar, particularly its relationship to weight and health. Information shared by the media may or may not be based on evidence with high scientific rigor. At Pantaleon, we are interested in knowing the role that sugar plays in human nutrition and that this knowledge be based on scientific evidence. Therefore, we participate in the World Sugar Research Organization (WSRO).

Sugar is the only carbohydrate that provides energy immediately, it represents an important source of energy in the form of glucose, which is the staple food for the brain, muscles, red blood cells, the retina and the nervous system.

Did you know?

4 kcal / g
Sugar

7 kcal / g

4 kcal / g

9 kcal / gFats

4g 16 kcal

1 teaspoon of sugar



Sugar uses and benefits

- It represents an important source of energy for the body.
- It is a fundamental ingredient in food preparation contributing to their flavor and texture
- It has medical uses; it can help prevent dehydration
- Fortified with Vitamin A, sugar contributes to the correct development and growth in children. Pantaleon voluntarily fortifies sugar with Vitamin A in Guatemala in response to the deficiency of this micronutrient in the population.
- Industrial uses for the manufacture of other products, from honey to cement.

World Sugar Research Organization (WRSO) is an international scientific organization dedicated to providing research information on the various functions of sugar in nutrition, health, and well-being. The organization evaluates, monitors and communicates reliable scientific evidence at a global level and has its own program that supports research on sugar and health in areas where there are knowledge gaps.





Pantaleon Foundation

in education, health, and environmental education. For more than 25 years it has benefited and quality of life of people, implementing projects that promote their well-being.

The main purpose of Pantaleon Foundation's educational programs is to be a benchmark of educational quality. It runs pre-schools called Arcoíris del Futuro in Guatemala and Nicaragua, technical and labor training for entrepreneurship development in Guatemala and Mexico, and

In health, free medical and pediatric care clinics are administered in Guatemala and maternity wards providing pre and post-natal care in Nicaragua and Mexico. These and other projects have made a profound impact on communities, allowing Pantaleon Foundation to achieve its





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