

Producing Juice Sustainably in Brazil



Highlights.

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2018 marks 30 years of business for LDC Juice. This milestone would not have been possible without each of our people and service providers, the support of agricultural producers and partners, and the supply of quality Brazilian oranges to meet daily global juice consumption. We are all contributing to a significant part of Brazil's economy, leveraging LDC's strong presence in international markets.

Over the next 30 years, we will continue to professionalize the juice production chain, helping the sector to become more efficient, meet new consumption profiles and contribute to Brazilian agribusiness development.

Our vision is to work towards a safe and sustainable future, contributing to the global effort of providing sustenance for a growing population.

LDC Juice achieves this throughout the value chain. We combine the best agricultural practice at our farms with state-of-the-art industrial performance at our processing plants. We then transport and ship products efficiently to a variety of destinations, while preserving the quality and safety of our juice.

Our efforts to create sustainable juice cover 4 areas:

People Taking care of those who work with and for us

Environment Reducing waste generation and water consumption, and protecting wildlife

Community Committed to supporting the communities we serve

Partners & Certification Working with leading bodies and associations to improve the juice industry for everyone.

Major safety achievements (90% reduction in our injury gravity index since 2014)

SAI Gold Grade achieved by our Monte Belo farm

Wastewater treatment improvements in Matão and Paranavaí processing assets

Rainforest Alliance rules are our base for operations

Biodiversity Protection and Conservation Plans put into action

Green Office program being implemented at all offices

SGQI-Industrial Quality Management System now in place at 4 plants and Santos terminal (12 module training program to develop all operational workers' technical skills)

LDC Juice in Brazil.

Our operations include both orange and lemon processing, making us one of the largest juice producers in the world. Between all farms and fruit suppliers, LDC Juice uses more than 50% of Brazil's lemon production.

+30

Products

Orange Juices (FCOJ - Frozen Concentrate Orange Juice and NFC), Lemon and Acid Lime Juices, Allied products (Essential oils, Aromas (Water and Oil Phases), Pulp Cells, Dry Peel, and Citrus Pulp Pellets).

38

Farms

Spread across the Citrus Belt, these include owned land and partnerships (see map)

30 Years in Juice

2

Logistics terminals

One in Santos (Brazil) and one in Ghent (Belgium)

3

Vessels

For orange juice bulk transportation

4

Processing plants

Strategically located near the main citrus-producing areas in Brazil



The Juice Journey

LDC Juice is among the 3 largest producers and merchandizers of juice worldwide, offering traceability throughout our entire value chain. We grow, transport, store and deliver juice and its by-products from sustainably grown oranges, lemons, limes and apples.

1. Harvest

The fruits are picked and collected.



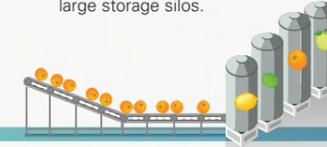
2. Transport

They are then sent to processing plants located close to the groves, to save energy in transit and preserve quality and freshness.



4. Storage

They are placed in large storage silos.



3. Evaluate & Clean

Samples are taken for quality control and the fruits are washed.



5. Processing

Each fruit is pressed to extract the juice, which is sent to finishers to remove small pieces of peel, seeds and pulp. Nothing is wasted. Special products can also be produced from the fruits – used as ingredients in perfume, cosmetics, food products and more.

Dry Peel
Pulp Cells
Essences
Citrus pulp pellets
Comminuted citrus base
D-Limonene
Peel oil



Fresh Juice

Not-From-Concentrate (NFC) juice is pasteurized and kept in optimal conditions to maintain quality, taste and Vitamin C content.



Two types of juice are produced, both 100% natural



Concentrated Juice

Water is extracted from the juice, which means more juice can be transported using less space – and energy. The water is later added for consumption.

6. Delivery

The juice is stored in refrigerated tanks and transferred to trucks to be sent to local destinations and port terminals.



7. Distribution

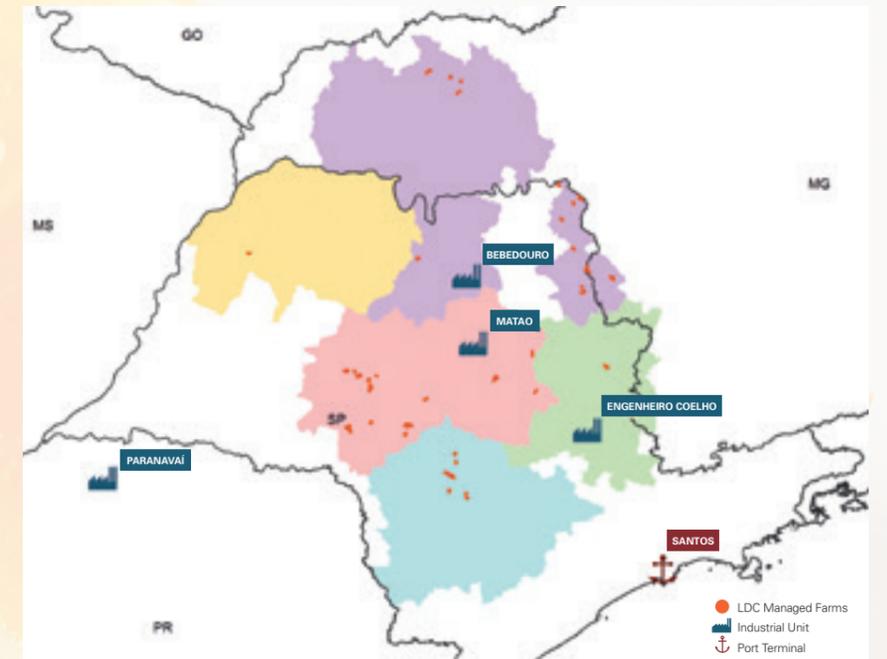
The juice is packaged and sent to grocery stores.



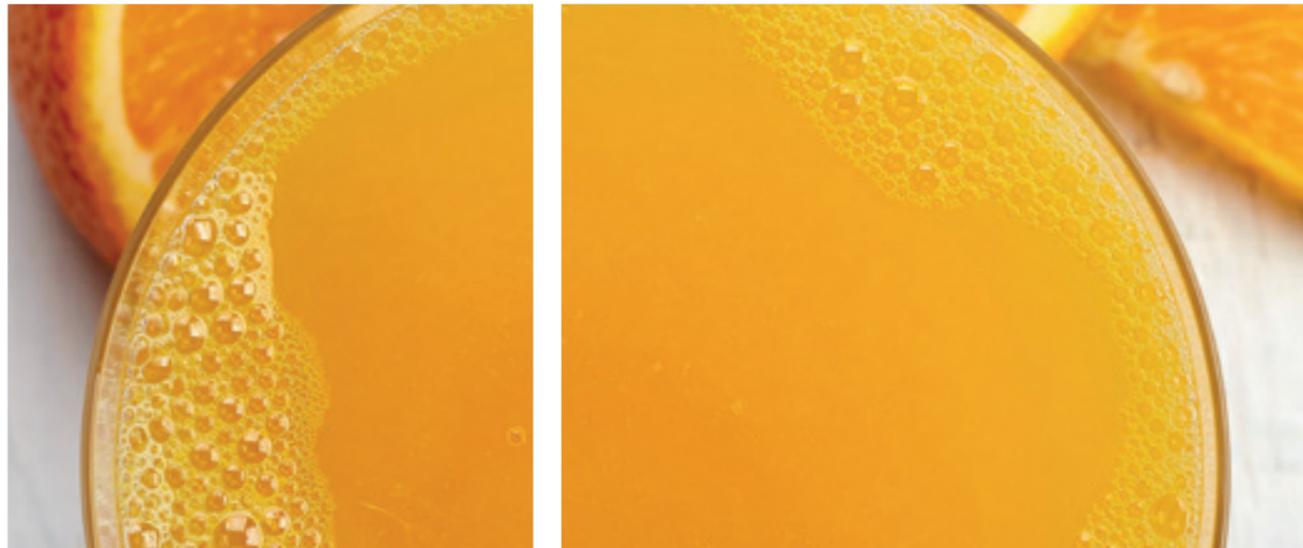
The Citrus Belt



Brazil's Citrus Belt, the region that accounts for more than 80% of the country's orange production, is located in the state of São Paulo. It covers 1.3 million hectares. Matão and Bebedouro are the 2 most important cities for the Brazilian juice sector.



Looking after our People



Taking care of our workforce is not just good for business; it is an important part of our sustainability goals. Improving the lives of those who work with and for us is something we can influence directly. That's why every employee is on our payroll – we do not outsource labor for farming, picking or industrial processing.

We employ approximately 9,000 people at peak season, and we make sure all of them are properly trained and protected.

Brazilian labor legislation (RN 31) is a minimum baseline for our policies, many of which go significantly beyond legal obligations.

We believe this makes us an industry-leading employer – and here is how.

Outstanding 2017 Health & Safety Results

We have always taken the safety of our people seriously, and our consistent effort and long-term approach has produced impressive results:

Frequency Index

↓ **76%**
reduction of injuries since 2014

2014	2,68
2015	1,89
2016	0,89
2017	0,64

Frequency Index:

The Frequency Index shows the relation between the number of workplace injuries requiring medical attention, and hours worked. The ratio expresses the number of employees in every 100 that experienced an injury needing medical attention during the year.

Gravity Index

↓ **90%**
reduction of injuries since 2014

2014	1,49
2015	0,66
2016	0,31
2017	0,15

Gravity Index:

The Gravity Index is a subset showing the relation between the number of workplace injuries serious enough to result in time away from work, and hours worked.

Severity Index

↓ **79%**
reduction of injuries since 2014

2014	21,64
2015	18,24
2016	13,03
2017	4,58

Severity Index:

The Severity Index shows the relation between the number of employee days of absence due to an incident, and hours worked. The ratio expresses the number of days away per hours worked.

Training

Extensive training helps to develop the potential of all our employees, improves our safety record and creates a better working environment for everyone. That is why we invest heavily in training – from senior leaders to temporary workers, and from our graduate program to health campaigns.

We held more than 1,400 training sessions in 2017:

- **SGQA (Agricultural Quality Management System)**
330 employees trained (260 in 2016).
- **SIPAT (Work Accident Prevention Internal Week)**
Over 1,800 participants (1,400 in 2016).
- **New: Agricultural Technical meetings**
These meetings were introduced this year to develop the knowledge of our Juice Technicians and Coordinators, with external researchers and consultants explaining best practices. So far, 250 employees have been trained in plant health and management – from fighting diseases like citrus canker and Pinta Preta, to fertilizers and soil correction.
- **Not From Concentrate (NFC) Field Day returns**
This event has expanded from last year with initiatives such as “Colher Bem” (Harvesting Well), all aiming to improve the quality of raw materials. These ideas have significantly improved the fruit used for NFC, allowing us to increase our volumes according to customer specifications.



Safe Harvest Program

Developing this program has led to increased productivity and improved safety results (as previously outlined) through 4 areas of focus:

- **Pickers and picking team leaders:** ensuring they return next year
- **Operations:** analyzing methodologies, materials and equipment
- **Farming management structure:** defining responsibilities for SHE and harvest managers
- **SHE management system:** training and developing all employees

As part of the Safe Harvest program, 79 harvest managers were retained based on their performance. During off-season, these employees were trained in management and safety practices, making them integral to our business and improving our safety record further.

Picker Managers

79

retained based on performance



It is only together that we can change the industry for the better.

Working Together

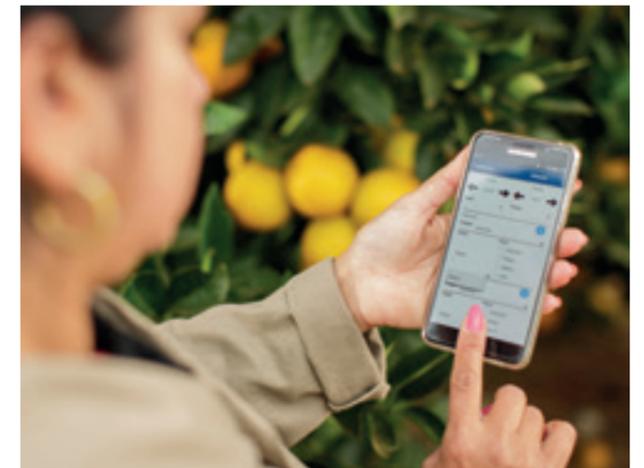
Our management system is set up to increase productivity, while always remembering that our employees are the foundation of our success.

Code of Conduct

This sets out our business principles, values and ethics, and we make sure all employees understand and accept these as part of their training. We also have a dedicated, confidential helpline (Linha Ética) in case of concerns about Code of Conduct breaches, and in 2017 we gave all employees a badge with the helpline's toll-free number.

2017 teamwork highlights:

- **Innovation Committee:** 13 employee ideas implemented this year, to improve safety, increase yields or save water
- **Operational meeting:** 150 leaders involved (130 in 2016)
- **Coffee with the Manager:** Monthly initiative with the agricultural department now rolled out to industrial sites
- **ProMIP:** A project we started last year, where pest inspectors on motorbikes use the ProMIP app to collect data, was successfully rolled out across all LDC Juice farms, as shown below





Employee Wellbeing

Beyond adherence to all labor regulations, we go further to ensure our people enjoy a safe and healthy work environment.

- All seasonal pickers are trained to the same standard as permanent employees.
- Every employee (both at farms and industrial sites) is given personal safety equipment. And we ensure they use it at all times.
- All transportation is handled by fully qualified drivers, and vehicles are equipped with proper seating and seatbelts.
- Pay is set above the Brazilian legal minimum wage, with bonuses linked to performance and safety targets.
- Transportation, water, shade, sanitary facilities and eating areas are available at every site.
- Free H1N1 fever vaccination campaign for permanent employees.
- Cabin tractors are now used for 50% of spray activities, during which employees are required to wear protective clothing and gear at all times, while we continue to invest in cabins for our remaining tractors.

Employee Benefits

We aim to give our employees very attractive benefits, that go above and beyond national legal requirements.

-  Life Insurance
-  Dental Assistance
-  Healthcare
-  Pension Plan

Benefits	Urban		Rural		Observations
	Permanent	Seasonal	Permanent	Pickers	
Life Insurance	●	●	●	●	Offered to all employees
Healthcare	●	●	●		For all urban permanent and urban seasonal workers and for some rural permanent administrative functions (co-participation plan), including dependents (spouse and children until 21 years old, or 24 if at college)
Dental Assistance Plan	●	●	●		For all urban permanent and seasonal workers and for some rural permanent administrative functions, including families
Meal Ticket	●	●			Only for Santos Terminal employees, when requested in exchange for food stamps
Food Stamps	●	●	●		Provided to all urban employees and to permanent rural employees
Restaurant	●	●			Restaurants in factories and port terminal open to employees with contribution to costs from LDC
Transport	●	●	●	●	Charter bus at industrial plants of Bebedouro, Engenheiro Coelho, Matão and all farms
Transportation Voucher	●	●			Provided at Paranavaí plant and Santos Terminal (no charter transport)
Drugstore Assistance Plan	●	●			Agreement with drugstores to facilitate the purchase of medication
Private Pension Plan	●		●		Optional to all permanent employees

Who Are Our People?

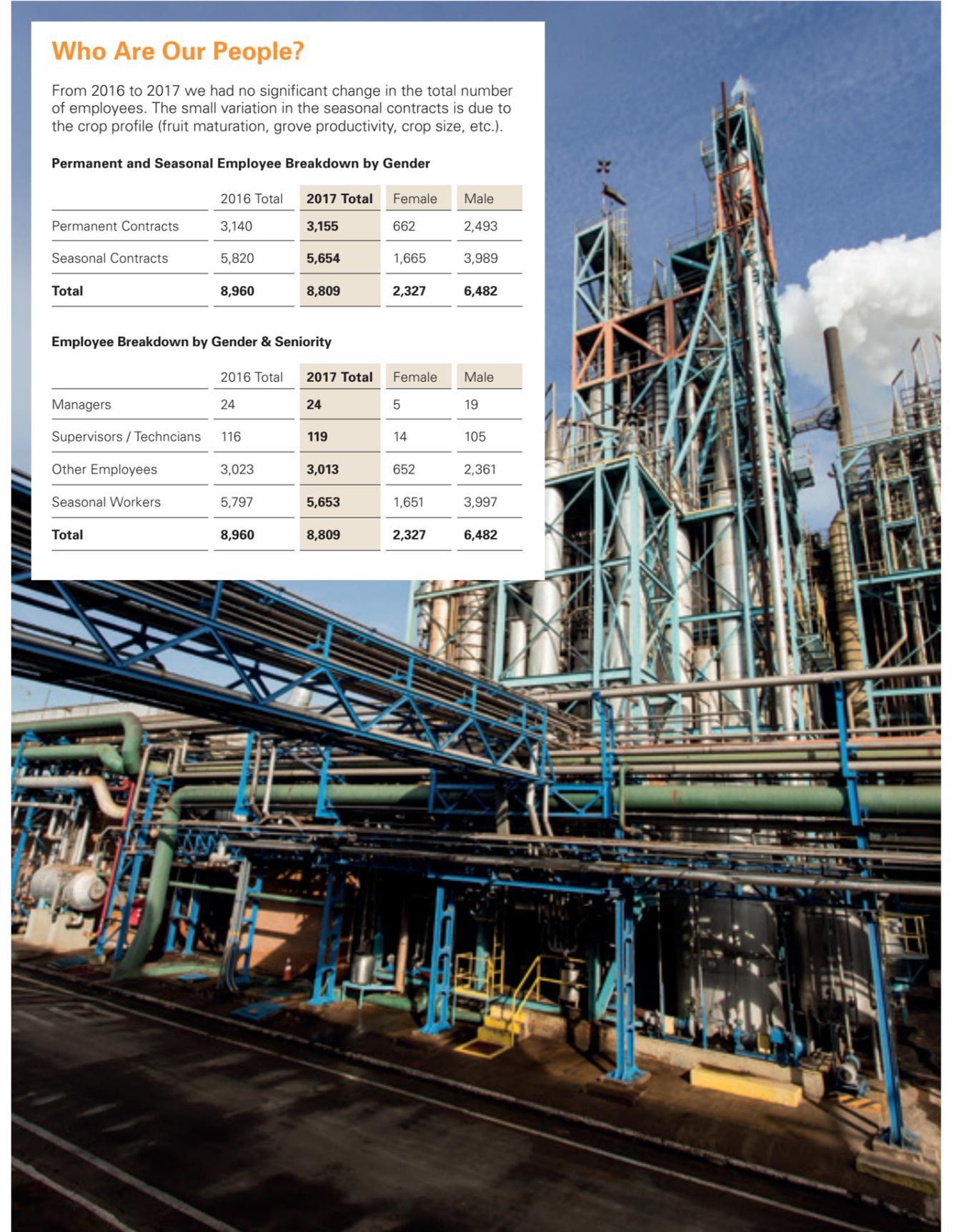
From 2016 to 2017 we had no significant change in the total number of employees. The small variation in the seasonal contracts is due to the crop profile (fruit maturation, grove productivity, crop size, etc.).

Permanent and Seasonal Employee Breakdown by Gender

	2016 Total	2017 Total	Female	Male
Permanent Contracts	3,140	3,155	662	2,493
Seasonal Contracts	5,820	5,654	1,665	3,989
Total	8,960	8,809	2,327	6,482

Employee Breakdown by Gender & Seniority

	2016 Total	2017 Total	Female	Male
Managers	24	24	5	19
Supervisors / Technicians	116	119	14	105
Other Employees	3,023	3,013	652	2,361
Seasonal Workers	5,797	5,653	1,651	3,997
Total	8,960	8,809	2,327	6,482



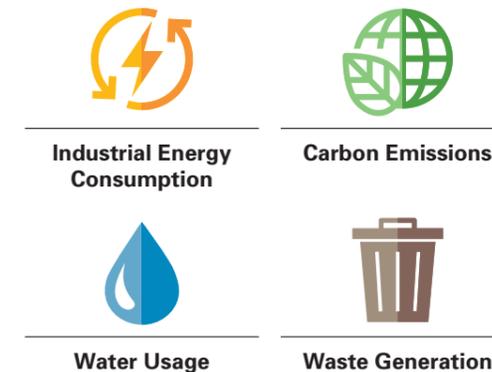
Respecting the Environment



Monitoring the Environmental Footprint of our Assets

Our juice production is inherently environmentally sustainable, as no part of the fruit is wasted. Any residues extracted from the production of fruit juice are used as ingredients in perfume, chemical products, cattle feed, cosmetics and other food products.

We are making significant strides in measuring and improving our environmental footprint during the fruit juice production process itself, across the following areas:



Industrial Energy Consumption



Fuel Type	2016	2017
Wood chips (MT)	167,089	174,627
Sugarcane bagasse (MT)	232,893	296,747
Peanut Shell (MT)	-	-
Corn Stover (MT)	8,909	-
Diesel – Generators (L)	2,529	4,420
Diesel – Machinery (L)	206,461	182,849
LPG – Machinery (MT)	50	48
LPG – Process (MT)	489	451
BPF Oil (MT)	532	-
Natural gas (Nm3)	5.3 million	7.2 million
Energy consumption (kWh)	103 million	122 million

MT: metric tons L: liters kWh: kilowatt-hour

Energy consumption in 2017 was 18% higher than in 2016. The most important point here is the crop size; we crushed significantly more fruit in 2017, so this energy increase is surprisingly small.

2017 Total Energy Consumption vs. Use of Renewable Energy

Renewable energy use varies according to fuel availability and prices at a particular point in time. 2017 saw an increase in energy consumption from both sources, due to the size of the crop.

- Diesel machinery**
 13% reduction compared to 2016 through consumption optimization.
- Diesel generators**
 These are used when it is not possible to switch off equipment during maintenance, or in the event of a lack of energy at the plant (blackout). As processing the larger 2017 crop took longer than in 2016, this difference is reflected in the numbers.
- LPG (Liquefied Petroleum Gas)**
 Even with a high volume of juice moved in Santos Terminal, we had no variation year-on-year.
- Natural gas**
 Due to the crop size our Engenheiro Coelho plant processed during the full season, compared to just 3 months in 2016.

Please note that in future reports, we will not provide a breakdown by fuel type as we align our Key Performance Indicator reporting with global corporate sustainability reporting.

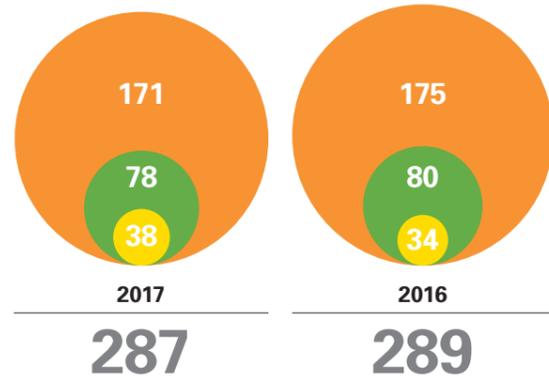
GHG Emissions



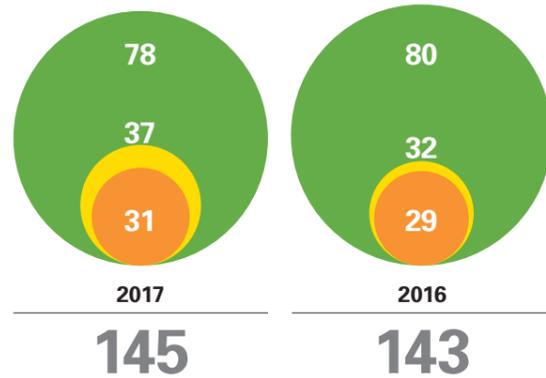
Emissions remained essentially flat compared to 2016, with marginal changes explained by the fact that we processed more fruit in 2017.

In grams, equivalent to CO2 per liter of orange juice at 11.5°Brix
 ● Agricultural ● Industrial ● Logistics / Other

NFC Total Footprint



FCOJ Total Footprint



Waste Generation

Industrial Waste (MT)	2016	2017
Waste in General	418	610
Hazardous Waste	20	19
Medical Waste	2	0.06
Reused Organic Waste	46,520	15,0412
Recycled Waste	111	138
Metal Recycled Waste	560	432
Agricultural Waste (MT)	2016	2017
Waste in General	111	180

New Dry-Peel Plant

The construction of our brand new dry-peel production facility in Bebedouro is now complete. Built to respond to increasing demand from pectin manufacturers, plant operations start in July 2018.

Medical Waste

We have improved the management of waste from the medical center and, by pre-treating waste internally, have reduced it even further.

Metal Waste

In 2017 due to a longer processing period, plant maintenance time was lower, generating less metallic waste.

Agricultural Waste

A 55% larger harvest at LDC Juice-managed farms caused a significant increase in hours worked at these sites – generating a 62% greater volume of general waste.

Green Office

The Green Office Team started work in our São Paulo and Santos offices to reduce our environmental impact, taking a number of actions in 2017.

By eliminating disposable cups from both offices, we have already saved 500,000 plastic cups being sent to landfill every year. Instead, employees were each given a coconut mug, produced with less plastic. Individual trashcans were also removed and replaced with recycling bins installed around the offices. We donated over 600 unused garbage cans to institutions supporting disabled people.

This initiative is now being rolled out to all other LDC offices in Brazil.



Eliminating Plastic Cups

500,000

Saved from going to landfill every year



Unused Garbage Cans

600

Donated to disabled institutions and replaced with recycling bins

Water Consumption



Water Consumption	2016	2017
Industrial (m3)	4,077,847	4,407,860
Farms (m3)	1,968,915	2,353,783

Industrial Water Consumption

Here again, the variation in water consumption was due to a bigger crop and our Engenheiro Coelho plant operating for the full season. The factories are washed down every 15 days, so the longer the processing period at an asset, the greater the water consumption.

Farms Water Consumption

The increase in water consumption at our farms was due to:

- 36% increase in irrigated area
- Longer period requiring irrigation due to a dry winter.

Wastewater Management at Matão

This is one of LDC Juice's largest orange and lemon juice processing plants. Our 2017 focus was on several improvements in the asset's environmental processes, especially in the effluent treatment system. Through a private-public partnership with regional government, we invested in a very important project to improve the water quality of Matão plant waste discharge.



Integrated Crop Management

Our oranges and lemons are not labelled organic crops, and without crop protection products (particularly in years with high incidence of plant disease) we would lose fruit, making our operation less sustainable.

Nevertheless, we always strive to uphold responsible agricultural practices. Phytosanitary products are therefore only used when needed, in line with the Integrated Pest Management Plan, and all our products abide by the Maximum Residue Limit. By adjusting our machines daily and analyzing each target, we use only the necessary amount of crop protection products and avoid wasting water.



Wildlife Conservation

Preserving wildlife around our operations and facilities is vital. So we take great care to comply with Brazilian law, as it relates to environmental and habitat preservation.

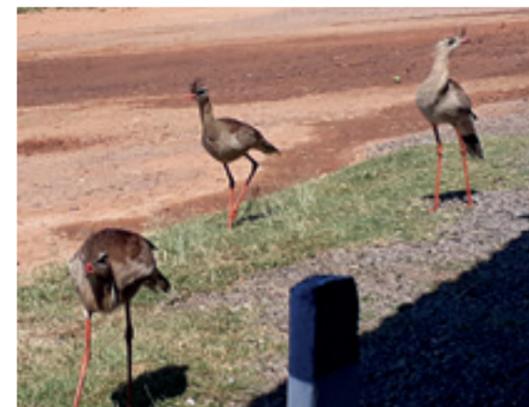
Biodiversity Protection and Conservation Plans

4 more such plans were created for our farms in Minas Gerais state. These are designed to balance economic and social development, with the need to preserve the environment. Biodiversity Protection and Conservation Plans help us assess our use of natural resources including soil, subsoil, water and air.

The plans identify Permanent Preservation Areas (PPAs) – areas of native vegetation within a farm – to control and zone potentially impacting activities. Where applicable, they can also include steps to facilitate the recovery of degraded areas.

Each plan sets out next steps for the farm, with the following actions having already been implemented:

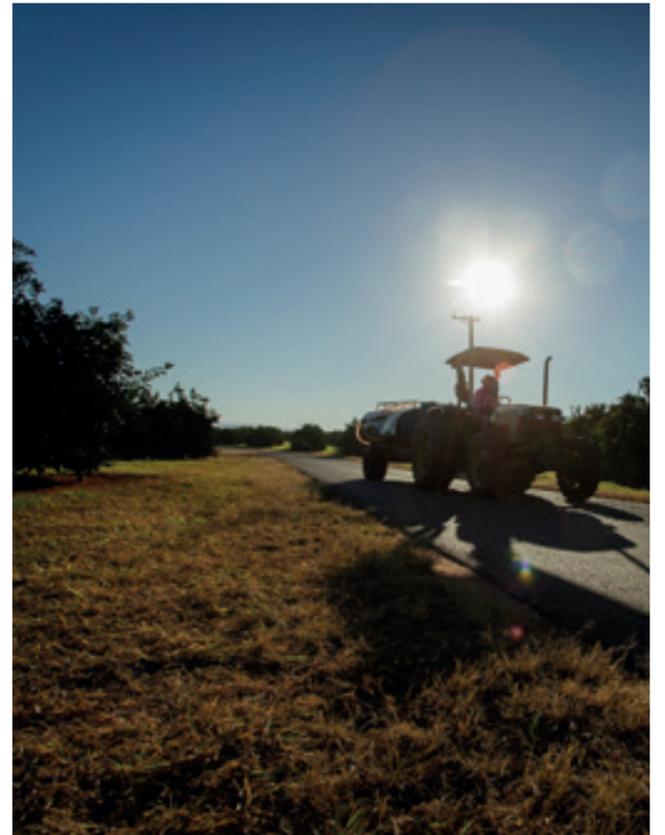
- Maintaining 6-meter fire safety range around every PPA within a farm (measured from the edge of the forest to the crop perimeter)
- Renting storage for soil correction materials (like calcareous plaster) in distant regions of Legal Reserves and PPAs
- Analyzing soil pH as part of the correction and fertilization plan, aiming to conserve the soil and improve its fertility
- Reducing traffic in the vicinity of PPAs to avoid frightening wild animals
- Maintaining contour lines – physical structures preventing storm water damage – as part of the soil conservation plan to avoid erosion
- Controlling invasive species by monitoring preservation areas (with scheduled removal if necessary)
- Environmental training to raise employee awareness of responsible water consumption practices in agricultural operations
- Emission Monitoring Actions (greenhouse gases) for our fleet of tractors, measured using the Ringelmann Scale.



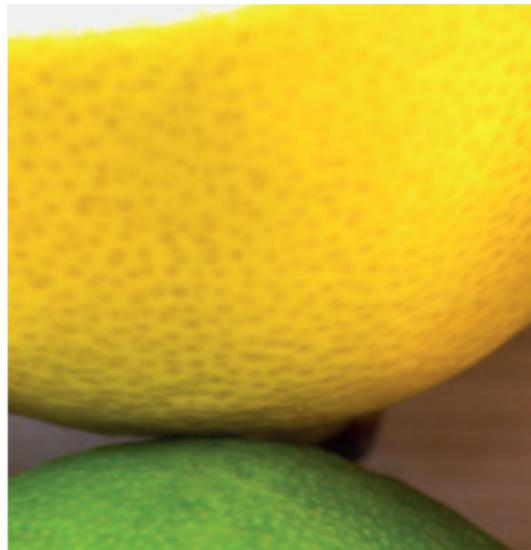

Native Trees Planted

150,000+

These native seedlings will help to preserve native vegetation on farms, protect biodiversity and contribute to the preservation of Brazilian wildlife and flora.



Engaging with Communities



A Child-Friendly Company

In line with LDC's global sustainability efforts, we aim to develop children in need and protect them from exploitation as child labor.

Abrinq is an organization that defends the rights of children and teenagers. They have commended LDC Juice and officially labeled us a child-friendly company. This recognition is in part due to our work with Alfredo Naime School, with which we have worked since 1998.

In this time, we have helped the school to move from part-time to full-time education, improving and extending the curriculum so it covers mathematics, IT, writing and literacy, gardening, sports, music, dance and environmental stewardship. We also provide school uniforms for their pupils.

As an important employer in Brazil, we generate income for local communities, helping to improve their quality of life. We also make significant contributions to social projects, supporting initiatives that improve the lives of local residents.



Together for the Environment

Children from local schools visit LDC Juice orange farms and are taught about the importance of sustainable agricultural practices. Every one of them plants a native tree and is given a booklet, t-shirt and magic tree to take home.

Every year we expand this program, which now includes students from public elementary schools in the interior of São Paulo, and for the first time, from Minas Gerais. About 900 children participated last year.

Other Initiatives

We offer financial support to Educandário Santo Antonio de Bebedouro, who host extracurricular activities for children, like sports, IT, dance and theatre.

Every month, we donate juice to schools, nurseries and other relevant institutions.

Family Visitation Program: Employees invite their families to visit their workplace as part of this initiative.

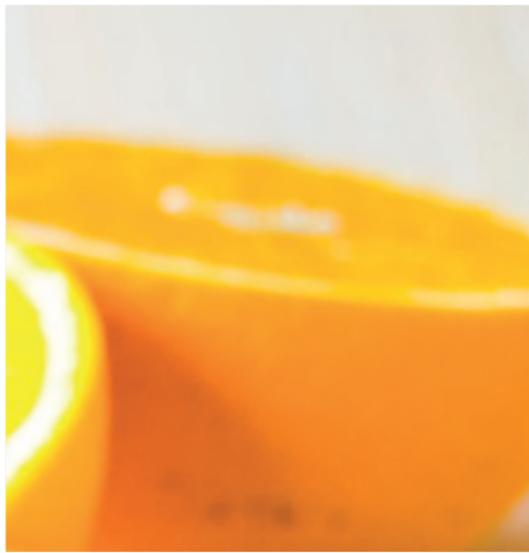
Good Gymkhana: Internal departments compete to collect the largest amount of non-perishable food for local charities.

Winter Campaign: Employees are encouraged to donate old coats to community projects in Bebedouro, Matão and other cities.



Winter Campaign

Partnering for the Best



We have made substantial progress on certification this year, as part of our commitment to become ever more sustainable.



Rainforest Alliance



Our Juice operations are Rainforest Alliance Certified™ across two dimensions:

- Farm-level Certification**
 4 new farms were certified in 2017 (Monte Alegre, Santa Fé, Lageadinho and Nossa Senhora de Lourdes, in Minas Gerais state), bringing our total to 15. We aim to certify 14 more farms in 2018.
- Chain of Custody Certification**
 So that we can help to ensure the traceability of production from Rainforest Alliance Certified™ farms. The Matão plant and Santos terminal (both Brazil), as well as the destination terminal in Ghent, Belgium, were already certified in 2015. In 2016, our plant in Bebedouro, Brazil also received this certification.

- Benefits of Certification**
- Dedicated Group Administrator ensures that our sites constantly meet certification standard requirements
 - Formalized process for working with neighboring communities
 - Expansion of our Environmental Education program, helping us to promote environmental responsibility through farm tours, seedling planting and training
 - Resource management plan to reduce water and electricity consumption, manage solid residue waste and reduce the use of crop protection products which may have toxic effects. Certified farms can only use a strict list of crop protection products that are considered safe for the environment.

How we Gained Certification

Our farms are assessed against strict criteria using the Rainforest Alliance's Sustainable Agriculture Standards, with the standards upgraded in 2017 and organized across these areas:

Effective planning and management system	✓
Biodiversity conservation	✓
Natural resource conservation	✓
Improved livelihoods and human wellbeing	✓

Partnering for the Best continued



COMPARTILHAR

Best Practice Sharing: Programa Compartilhar

LDC Juice is conscientious in training its own employees and local communities, as well as in offering training to third party fruit suppliers.

Programa Compartilhar's goal is to share best practice with partners and raw material suppliers. We aim to ensure alignment with our own policies, as well as with the sector's technical and legal requirements, and to share sustainable methods of production. Over 40% of our volumes were purchased from third party producers trained through this program.

A wide variety of subjects are addressed in program meetings, and this year included citrus labor issues, agribusiness trends (legislation, certificates, benefits) and new technologies. 120 people took part in the 2017 program and 75 were fruit suppliers to LDC Juice.



Sedex Members Ethical Trade Audit (SMETA)

Since 2010, we have been a voluntary member of Supplier Ethical Data Exchange (Sedex). This means we are committed to the continuous improvement of ethical and social responsibility, through the SMETA 4-Pillar Audit Report (or Sedex Members Ethical Trade Audit), developed by Sedex.

The SMETA 4-Pillar is an audit procedure, compiling best practice in the following areas:

- Labor standards
- Health and safety
- Environment
- Business ethics

Our juice terminals are audited under this scheme, as are three of our Brazilian processing plants (Bebedouro, Matão and Paranavaí).

Sustainable Agriculture Initiative (SAI)

Our farms are validated using the SAI's Farm Sustainability Assessment (FSA) tool. This helps farmers and food & drink companies to produce, sell and source sustainably grown agricultural products. It is a way of comparing existing codes, schemes and legislation to create one global standard.

All our RFA-certified farms are scored as FSA Silver and, in 2017, an external certification agency validated our Monte Belo farm as worthy of FSA Gold.



Customer Centricity Projects

Serving the needs of our customers as proactively and responsibly as possible has always been our ultimate goal.

We encourage all our employees to incorporate quality themes in their daily working lives, and have introduced several initiatives to support this in 2016. For example, VOQ (Visita de Observação de Qualidade – Visit and Quality Observation) encourages employees to monitor whether quality and hygiene norms are being respected.

The Quality team also hosts "pop up events" showcasing all the products that we manufacture (juice itself, fruit, oil and animal feed) to our employees, stressing the quality standards we follow. The idea is to increase awareness about the importance of observing procedures to deliver a quality final product.



FairTrade

LDC Juice is also successfully working with the FairTrade certification program, with a focus on smallholder producers. The program assesses smallholder farmers against key criteria around labor and environmental standards.

A FairTrade certification allows them to command a premium, which is then invested in projects to further enhance social, economic and environmental development. Today, more than 70 certified smallholders deliver their FairTrade-certified fruits to the LDC Juice Paranavaí plant.

Other Certifications

LDC Juice has an impressive range of other certifications, reflecting its commitment to food safety, quality management and best-in-class industry standards. These include:

SQF Code– Level 2

Food Safety and Quality Management System (Recognized by GFSI): Matão, Bebedouro, Paranavaí and Santos

SGF (Sure Global Fair)

Food Safety, Authenticity, Hygiene, Sustainability, Traceability and Labeling: Matão, Bebedouro, Paranavaí, Santos and Ghent

ISO 9001:2008

Quality Management System: Santos, Ghent and Rotterdam

ISO 14001:2004

Environmental Management System: Santos

OSHAS 18001:2007

Occupational Health and Safety Assessment Services: Santos

FSSC 22000:2005

Certification Scheme for Food Safety System: Ghent

Halal Certificate

(Required by the Islamic community)

Kosher Certificate

(Required by the Jewish community)

