

CSR REPORT 2018/2019

*anecoop
tastes good*



Anecoop

Structure, scope and boundary of this Report

This is Anecoop S. Coop.'s Corporate Social Responsibility Report (CSR) for the 2018/2019 trading year (from 1st October 2018 to 30th September 2019), which details the company's economic, environmental and social performance. Reporting is carried out on an annual basis and coincides with the trading year.

This is the tenth CSR Report we have published. The previous report was compiled for the 2017/2018 trading year and was presented to the cooperative's members at the Annual General Meeting in March 2019.

This Report complies with Anecoop's commitment as a social economy sector enterprise, and evidences the social responsibility policies we have developed over the years in conjunction with our members, workforce, customers and the broader community.

The "General Disclosures" information refers to the Anecoop Group, whose headquarters are in Valencia (Spain), and to our subsidiaries and other companies in which we have a stakeholding in Europe.

The "Materials" information refers to Anecoop S. Coop. (Spain), as we have direct control over these details. The audited Non-Financial Reporting Statement on the companies that are part of the Anecoop Group's consolidated accounts will be published on www.anecoop.com.

This Report has been produced according to the standards contained in the Global Reporting Initiative (GRI)*, taking into account the principles of materiality, stakeholder inclusiveness, the sustainability context and the boundaries in determining the content of the Report. The stakeholders (members, employees, customers and society) were identified and defined according to EFQM criteria, maintaining ongoing communication through various channels provided by the company for this purpose. This Report was drawn up using the 2016 GRI Standards as a reference.

Contributions to the CSR Report may be sent to info@anecoop.com. We are confident that this will lead to further enhancement of future CSR Reports.

* The Global Reporting Initiative (GRI) is a not-for-profit organisation which lays down standards for the production of social responsibility reports.

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Behind a great brand,
there are always
great people.



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Letter from the Chairman



Alejandro Monzón
Chairman

Though the 2018-2019 trading year was an extremely complex period, Anecoop continued to grow, increasing the volume of products sold by 3.8%, and reaching a turnover of €713 million, up 1.5% on the previous year.

During the year, there were important shifts in our sector, both among our customers and our competitors, with a new world economic order appearing in the agri-food industry and growing difficulties in farming. This context means we have no choice to become more efficient in order to face a future that will not be easy.

We are strongly committed to a professional and well-structured agri-food co-operative movement, which is not prepared to have farming without farmers.

Price slumps, the closure of farms due to lack of profitability and problems with generational renewal have been a constant in recent years in the agricultural sector, and farmers are under constant pressure as the weakest link in the food chain. Another influential factor has come from widespread unfair competition. We are competing with fruit from other sources, where production requirements are far from those demanded of European producers.

It is also a fact that in recent years the primary sector has experienced a growing trend in the inflow

of external capital, which shows the increased interest of investment funds in agriculture, a sector whose trade balance remains positive for the State as a whole. This situation, the crisis of agriculture at source, urgently needs to bring all the actors in the food chain together around the same table to look for new effective proposals.

There are no magic solutions to what is a global problem. At Anecoop, we are still very much aware that our main aim is to ensure that our members remain profitable by providing them with all the services they need to become more competitive and enhance management.

This is why we are strongly committed to a professional and well-structured agri-food co-operative movement, which is not prepared to have farming without farmers. Anecoop is a highly competitive company and is one of the tools through which producers can access the international market on the best possible terms, obtaining added value for their products.

It is a question of trust. It is vital to encourage integration in the sector to reduce the number of operators so we can grow stronger. Together, we have been able to build Anecoop and its sales network, through the hard work of our grassroots members and our partner organisations, proving that coordinating and bringing together small and medium-sized producers can lead to something big.

The fact is that Anecoop's cooperative model has a positive impact on the economic performance of its members, generating greater value than

the individual sum of its growers and enabling decisions involving innovation to be made more quickly. Cooperative businesses are driven by the same competitive parameters as any other business and must come up with solutions, albeit not simple or immediate ones, to the structural problems of the farming industry. Faced with the challenge of creating larger economies of scale, the various paths of integration offer a feasible response to combining efforts, criteria and production volumes, and to obtaining greater bargaining power in the marketplace.

Today, with 70 cooperatives and partner organisations, we are capable of facing difficult situations by providing strong leadership, looking at the whole picture and leaving individualisms aside. We have to react and fight, so as not to let a key sector in our country's economy die. It is the backbone of our economic system, which not only provides food and raw materials but also offers employment opportunities to a significant number of people. This is why we will always continue to insist on the importance of encouraging more farmers to join us so that we can ensure profitability for all our members.

We want to make a living from our profession, which is the land, and we want to live well. To achieve this, we have chosen a business model that enables us to join forces and become more competitive; not to lose sight of the need to diversify products and varieties in a modern scenario and, above all, to optimise the management of all our member cooperatives.

We want agriculture to continue to occupy an important place in our economy, pursuing the training of professionals in this strategic area to ensure the future of our country.

We share the same vocation in our day-to-day activities: to help our members progress and become more competitive on a daily basis by promoting economies of scale and underpinning local development in the areas in which we operate.

Anecoop's commitment and dedication to this cause is unwavering. We share the same vocation in our day-to-day activities: to help our members progress and become more competitive on a daily basis by promoting economies of scale and underpinning local development in the areas in which we operate. To be more efficient, we need everyone's trust and commitment. We must act urgently. It is our responsibility.

Letter from the Managing Director



Joan Mir
Managing Director

There have been several, perhaps too many years which can be described as hard, difficult, complex, average and simply bad, when put under the microscope. And this fact is possibly one of the main reasons why there is so much tension and strain in the Spanish farming sector: this succession of bad years has led us into a profound crisis.

An analysis of the 2018-2019 trading year reveals that only Persimon saved the day and this was due to bad weather, which significantly reduced production. As far as other products are concerned, and especially citrus and stone fruit, much has been written about what happened and why, but the bottom line is that the prices of these two groups of produce suffered an unprecedented slump last year.

In vegetables, the year was an irregular one, with products and production areas faring differently.

Our Corporate Social Responsibility Report is not the place to pinpoint what is happening in the industry: there are many reasons why, and in addition to agricultural issues which are common to all areas, each product group has its own particular set of circumstances, and in our case, we must not forget that we are dealing with many different groups. However, we cannot ignore the fact that this is a highly serious situation, which is hitting our farmers and our members extremely hard.

At Anecoop we are highly involved in and aware of the responsibility we have for events that happen in our immediate environment. We aim

to do everything we can to try and mitigate and revert this situation if possible. A good starting point is not to start looking for outside culprits, even if these exist.

We must support the primary sector, which is the weakest link in the agrifood chain although it gives us independence in terms of food, boosts foreign trade, generates numerous jobs and helps to keep people in rural areas.

Alongside Anecoop, all of the influential professionals, groups and organisations that work in the sector and the value chain should be looking to their own backyard and asking themselves what they have not done, or not done properly, and what they should have done but stopped doing because it was easier or because they wanted to avoid conflict. Not to mention that sometimes we all justify our actions by saying that “I do it because my competitors do it too”.

As I have said above, we are not going to tell others what they have done wrong. We are simply going to remind ourselves and others, including governments, that we must support the primary sector, which is the weakest link in the agrifood chain although it gives us independence in terms of food, boosts foreign trade, generates numerous jobs, helps to keep people in rural areas, and also provides us with natural, healthy, fresh, safe, high-quality food.

At Anecoop, we are committed to finding solutions and new opportunities to improve our members' income. This will involve making important decisions in three areas: Anecoop, members and farmers. We will only be able to improve the situation if we are capable of bringing the three groups together and coordinating them. We need them to work together seamlessly. If any of the three think and decide “to let the others change so that I can stay the same”, the outcome will be compromised.

Starting with Anecoop, we need to move out of our comfort zone, engage in constructive self-criticism and introduce important and radical measures. If we continue to do the same thing over and over again, nothing will change, including our results and if there is something our sector needs it is better results.

We believe that if we make the changes our sector needs, especially in the cooperative sector, we have a great future ahead of us. It is true that part of our success will depend on the actions of others, but in order to make demands, we must do our own homework first, however complex and difficult it may seem. And we must also do it quickly, as we do not have much time left. Anecoop is deeply committed to supporting its members in this task.

Starting with Anecoop, we need to move out of our comfort zone, engage in constructive self-criticism and introduce important and radical measures.

In the trading year under study, we should point out that Anecoop S.Coop.'s growth was higher in volume than in turnover (3.8% compared to 1.5%), exceeding 842,000 tonnes and €713 million, with more than €30 million of revenue coming from wine.

During the year, we celebrated the 10th anniversary of Agrikoop, our Russian subsidiary, which has managed to reinvent itself, albeit on a smaller scale after the debacle caused by the

embargo, and is playing a major role in supporting wine sales in the region.

We continued to work hard on the development of product groups: Persimon, pomegranate, table grapes, kiwi and papaya. During the year, the Avocado Group was set up, initially with seven cooperatives, and with the support of the Valencian Region's Agrifood Cooperatives Federation. 2018-2019 was also the pivotal year for the AVANZA II Plan. In its eight projects, we have focused not only on improving the different Anecoop management areas but also on enhancing relations with our members and improving the competitiveness of our value chain: members-Anecoop-customers. To this end, we created and began to introduce the figure of the Cooperative Coordinator. These coordinators are a group of 19 Anecoop employees who, in addition to their duties, support communication and coordination between Anecoop and its members.

In June, we acquired the French company Floren'Sud, which specialises in selling bouquets of flowers in France. We hope to increase sales of our cooperatives' flowers in such an important market.

After the close of the 2018-2019 trading year, our cooperative base was strengthened by the incorporation of two new members: Cooperativa Agrícola Alginet (Coagri), one of the most important Persimon-producing cooperatives which, almost 10 years after leaving Anecoop, is returning to what has always been its home; and Cooperativa Santiago Apóstol de Tomelloso, which will strengthen our range of melons and watermelons and give us a base in the Castile-La Mancha region.

We would like to thank our Governing Board for their support and involvement and also Anecoop's staff for their enthusiasm and dedication. And of course, thanks to our customers and consumers for their trust, support and loyalty.

Finally, we would like to thank José Manuel: you were a magnificent professional and a good colleague. So long, my friend.



SUSTAINABLE DEVELOPMENT GOALS

17 GOALS TO TRANSFORM OUR WORLD

In 2015, a meeting of world leaders at the **UN** passed a new sustainable development mandate, 2030 Agenda, which includes a series of Sustainable Development Goals (SDGs). There are 17 goals which have 169 targets that focus on eradicating poverty, combating climate change and reducing inequalities.

A high degree of involvement on the part of all the social

stakeholders involved in the system is required in order to comply with these SDGs.

In this report, Anecoop, a social economy company whose Corporate Social Responsibility values have been firmly implemented in all areas of the organisation, highlights the actions which, as part of its business operations, dovetailed with 15 of the 17 SDGs in the 2018-2019 trading year.



• Cooperation with different charity organisations and NGOs in projects aimed at improving the lives of the disadvantaged and socially vulnerable.



• Promotion of healthy lifestyles by supporting national and international sport and health-related events, both independently and through foundations, schools and other associations.



• All the company's recruitment processes are governed by equality of opportunities. • Recruitment criteria are based on candidates' level of education and training, their skills, job experience, and aptitude for the position. • Salary criteria are exactly the same for all staff, irrespective of gender. • Participation in the project "A cooperative village in Anantapur" (India), for disadvantaged families in order to dignify the role of women in Indian society.



• The company has a solar power plant on the roof of its packing house in Torrent (Valencia). • Development of a project to produce clean energy out of the waste produced in harvests and local cattle farms (biogas). • Participation in the project AgriREFIN to produce biofuel.



• Promotion of sustainable agricultural practices among its member farmers. • Participation in initiatives and the development of projects to minimise food waste. • Waste recovery: Biopro (national) and Pro-enrich (European) projects. • Promotes the future of food by participating in projects to adapt fruit and vegetables to climate change.



• Implementation of an Annual Training Plan adapted to the company's specific needs and aligned with the requirements of Anecoop's employees. • Training courses for cooperative members and member companies, especially in the areas of R&D and technological innovation, quality and systems, organisation and strategic management. • Offering work placements in the company. • Technical courses for farmers on best agricultural practices.



• Participation with members and other organisations in projects aimed at saving water in production processes, such as the Eco3wash project. • Promoting the use of water-saving irrigation systems among its members.



• Application of quality employment policies, based on equality and training for staff and members. • Application of distributive justice among members. • R&D and technological innovation support for its member cooperatives, member companies and farmers. • Application of health and safety measures in the workplace.



• Major annual investment in R&D and technological innovation. • The company has two trial centres, one in Valencia and the other in Almeria, to develop R&D and technological innovation projects that benefit its member farmers. • Involvement and participation in numerous national and international working groups and projects in conjunction with different government bodies and agencies. • Support for more sustainable infrastructure, such as the Mediterranean Corridor. • Development of new ways to consume fruit and vegetables (ready-to-eat, ready-to-cook).



• Thanks to its operations and its role as a social economy company, it contributes to safeguarding the future of its producer members, fostering the sustainability of farming and, with it, preventing the rural population from moving to urban areas. • Participation in a project to recover abandoned plots of land: Innoland project.



• Practices to encourage sustainable farming, organic farming, zero residue and naturane certification. • Promoting the use of water-saving irrigation systems among its members. • The company has a solar power plant on the roof of its packing house in Torrent (Valencia). • Development of a project to produce clean energy out of the waste produced in harvests and local cattle farms (biogas). • Participation in the project AgriREFIN to produce biofuel. • Promotes the future of food by participating in projects to adapt fruit and vegetables to climate change. • It is taking part in a project to monitor and minimise packing house waste together with its members in Murcia.



• In company recruitment criteria, nationality, gender, race, religion or any other criteria that could cause discrimination are never taken into account. • Inclusion of people with different nationalities on the staff. • Inclusion of people with physical or mental disabilities on the staff.



• Certified growing systems that guarantee food safety. • Participation in initiatives and the development of projects to minimise food waste. • Practices to encourage sustainable farming, organic farming, zero residue and naturane certification. • Implementation of policies to efficiently manage natural resources and waste in its activities.



• Participation in a project to recover abandoned plots of land: Innoland project. • It encourages its members to use biological pest control.



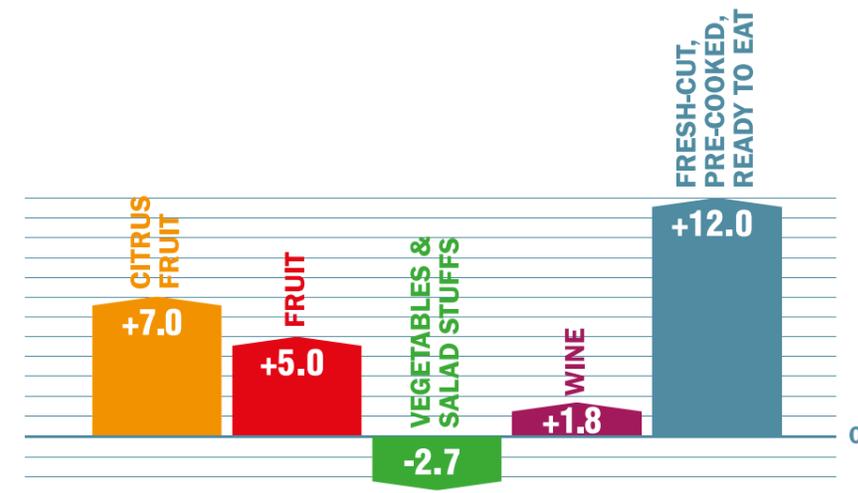
• Public-private partnerships with the academic world and other organisations in development projects that contribute to achieving these SDGs. • Participation in innovation forums to improve the industry.

1

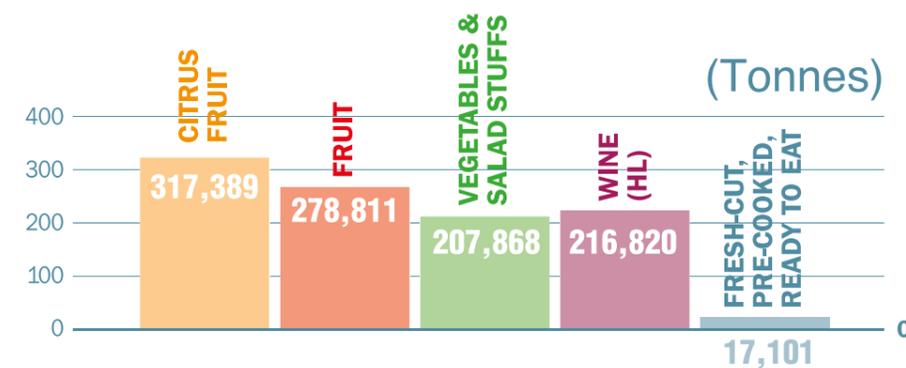
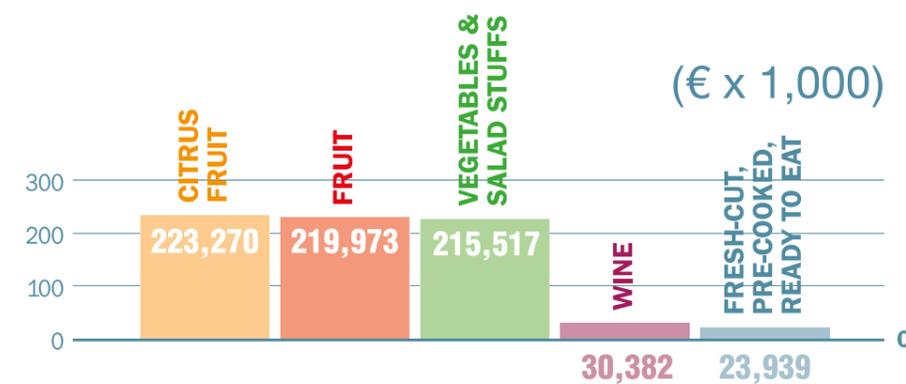
WE KNOW OUR PRODUCTS TASTE GOOD

We KNOW they taste good, they taste of our environment and of the experience we have in farming the land. Familiar, traditional tastes and flavours, grown on our land, under the best conditions to create a perfect product with all its original goodness.

+1.50%
increase in turnover **€**



sales by products

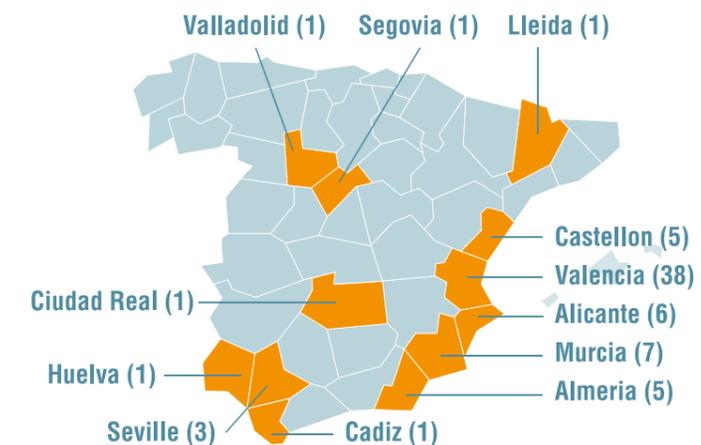


2

WE KNOW OUR FARMING TASTES GOOD

We KNOW our farming and we KNOW it tastes good. Farming skills have been handed down from generation to generation for centuries. Our farmers' know-how is constantly being updated, thanks to continuous training, adapting to the times we live in and preparing for the future. With this knowledge, we can help to prevent rural depopulation in areas of Spain which are almost empty.

geographical location of anecoop's member cooperatives



71 members / 6 regions / 12 provinces

our members

farmers	24,940
other services	21,118
employees	24,822
	71,525

our land

hectares cultivated **79,524.94**

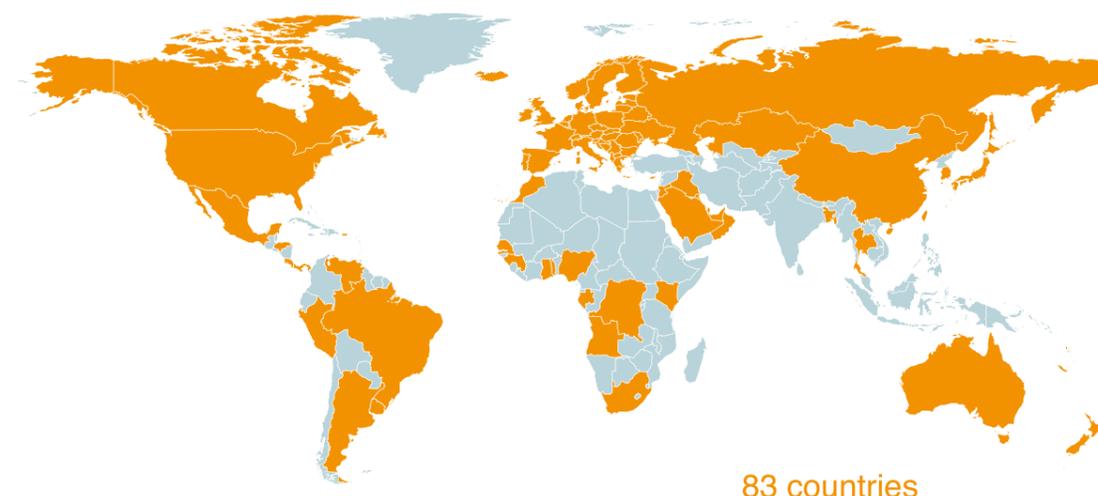
3

OUR CUSTOMERS KNOW ANECOOP TASTES GOOD

They **KNOW** that at Anecoop we are producers, interacting directly with the farmers who work the land to offer a huge range of fresh fruit, citrus fruit, vegetables and salad stuffs, highly innovative lines of fresh-cut fruit and vegetables, pre-cooked vegetables, and prestigious wines which have received international recognition on the major wine markets.

And they **KNOW** we give them an efficient and personal service, thanks to our network of subsidiaries and branch offices. They **KNOW** we are their trusted supplier.

our markets



the anecoop group



4

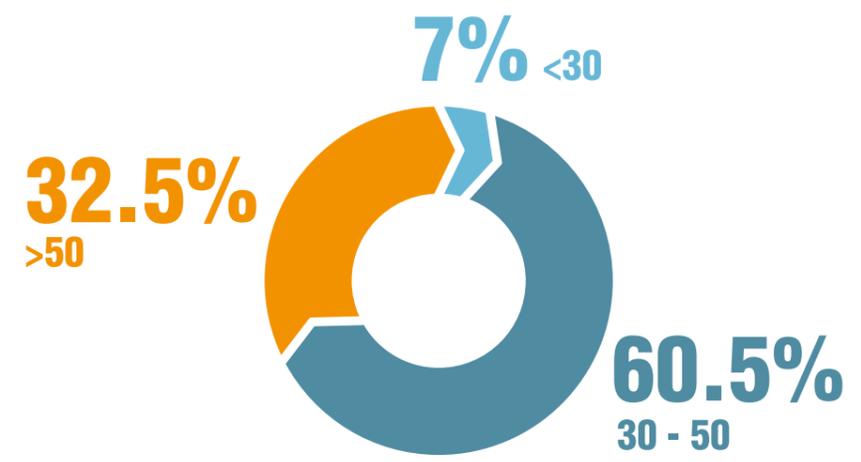
OUR EMPLOYEES KNOW ANECOOP TASTES GOOD

They KNOW they are part of a great enterprise which adheres to strict Corporate Social Responsibility principles and is committed to the personal and professional development of its staff. Training and achieving a good work-life balance are key aspects of the organisation.

number of employees by gender



average age of workforce



training



5

SOCIETY KNOWS ANECOOP TASTES GOOD

It KNOWS that Anecoop is committed to making this world a fairer, better place to live, improving the quality of life of those that need it most. It KNOWS from our messages that we advocate healthy eating and KNOWS of our contribution to and cooperation with a variety of organisations to achieve this.

solidarity fund

+ €48,500

donated to 23 charity organisations and NGOs

committed to healthy eating

cooperation in
60
sporting and recreational
events
in different countries

23,500 kg

of fruit and vegetables given out

6

THE LAND TASTES GOOD

The TASTE of the land comes from the constant dedication of our farmer members. The TASTE comes from sustainable growing techniques, using environmentally friendly methods. The TASTE comes from our determination to reduce emissions and residues.

And the land KNOWS we are fighting to prevent it from being abandoned and to revitalise rural areas.

initiatives to recover abandoned land



GO Innoland project for social innovation in land management

certification that guarantees food and resource management

GLOBALG.A.P.



our brands are environmentally friendly and ensure food safety



60,000 Ha certified by GLOBALG.A.P.



8,000 tonnes sold



30,491 tonnes sold

7

WE KNOW OUR FUTURE TASTES GOOD

It TASTES of innovation, of the hard work of our researchers to create alternative, more profitable and sustainable crops for our members. It TASTES of projects that are being developed to enhance efficiency in the use of resources, adapting our industry to the needs of the environment, and reducing its water and carbon footprints. Anecoop tastes good.



our R&D resources



experimental field stations



some of the projects we are taking part in



Technological developments
for modernisation
and sustainability
in citrus production



Adapting
stone fruit to
climate change



In-silico boosted, pest
prevention and off-season
focused IPM against new
and emerging fruit flies

Economic Information

2.1 Figures

During this trading year, Anecoop continued to grow, and thanks to an increase of **3.8%** in volume and **1.5%** in turnover, we managed to sell a record **842,851 tonnes** of produce valued at **€7131 million**.

We achieved this in the context of a very difficult year in which we experienced significant changes in our environment, both in terms of customers and competitors. This galvanised us into becoming more efficient and better prepared to face a highly uncertain future.

In **wine**, the 2018-2019 trading year was one of transition, in which we chose to maintain the higher prices that had been implemented as a consequence of a smaller harvest and production in the previous year. This strategy, framed in a year with normal production volumes, yielded positive results, with a 1.8% increase in hectolitres, although we were not able to grow as much as we would have liked.

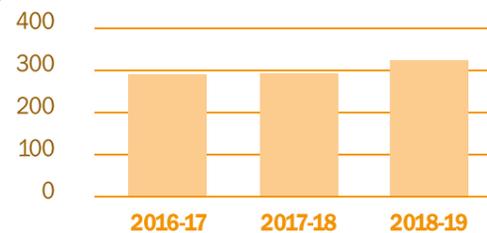
The **citrus** season was poor and highly volatile: record production and increased competition from abroad, together with an adverse market situation, led to very disappointing results for the entire sector in mandarins and oranges. In the second half of the season, we significantly increased volume, improved supply and strengthened our relations with large clients.

It was an erratic year for **fruit**: adverse weather caused a drop in Persimon production but prices were very good. We sold around 140,000 tonnes of watermelon, an unprecedented volume that confirmed our leadership in the category and also led to satisfactory economic results overall, although these differed from one production area to another. Despite a 16% increase in volume in **stone fruit**, the profitability of some products was not as good as we had hoped. Finally, it is worth highlighting our growth in exotic fruit, grapes and seeded fruit which are becoming increasingly important in our range.

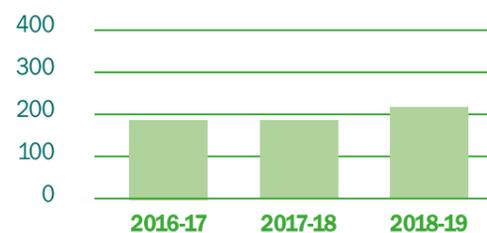
Vegetables and salad stuffs continued to grow, especially in products such as lettuce, broccoli and sweet potato and in most of the produce from Almeria, except for tomatoes, whose cultivation surface area decreased due to lack of profitability. Overall, we closed the horticultural year with a



CITRUS FRUIT MARKETED (mt. x 1,000)



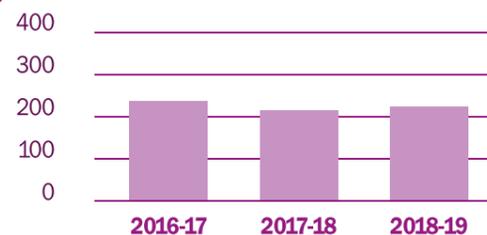
VEGETABLES AND SALAD STUFFS MARKETED (mt. x 1,000)



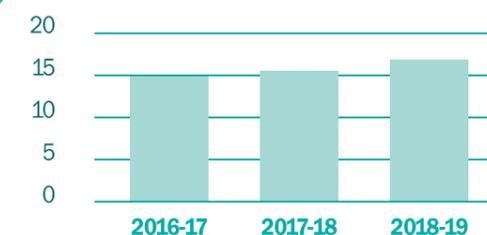
FRUIT MARKETED (mt. x 1,000)



WINE MARKETED (hl. x 1,000)



FRESH-CUT PRODUCE (mt. x 1,000)



decrease of around 3% in terms of volume sold but an increase of over 8% in turnover.

We continued to make progress in ready-made products, especially pre-prepared convenience food, both in terms of volume and number of products and we took the first steps towards placing **Easy by Bouquet's** products on the shelves of clients outside Spain.

highlights

- Growth in the organic and zero residue lines
- Presentation of Citrus Fruit Improvement Plans
- Implementation of the Vegetable and Salad Stuff Plan
- Growth of the Anecoop Company Group (ACG)
- Diversification: acquisition of Floren'Sud in France
- Launch of the Avocado Group

continuous improvement

- Concentration and specialisation of packing houses
- Growth plans for emerging and overseas markets
- Comprehensive management of premium range lines
- New product plans: seedless grapes and avocados
- Implementation of Persimon Group Plan
- Exports of Easy by Bouquet range
- Variety renewal plans

Expectations were confirmed in **organic** fruit and vegetables where we sold 27% more than the previous year, with over 30,000 tonnes. We also added new products to our range and more clients to our portfolio.



Distribution of profit

In the 2018-2019 financial year, Anecoop obtained a profit of €1,392,516.

Surplus

100% of the surplus was allocated to collective or undistributable funds. Each year, the General Assembly agrees that the surplus will be allocated to the members' cooperative income,



SALES EVOLUTION

Tonnes	2016-17	2017-18	2018-19
Citrus fruit	294,410	296,617	317,389
Fruit	309,229	265,448	278,811
Vegetables, salad stuffs and plants	193,286	213,629	207,868
Fresh-cut produce	14,955	15,274	17,101
Total fruit, vegetables and salad stuffs	811,882	790,968	821,169
Total wine (hl.)	240,451	212,986	216,820
Euros*	2016-17	2017-18	2018-19
Citrus fruit	214,479	239,358	223,270
Fruit	213,590	214,451	219,973
Vegetables, salad stuffs and plants	185,526	198,869	215,517
Fresh-cut produce	18,564	18,897	23,939
Total fruit, vegetables and salad stuffs	632,159	671,575	682,700
Total wine (hl.)	31,334	30,985	30,382
Total	663,493	702,560	713,082

* Euros (x 1,000)

Economic Information

to increasing the mandatory reserve fund, and to the education and promotion fund.

In 2018-2019, part of the cooperative's surplus was allocated to the education fund and the rest was assigned to the reserve fund.

According to article 48.2 of the Corporate Bylaws, "From the surplus recognised for the purpose of calculating the cooperative's profit for the year, after deducting any previous years' losses, and prior to taking into account Corporation Tax, at least 20% will be allocated to the mandatory reserve fund;

and 10% to the education and promotion fund", and article 48.3, "At least 50% of the extra-cooperative or extraordinary profits [...] will be allocated to the mandatory reserve fund".

Share capital

Anecoop's share capital at 30th September 2019 was €22,365,104. This consists of mandatory contributions and voluntary contributions added to members' share capital.

The mandatory reserve fund allocated to the consolidation, development and guarantee of the

cooperative, which may not be distributed among members, amounted to €41,829,746 at 30th September 2019, together with other reserves of €9,682,424. The percentage of liabilities belonging to collective or undistributable funds was 56.74%*.

*This percentage is calculated as follows:
(Share capital + reserves + profit (loss))/Total equity and liabilities =
(22,365,104+51,512,170+1,392,516)/132,659,602 = 56.74%

Anecoop supports Spanish farming. The raw materials (fresh fruit, vegetables and salad stuffs, and wine) marketed by Anecoop come mainly from the Valencian Region, Andalusia, Murcia, Extremadura, Castile and Leon, Castile-La Mancha, Catalonia, Navarre, Aragon and the Canary Islands.

Materials, other purchases and the provision of services are supplied by other companies from different areas of Spain.

Taxes paid and grants received

Corporation Tax paid in 2018-2019 amounted to €114,354, compared to the €32,711 received in the previous year. Other taxes (council tax, business tax, road tax, etc.) amounted to €72,641 compared to €73,892 in 2017-2018.

Anecoop was awarded operating grants totalling €519,931 compared to €373,770 in the previous year.

Planning processes and budget management

We produce a budget forecast at the beginning of each financial year, which is monitored throughout the year.

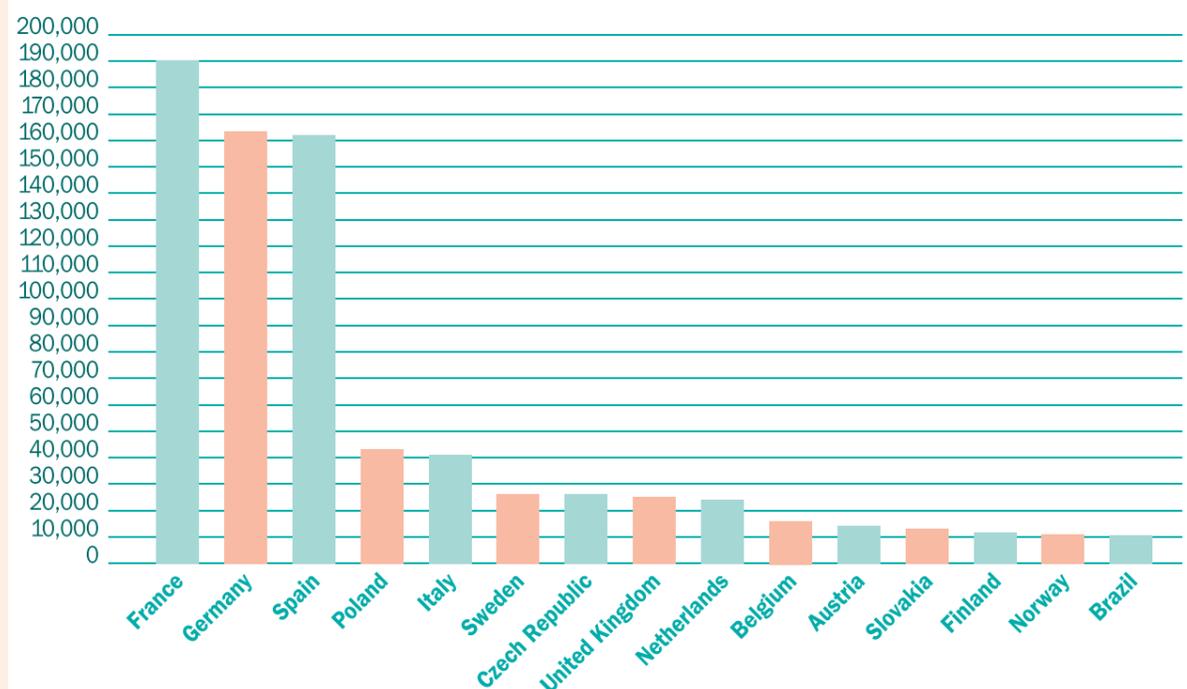


SALES BY GEOGRAPHICAL AREAS

	Citrus fruit (mt.)	Fruit (mt.)	Vegetables, salad stuffs and plants (mt.)	Fresh-cut produce (kg.)	Total fruit, vegetables and salad stuffs (mt.)	Wine (hl.)
European Union	284,171	264,969	202,362	16,823	768,325	153,587
Rest of Europe	11,583	10,003	5,104	278	26,968	32,715
America	12,810	2,711	388	0	15,909	10,175
Asia+Africa	8,825	1,128	14	0	9,967	20,343
Total	317,389	278,811	207,868	17,101	821,169	216,820



MAIN MARKETS (TONNES)



Ximo Puig, the President of the Valencian Regional Government, presided over the closing ceremony of Anecoop's Annual General Meeting.

Economic Information

ASSETS	30/09/19	30/09/18
NON-CURRENT ASSETS	49,814,517	49,605,223
Intangible assets	4,575,655	5,494,706
Patents, licenses, trademarks and similar rights	4,204,280	3,749,386
Computer software	111,413	93,484
Advances	259,962	1,651,836
Property, plant and equipment	12,549,360	12,834,161
Land and structures	11,172,187	11,277,861
Plant and other items of property, plant and equipment	1,317,323	1,556,300
Tangible assets in the course of construction and advances	59,850	-
Investment property	6,075,345	6,471,526
Land	1,133,842	1,049,803
Constructions	4,915,798	5,391,812
Plant and other items of property, plant and equipment	25,705	29,911
Non-current investments in Group and associated companies, and members	22,939,157	21,142,881
Equity financial instruments	20,564,935	19,214,935
Loans to companies	817,894	600,000
Loans to members	1,556,328	1,327,946
Non-current investments	3,150,741	3,101,240
Equity financial instruments	71,671	71,671
Loans to third parties	1,273,884	1,224,383
Debt securities	300,506	300,506
Other financial assets	1,504,680	1,504,680
Deferred tax assets	524,259	560,709
CURRENT ASSETS	82,845,086	75,765,337
Inventories	810,701	976,804
Trade and other receivables	41,020,251	32,971,573
Trade receivables for sales and services	31,152,555	23,406,719
Receivable from Group and associated companies, and members		
Group companies	150,311	1,147,386
Associated companies	1,258,579	962,491
Members	131,863	170,574
Receivable from employees	262,522	262,280
Current tax assets	275,052	315,449
Other accounts receivable from public authorities	7,789,369	6,706,674
Current investments in Group and associated companies, and members	896,158	435,934
Loans to Group companies	678,688	264,537
Loans to members	217,470	171,397
Current investments	3,473,456	7,477,925
Debt securities	73,394	73,394
Other financial assets	3,400,062	7,404,531
Current accruals and prepayments	99,372	235,677
Cash and cash equivalents	36,545,149	33,667,425
TOTAL ASSETS	132,659,602	125,370,560

EQUITY AND LIABILITIES	30/09/19	30/09/18
EQUITY	77,115,658	75,299,569
SHAREHOLDERS' EQUITY	74,151,535	71,783,183
Subscribed cooperative share capital	21,246,849	19,660,674
Reserves	51,512,170	50,491,120
Compulsory reserve fund	41,829,746	40,189,885
Other reserves	9,682,424	10,301,236
Cooperative profit	1,392,516	1,631,388
GRANTS, DONATIONS AND BEQUESTS RECEIVED	2,964,122	3,516,386
NON-CURRENT BEQUESTS	9,145,073	7,714,611
Obligatory refundable "capital"	1,118,255	1,034,772
Non-current payables	90,561	143,277
Other financial liabilities	90,561	143,277
Non-current payables to Group and associated companies, and members	6,890,488	6,475,150
Payable to members	6,890,488	6,475,150
Deferred tax liabilities	1,045,769	61,411
CURRENT LIABILITIES	46,398,871	42,356,381
Current training and promotion fund	100,000	100,000
Current payables	1,194,908	1,155,365
Other financial liabilities	1,194,908	1,155,365
Current payables to Group and associated companies, and members	6,943,061	5,801,349
Payable to Group companies	5,887	10,131
Payable to members (current account in credit section and deposits received)	6,937,174	5,791,218
Trade and other payables	38,160,904	35,017,499
Payable to suppliers	15,089,517	14,121,185
Payable to suppliers - Group and associated companies, and members		
Goods and others	12,346,759	12,303,301
Supplier members (pending invoice)	7,028,216	5,110,614
Payable to suppliers - Group and associated companies	235,655	249,045
Sundry accounts payable	961,425	913,854
Remuneration payable	1,371,846	1,288,018
Current tax liabilities	112,727	13,458
Other accounts payable to public authorities	407,462	384,738
Customer advances	607,297	633,286
Current accruals and prepayments	-	282,168
TOTAL EQUITY AND LIABILITIES	132,659,602	125,370,560

The annual financial statements have been audited by Ernst & Young
Balance sheet at 30/09/2019
Figures in euros

2.2 Marketing and communication

Marketing and communication are key aspects in the organisation that help us to **promote our products**. Thanks to the initiatives we carry out in this area, which are aligned with the company's general strategy, both our customers, and society in general, get to know and enjoy our fruit, vegetables and wines.

2.2.1 Fruit, vegetables and salad stuffs

Bouquet is the flagship brand for our fruit and vegetables, and is an internationally recognised symbol of quality and consistent supply. All the promotional activities that we undertake throughout the year are aimed at increasing awareness of our products and gaining consumer trust through the Bouquet brand. These initiatives are segmented according to our target audience and to the different promotion channels we use.

In the 2018-2019 trading year, we took part in the following industry **trade fairs**: **Fruit Attraction** (Madrid), **Fruit Logistica** (Berlin), **Biofach** (Nüremberg), **Organic Food Iberia** (Madrid) and **Asia Fruit Logistica** (Hong Kong) as well as in the **AECOC Fruit and Vegetable Congress** (Valencia).



Advertising in specialised media continues to be one of the mainstays for positioning our company and our brand. This year, we designed six new adverts for the different product families we sell and these were translated into several languages. They focused on our role as **producers**, our commitment to **sustainable agriculture** through the slogan "Growing the Future" and the role of **people** and their **involvement** in the chain.

Our Bouquet seedless watermelons and Persimon kakis are the **products whose promotion campaigns** are specifically aimed at the end consumer, and are the most ambitious in terms of investment, timeframes and channels, including radio, television and social networks. These campaigns are carried out in various European countries and are coordinated by the Anecoop Group's offices in Spain and mainly by its subsidiaries in France and the Czech Republic.



One of the new features of the watermelon promotional campaign was the strong support given to **inclusive sport**, with various collaborations and sponsorships, including the **AVAPACE Corre**, and **La Mar Solidaria (for COCEMFE and UPAPSA Alicante)** associations and the **Unión Rugby Almería Clan Foundation**.



In promoting Persimon kakis, we work closely with the **PDO Kaki de la Ribera del Xúquer**, as a large part of our production of this fruit is certified under the D.O. label. In addition, we work with the

Valencian Citrus Fruit Protected Geographical Indication (PGI) to promote Valencian oranges and mandarins in different European countries.



The awards and prizes we have received endorse the efforts we have made in this area. In June 2019, the Mediterranean Marketing Club gave Anecoop the **Best International Marketing Award** for its campaign to position the Bouquet brand in international markets, at the ninth Mediterranean Night Awards.

Consumer solutions: Easy by Bouquet and Bouquet to prepare

Through the group company Janus Fruit S.L., we continued to invest in solutions that make it easier to consume fresh fruit and vegetables anytime and anywhere, working hard to increase their visibility and promote their benefits, as they are new products for the consumer.

Under the brand **¿Y si? de Bouquet** for the Spanish market, and **Easy by Bouquet** for the international market, we have created a line of 100% natural products with high fruit and vegetable content, which come under the **Express Slow Food (slow cooking and immediate consumption) category**. The new additions this year, to complete our range of soups and creams, spreads, snacks and desserts, included **traditional chickpea hummus and avocado hummus** and three different types of **guacamole**, a product that is very popular on most shelves. In addition, we presented the **Kim Kombucha**

green tea probiotic drink, at the AECOC Fruit and Vegetable Congress held in Valencia.

At Fruit Attraction, we officially presented the **Bouquet to prepare** range, which first saw the light of day in the 2017-2018 trading year. This new development is based on just the right combination of fresh non-processed vegetables (no peeling, cutting or preparing) in a biodegradable tray, which includes everything consumers need to prepare a specific dish, following a simple recipe included on the back of the pack. By including the exact amount of ingredients to make the dish, we help to avoid food waste. The initial range includes 14 different options for the Spanish market, plus four options for the French market, which are marketed under the brand **Bouquet à Cuisiner**. **Bouquet to prepare** was shortlisted for the **2018 Accelera Awards** held at Fruit Attraction's Innovation Hub.



The Easy by Bouquet and Bouquet to prepare ranges have been promoted through off-line and on-line activities, with special emphasis on the **digital environment** through the production of videos, the creation of posts and the design of banners for Youtube, Facebook, Instagram and LinkedIn.

2.2.2 Wine

The wines made in our wineries are promoted according to our target markets, establishing different strategies for the domestic market and for international destinations.



Spanish market

Our wineries' most prestigious brands, and the ones that we promote most in Spain are **Icono, Juan de Juanes, Reymos, Venta del Puerto, Amatista, Los Escribanos, Ola Caracola, Dominio de Unx, Hacienda Uvanis** and **Unsi**. The aim is to reinforce these brands so that they are increasingly recognised by both the trade channel and the end consumer.

Our marketing activities are divided into three areas:

- **Advertising campaigns.** These are essentially based at local level, with permanent advertising on a monopole located at one of the main entrances to Valencia and a billboard in the city centre. Promotional and advertising activities are stepped up during the Christmas campaign and the Fallas festival. Advertisements are placed in the main cultural and food guides, industry magazines and local newspapers. Communication is reinforced during the Fallas festival with the broadcasting of radio commercials and advertising on billboards and Mupis, as well as the airing of a spot on three outdoor LED screens located in the centre of Valencia.

- **Wine guides and yearbooks.** We publish the tasting notes and the points awarded to our wines in the main 2019 Spanish wine guides and yearbooks.

- **Events and promotions.** In the 2018-2019 trading year, we took part in over 50 events and activities and once again sponsored the **Valencia Negra literary Festival**, which receives great media coverage, and the **Food&Fun** cookery school. We supported the **Casa de la Caridad Charity Gala in Valencia** once again and we were present at the traditional **Valencian Wine Festival**, at **Fenavin** and at the **Gastrónoma Fair**, as well as at prestigious shows such as Best Wines of Spain and the Estrellas Wine Show, both run by the Peñín Guide, and the Vinoro Show.

In addition, we also launched new wines, such as **Amatista Blue, El Enebro** and **La Calma Mágica** during the year.

International market

We continued to visit and exhibit at the main international wine industry trade fairs to promote the image of our wines abroad.

In 2018-2019, we participated in the following European fairs: **World Bulk Wine Exhibition** (Netherlands), **Prowein** (Germany), **Varsovino** (Warsaw) and **Spanish Stravaganza** (Switzerland). In Asia, we took part in **Hofex** (Hong Kong).

Awards and recognition

Wine competitions are a powerful marketing tool to add value to our wines and position them in the market. This year, we won **184 medals** in **36 national and international competitions**, including four Grand Gold medals, 92 Gold medals, 85 Silver medals and five Bronze medals.

wine awards



Anecoop Bodegas was chosen as the **Best Wine Cooperative over 500** has in the Golden League held in the framework of the Berliner Wine Trophy competition, and it featured once again in the ranking (Top 30) of the **World's Best Wineries** compiled by the World Association of Writers and Journalists of Wines and Spirits.

The image and promotion of our wines was also recognised in the Spanish **Vinografic** Wine Image and Brand Design Competition, winning awards in three categories: Best Advertising Campaign, Best Digital Campaign and Best Social Media Presence.



2.3.2 Product and corporate communication

In conjunction with all the work we do to promote our fruit, vegetables and wine, the Communication Department also manages and issues press releases, articles and interviews in the general and specialist media, as well as in our own channels: newsletters, websites,

profiles and pages on social networks and video channels.

The Department's work also extends to our organisation's corporate operations, as well as those of our members, whom we support by providing coverage of their most significant events and developments.

During the 2018-2019 trading year, we issued 27 press releases, put together 62 articles and interviews in different written and audiovisual media, and uploaded 10 videos onto our Youtube channels, which were self-produced videos coordinated by the Marketing Department.

We see social networks as an essential tool for engaging directly with society and consumers, as well as with the trade. They are totally embedded in our communication strategy and we have a number of profiles, even within the same social network on occasion, according to the different target audiences. The Anecoop Group currently has a community of around 120,000 followers, up 35% on the previous year, with a presence on **Facebook, Twitter, Youtube, Instagram** and **LinkedIn**.

Our online communications are also channelled through a number of informative websites on which we publicise our corporate, social and business activities.

f	Spain	@bouquetcultivamosfuturo @AnecoopBodegas @BouquetYsi
	France Czech Rep.	@CultivonsLeFutur @BouquetOvoce
t	Spain	@Bouquet_es @AnecoopBodegas @Bouquet_Ysi
	France U.K.	@Cultivons_Futur @Fesa_uk
in	Spain France	Anecoop S.Coop. Anecoop France Solagora
	Czech Rep. Poland U.K.	Anecoop Praha Anecoop Polska Fesa Uk
	Netherlands	Tropical Direct 4 Fruit Company
i	Spain France Czech Rep.	@Bouquet_Ysi @Bouquet_cultivonslefutur @Bouquet_ovoce
		@youtube.com/grupoanecoop @youtube.com/anecoopbodegas

specific trade show accounts

3. Corporate Social Responsibility. Our values.

Anecoop's **Corporate Social Responsibility** has four cornerstones:

- I. Encouraging healthy eating habits** in society, and especially in children, through the consumption of fruit and vegetables.
- II. Guaranteeing the food safety** of our products.
- III. Respecting the environment and safeguarding** natural resources.
- IV. Creating social economy projects** that promote the wellbeing of our farmers and of society in general.

All our marketing activities are ethical and responsible, and always present accurate information to the consumer. Thus, Anecoop has never been accused or found guilty of unfair competition.

The values of our company are in line with those of a society which is becoming aware of the need



The Anecoop France team during a corporate sporting event.

to respect the environment, improve its quality of life, and is in favour of healthy eating based on products that have been grown in line with environmentally friendly principles and that comply with all the necessary food safety requirements.



3.1 Encouraging healthy eating habits in society, and especially in children, through the consumption of fruit and vegetables

One of our priorities is to promote the benefits of eating fresh fruit and vegetables, especially for children. The aim is to ensure that fruit and vegetables, which are essential from a health and nutrition standpoint, are part of the daily eating routines of children and adults.

A large part of our work in this area takes place at sporting and family leisure events. In the 2018-2019 trading year, 23,500 kilos of fruit were given out at around 60 sporting and recreational events for adults and children held in Spain, Czech Republic and Poland.

Within this framework, we have decided to go a step further, committing ourselves to inclusive sport so we can help to increase the visibility of groups that need extra help from society.

We also cooperate with non-profit institutions and associations whose objectives are the same as ours, such as the Foundation for Flavour and Health, the 5-a-day Association, Freshfel and the More Broccoli Association, supporting sporting events as well as other educational, cultural and gastronomic activities.

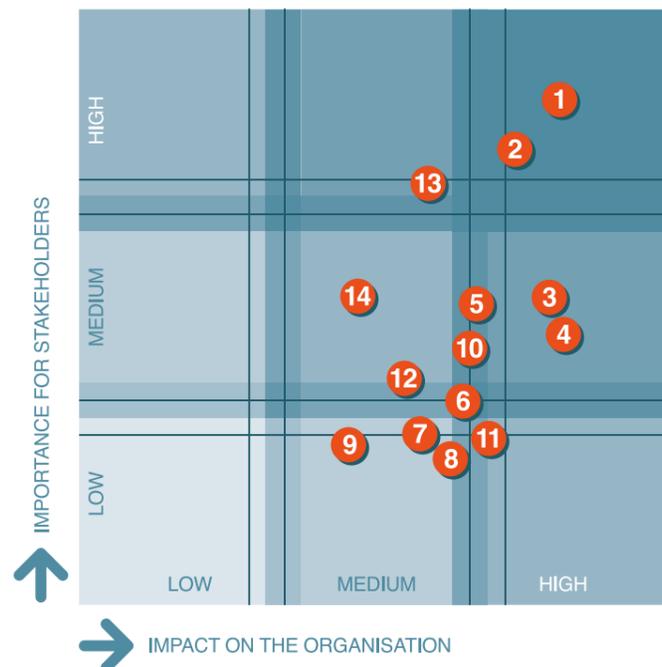
3.2 Guaranteeing the food safety of our products

One of the commitments set out in Anecoop's mission is to provide healthy and safe products to consumers.

Which SDG do we have an impact on in this section?



3.0 materiality



This has enabled Anecoop to identify, prioritise and validate the aspects which are material or relevant to its organisation. The process has involved permanent contact with the company's stakeholders. The results of this process have been approved by the Management Committee, and are shown below, in order of priority:

1. Improving the income of our members. Sustainable agriculture.
2. Food safety. Product quality.
3. Integration. Bringing members, cooperatives, and third parties together.
4. Customer satisfaction and loyalty.
5. Partnerships with customers and suppliers.
6. Quality employment. Development of human capital.
7. Product innovation. R&D&TI.
8. Making management more effective and efficient.
9. Consolidating and developing markets.
10. Encouraging healthy eating.
11. Fair commercial practices.
12. Dialogue and engagement with stakeholders.
13. Creating social economy projects.
14. Promoting the viability of local economies.



Corporate Social Responsibility

Anecoop's Quality and Systems team works closely with our members on the implementation of food safety and quality systems, and the continuous improvement of processes from production to distribution, while complying with food legislation and ensuring respect for the environment.

initiatives

Application of **naturane**, the quality control and food safety system used by Anecoop and its member cooperatives. A standardised production system based on Integrated Crop Management which is recognised by the international organisation GLOBALG.A.P. and certified by the majority of European supermarkets.

Supplier inspections and audits, traceability procedures, application of residue control plans, etc. based on HACCP and in compliance with Spanish and international production and sales legislation.

Development and implementation of improvement plans.

In 2018-2019, we passed the IFS Broker audit once again, a standard that was set up to ensure that the process operations that fill the gap between production and distribution are performed according to requirements that guarantee the legality, quality and safety of the products supplied to the retail industry.



3.3 Respecting the environment and safeguarding natural resources

Ensuring the sustainability of agriculture is one of the cornerstones of our organisation. Protecting the environment in our different spheres of business is part and parcel of our management strategy.

more initiatives in the Sustainable Development Goals



3.3.1 In the field of agricultural production

To achieve this, we implement environmentally friendly production systems in our cooperatives and partner companies, as well as **naturane**, which is based on the principles of Integrated Pest Management (IPM) systems, promoting biological control, and the rational use of phytosanitary products during cultivation and in post-harvest treatments.

Between 2014 and 2019, Anecoop's members increased the amount of GLOBALG.A.P. certified fruit and vegetables from 28,000 ha to around 60,000 ha. This international standard ensures that good agricultural practices are applied in all areas of production.

In the last six years, we have given a significant

boost to organic production, managing to quadruple our volume in tonnes and we expect growth to continue at a good pace.

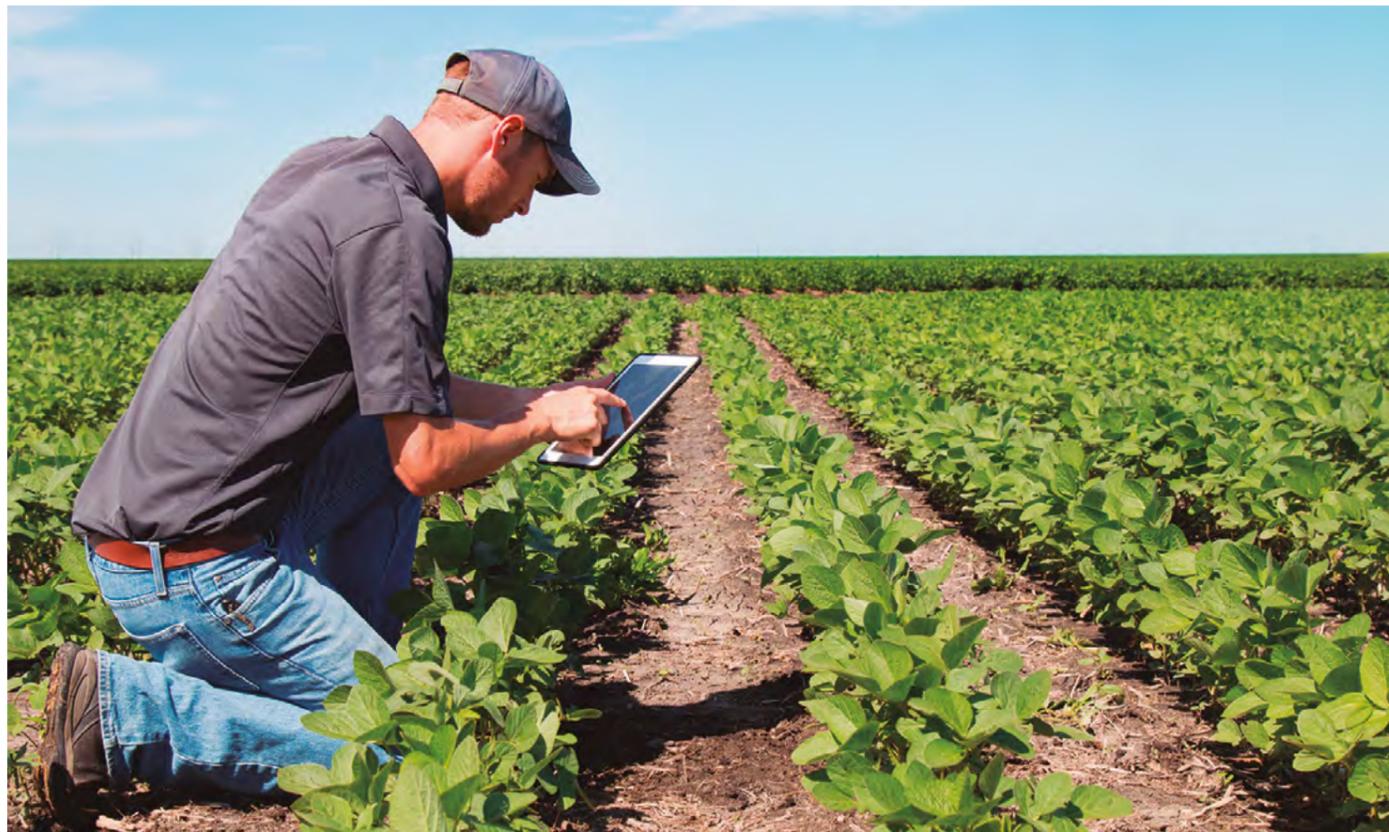
Anecoop's members who grow and market organic produce do so in line with the standard included in Regulation EC/834/2007. We hold the Valencian Region's Organic Farming Committee certificate (ES-ECO-020-CV), which accredits us as marketers of organic fruit and vegetables, grape juice, wine, seeds, plant material and nursery plants. In addition, an "organic crop" plot at our Masía del Doctor Field Station in Museros has been registered and approved to study organic crop production and profitability.



ORGANIC PRODUCTS MARKETED (mt)

	2016-17	2017-18	2018-19
Tonnes	19,780	25,053	30,491

For the second year running, we have been promoting the crops identified with the "naturane zero residue" label in conjunction with our members. This is a practical example of agricultural management that takes economic, environmental and social sustainability aspects



into consideration and through which we produce residue-free fruit and vegetables*.

* Pesticide residues not exceeding 0.01 mg/Kg on a minimum of 386 active substances analysed by an ENAC (Spanish National Accreditation Agency) accredited laboratory (according to UNE-EN ISO / IEC 17025).

more initiatives in the Sustainable Development Goals



3.3.2. In the working environment

Material management

The "paperless office" plan implemented over the last few years is starting to bear fruit. In the 2018-2019 trading year, we reduced paper consumption (paper for printers, photocopies, headed paper, pre-printed paper and envelopes) by 38%, as a result of prioritising digital files over printed information.



PAPER CONSUMPTION (kg)

	2016-17	2017-18	2018-19
Valencia	3,484	3,289	1,961
Seville	30	25	5
Murcia	12	10	10
Almeria	150	140	125
Museros F.S.	75	70	75
Total	3,751	3,534	2,176

Water management

The water used in Anecoop's offices is not recycled and simply enters the public drainage system.

We have sensor taps and dual-flush toilets in our offices to save water.

Corporate Social Responsibility



WATER CONSUMPTION (m³)

	2016-17	2017-18	2018-19
Valencia	902	950	945
Murcia	72	80	98
Seville	community	community	community
Almeria	-	-	61
Algemesi	-	1,324	809
Museros F.S.	38,221	-	40,525
Total	39,195	2,354	42,438

In 2018-2019, the water used at the Museros experimental field station, which comes from a well located on the premises, was included once again in the figures. We have also included the water consumption from the Algemesi Logistics Centre from 2017-2018 onwards.

Energy management

The energy-saving measures implemented in all our offices help us to control consumption:



ENERGY CONSUMPTION (Electricity kWh)

	2016-17	2017-18	2018-19
Valencia	315,722	322,885	304,116
Seville	16,493	22,665	14,156
Murcia	17,205	18,809	19,982
Almeria	27,068	23,695	20,321
Museros F.S.	133,293	137,283	130,591
Total	509,781	525,337	489,166

LED technology, light sensors, air conditioning programming, among others, enabling us to reduce consumption by nearly 7% in the 2018-2019 trading year.

Waste management

In order to comply with the Spanish Data Protection Law, we safeguard the privacy of our members' and customers' data. For this purpose, we differentiate between documents containing confidential information and discard them in paper bins that are specifically used for collecting documents that include personal details and data and that must subsequently be sent for destruction, as per the current legislation.



PAPER SENT FOR DESTRUCTION (kg)

	2016-17	2017-18	2018-19
Valencia	1,584	1,836	1,312
Seville	50	0	120
Murcia	54	36	36
Museros F.S.	25	0	0
Almeria	108	90	209
Total	1,821	1,962	1,677

We have distributed special containers and eco bins for the collection of organic waste, plastics and cans, and paper and cardboard in different areas of all our offices. We also have specific containers for batteries, small electrical appliances, electronic waste and printer cartridges.

Three types of waste are handled at the Masía del Doctor experimental field station in Museros: organic waste, which comes from harvest waste and from the recovery of the numerous crops planted on the estate. This includes firewood that cannot be shredded for reuse. Inorganic waste, including plastic and old piping that is replaced, which is weighed when it is taken to controlled landfills. And chemical waste, which comes from empty containers of pesticides that are used to treat crops at the field station. This waste is collected in special containers, called Big Bags.



WASTE MANAGEMENT MUSEROS F.S. (kg)

	2016-17	2017-18	2018-19
Organic	65,000	80,000	70,000
Inorganic	4,000	6,000	6,500

3.3.3 Energy-saving measures

In addition to the energy-saving measures mentioned in section 3.3.2, we also have a 1,000 kW (500 kW of our own and 500 kW rented) solar panel installation on the roof of our packing house in Torrent (Valencia). The photovoltaic plant, which is made up of 6,100 modules, has a nominal power of 1,124 kWp.

In 2018-2019, we generated sufficient energy, 639,298 kWh, to supply 183 homes, each with an average of three members per household.

The energy produced by this plant has avoided the emission of 210.97 tonnes of CO₂ into the atmosphere, i.e. the annual emissions produced by 88 vehicles. Similarly, this amount of CO₂ would have required 32,457 trees to absorb it.

The plant emits zero CO₂ into the atmosphere, while the production of the same energy with other technologies would have resulted in the emission of 696.83 tonnes of CO₂ in the case of coal combustion, 216.11 tonnes of CO₂ in the case of combined-cycle plants and 511.44 tonnes of CO₂ in the case of oil products.

Emissions of other polluting gases that have been avoided thanks to this initiative are 0.34 tonnes of sulphur dioxide (SO₂) and 0.26 tonnes of nitrates (NO_x).



3.3.4 Environmental legislation

Anecoop keeps a record of the environmental legislation which affects its activities. During 2018-2019 and the previous trading years, it was not fined or otherwise penalised for any environmentally unsound business practices due to non-compliance with the legislation to which it is subject.

3.3.5 Pollution

Noise pollution: Anecoop does not generate any significant noise since we only have offices. Thus, we have not assessed this aspect.

Air pollution: this aims to raise awareness about the CO₂ emissions that cause the greenhouse effect. Electricity consumption figures are used to calculate "equivalent emissions" (the term used to measure these emissions) at the sales offices in Almeria, Murcia, Seville, Valencia and the Museros Field Station.



AIR POLLUTION (mt)

	2016-17	2017-18	2018-19
Electricity	509,781	525,337	489,166
CO ₂ equivalent	198.81	204.10	190.77

3.3.6 Soil pollution

Our main activity is to market the production of our members efficiently and competitively. Therefore, we do not directly engage in any activity that affects the soil. The work carried out in our experimental field stations is not significant given the size of Anecoop.



3.3.7 Environmental information and training

Environmental information: we provide information about the environment in general and about our environmental management in particular both on the www.bouquet.es web site, which is run in line with our CSR values, and in our newsletters aimed at our employees and members.

Environmental training: specific training is given to the head of the *naturane* unit in Anecoop's Quality and Systems Department.

3.3.8 Relationship with the environment

Anecoop does not own any land in protected areas. Anecoop is not involved in any protection, conservation or restoration projects in any nearby nature areas, nor is it engaged in any activities related to the recovery or promotion of any natural or cultural heritage it owns.

Which SDG do we have an impact on in this section?



3.4 Creating social economy projects that promote the wellbeing of our farmers and of society in general

Anecoop is a second-tier agri-food cooperative which brings together 70 farming cooperatives and businesses located in the main agricultural regions of Spain. Practically all the produce we market is of Spanish origin.

3.4.1 Rural development

One of our priorities, as a social enterprise, is to ensure the future of our member producers. Thus, we encourage comprehensive rural development projects that enable farming to continue to be a driving force in production areas. Creating quality employment and ensuring the viability of local economies is one of the cornerstones of our CSR policy, an objective which is also shared by our member cooperatives.

3.4.2 Product innovation

The main objective of Anecoop's Production and Development Department is to create a model to manage and transfer innovation to other departments and to cooperative members.



The vast majority of R&D&I projects are carried out in our two experimental field stations, "La Masía del Doctor" in Museros (Valencia) for outdoor crops and the FUAL-Anecoop experimental farm in La Cañada de San Urbano (Almeria), which specialises in greenhouse production and belongs to the Anecoop-University of Almeria Foundation, a unique partnership between a university and the cooperative sector.

In both cases, our work in this area is strengthened by the partnerships we have set up with research centres, both on a one-off basis for specific projects, as well as on a continuous basis to help us with technical assistance in the projects we are carrying out. These partners include the Valencian Agricultural Research Institute (IVIA), the Centre for the Conservation and Improvement of Valencian Agrodiversity (COMAV), the University of Almeria, the Universidad Politécnica de Valencia, and the Centre for the Development of Industrial Technology (CDTI).

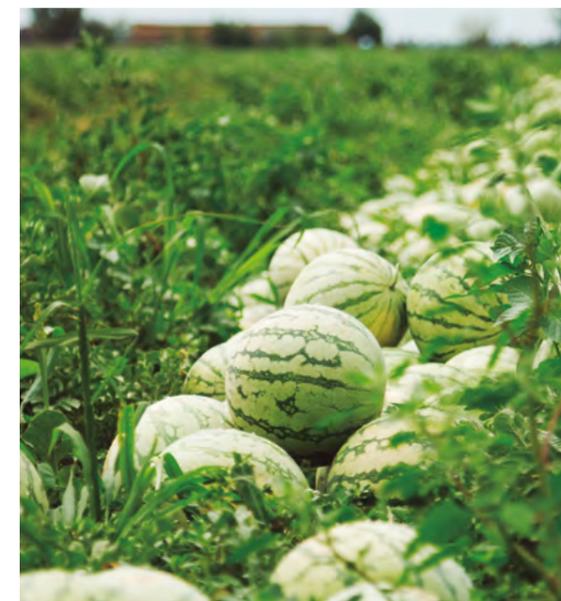
The **product innovation** we carry out encompasses both short-term objectives, focused on the selection of varieties to establish production programmes, as well as medium and long-term objectives, such as improvement schemes that are absolutely essential to ensure alternative crops and maintain our members' sustainability and future growth.

During the 2018-2019 trading year, our research mainly focused on different varieties of tomatoes, seedless watermelons, orange melons and papaya.

Seedless grapes and pigmented orange varieties are two of the projects we have been developing in recent years and have managed to successfully consolidate. The long-term focus is on different varieties of exotic fruit, melons, intense flavour tomatoes and other crop alternatives such as different kiwi varieties.

We lead the **CARISMED** (Papaya cultivation) and **GOCITRUS** (Citrus Fruit Varietal Identification and Management) National Operational Groups, and we are partners in the **CITRUTECH GO** (Technological Developments for Modernisation and Sustainability in Citrus Production), the **GO Stone Fruit Adaptation to Climate Change** Operational Groups and the GO Innoland (Social Innovation in Land Management) group, which is in line with our strategy and that of our members to work on the **recovery of abandoned land to encourage the cultivation of more profitable crops.**

We are also partners in the European Project entitled "**In-silico boosted, pest prevention and off-season focused IPM against new and emerging fruit flies.**"



In addition, a PhD specialising in plant breeding has joined Anecoop under the Torres Quevedo programme for training PhDs in companies.



3.4.3 Management innovation

Company groups

Anecoop is well aware that innovation is the distinguishing feature that generates company excellence. Accordingly, we apply innovation in all areas of the organisation, from management through to product logistics. Our strategic plans help us to identify exactly where and when we need to innovate.

Anecoop Company Group (ACG)

The ACG was set up in 2001 and is made up of Anecoop and several of its member organisations. It has four objectives: improving management, optimising available resources, identifying synergies, and strengthening cooperatives and streamlining their businesses.

In 2018-2019, the ACG's contribution grew by 4,600 tonnes as a result of increased production although its weight within Anecoop fell slightly, by 3%, to 41% of all citrus sold by the company.

At the end of the year, a new member joined the ACG, the Cooperativa Vinícola de Liria (Valencia), enabling the Group to enhance its production calendar and increasing its sales capacity by over 25,000 tonnes. The Liria cooperative's modern facilities are equipped to handle kakis, pomegranates, avocados, stone fruit and citrus fruit. It is certified according to the main market standards: ISO 9001, BRC, IFS, GLOBALG.A.P.-*naturane*, GLOBALG.A.P.-GRASP and ISO 14001.

Corporate Social Responsibility

The Persimon Group

The Persimon Group has established itself as Anecoop's firm commitment to the future of Persimon kakis and to exploiting the huge consumption potential for this fruit. The Group was set up to organise and manage supply as the key to guaranteeing stable market growth.

Thanks to the work undertaken within the Group, we continue to maintain a 40% export share, confirming our leadership in Persimon kakis. Despite our strong position, we are still working to further enhance the Group. To achieve this, we have designed a Management Improvement Plan which we will be deploying in the 2019-2020 trading year.



The Pomegranate Group

We continued to work on managing the pomegranate production of the 27 cooperatives associated with the project, consolidating a line of products that appeals to our customers because of their production calendar, quality and diversity. We made progress in managing the platforms, concentrating product handling in just five packing houses. This means savings in production costs that maximise profitability for our members.

The Papaya Group: Exóticos del Sur Economic Interest Group (E.I.G.)

In 2018-2019, we diversified our supply structure by incorporating papaya crops from the Canary Islands in addition to those from Almeria and Murcia.

This new addition to our range of papaya is part of the CARISMED Operational Group project which we are leading.

As a result, Anecoop's papaya project is continuing to move towards greater diversity in product sourcing within Spain, focusing on papaya grown in the Mediterranean subtropical region and aiming to improve the market position of this crop.

The Table Grape Group

Thanks to the launch of the Table Grape Group last year, we have managed to give a significant production and sales boost to seedless grape varieties.

Together with the eight cooperatives that make up the project, we are continuing to work on centralising sales via Anecoop and on setting up uniform quality and production standards to enable us to meet customer requirements.

The Avocado Group

In conjunction with the Valencian Region's Food and Agriculture Cooperatives Federation, we have created a group together with seven cooperatives to promote avocado cultivation within Anecoop, given that consumption of this fruit has been growing significantly throughout the world in recent years.

In line with the other product groups, the project aims to plan production in terms of both varieties and volume, implement pre-defined production criteria, standardise quality and boost the volume of avocado grown with *naturane*/GLOBALG.A.P. certification and the cultivation of organic avocados.



more initiatives in the Sustainable Development Goals



3.4.4 Stakeholder relations

Members, employees, customers and the society at large make up our stakeholder groups and are at the heart of our strategy.

As a cooperative, people are a priority in our day-to-day business and our social principles predominate over economic considerations. We apply distributive justice among all those who make up the Anecoop Group.

Members

Anecoop's members are its raison d'être and are the cornerstone of our organisation. Together, all of the cooperatives and companies that make up Anecoop represent a social base of 71,525 people, 24,940 of whom are farmers.

During the year, the different departments in the organisation coordinated a number of strategic, technical and informative activities, which complemented our day-to-day communications in order to promote interpersonal relations and the exchange of information between members.

We also support and take part in major corporate events organised by our members, or those in which they play a leading role, i.e. congresses, conferences, opening ceremonies, anniversaries, award ceremonies and institutional visits.

On a less formal note, we should mention our Christmas Card Competition aimed at the children of members and employees in our cooperatives and member companies, as well as those of the staff in the Anecoop Group's sales offices and subsidiaries. In 2018-2019, around 1,800 children participated in the competition.

strategic actions



69 technical visits to our field stations



11 strategy and product sessions

Employees

We are well aware that our workforce is one of our main assets. Maintaining fluent two-way communication is essential for the smooth running of the organisation. We use various channels to achieve this:

In addition to company news and announcements, employees can also use the Intranet to access the **most commonly used corporate documents**, facilitating internal management and knowledge of the company. The Employee Web, which is included in the Intranet, enables every employee to manage the details of their job in Anecoop (personal details, salary-related aspects, holidays) in conjunction with the Human Resources Department.

In order to ensure a good, safe workplace, a **Working Environment survey** is carried out every two years, in which Anecoop's staff freely



Lucía Soriano Fornés, the winner of Anecoop's 19th Christmas Card Competition, with the Chairman of Anecoop, Alejandro Monzón.



BOUQUET



events

25 conferences and technical visits
12 institutional and academic visits
9 fairs and promotional events
12 congresses and forums
6 other events

3.4.5 Training

Our Mission states that the organisation shall ensure the **personal and professional development of its employees**. In the Training Plan, the company's needs are aligned with the training needs of the employees in their different teams. The training covers both senior management courses, as well as other skills, languages and technical courses. These are held both outside and inside working hours.

The total number of hours of training given in 2018/2019 was **9,900 hours** to a total of **180 employees**. This represents an average of 55 hours of training per employee. The number of employees receiving training this year went up sharply compared to previous years. Approximately 50% of the employees who received training were women and 50% were men.

Anecoop invested €164,777 in training.

The percentage of employees receiving training during the trading year under consideration was 74.07%.

Member training

In order to improve the services we provide to our customers, we are committed to giving our members ongoing training in different fields of expertise, tailored to different profiles (farmers, harvesters, packing house staff, quality control technicians, sales staff, production managers, chairmen and chairwomen and managing directors). Anecoop's technical departments are the most active players in this field.

This year, five members of Anecoop's Governing Board, together with several members of the

Management Committee, attended a Governance course for Governing Boards at the San Telmo Business School (Seville).



TRAINING COURSES

	No
Improving sorting	7
Labelling	3
Customer specifications refresher course	1
Area technical forums	7
Organising and improving processes	4

In turn, the Production and Development Department informs members about the latest developments in each of the crops it manages, as well as aspects of applied agronomy in their facilities, through courses and visits organised to its trial centres in Valencia and Almeria. In 2018-2019, we received the visits of over 300 farmer members.

3.4.6 Human resource management model

The work carried out by Anecoop's staff is assessed by completing an annual Performance Appraisal. These appraisals are analysed by the HR Department and the results are then passed on to management.

assess the company and suggest points for improvement they feel should be implemented. These points are passed onto management to be evaluated and progressively introduced.

Anecoop's staff are also active participants in the various strategic and product sessions held with members, thus helping to consolidate relations between the organisation and its social base.

communication channels



Customers

Our Mission states our commitment **"To establish business relations with our customers for the mutual benefit of all concerned"**. To achieve this, we maintain permanent contact with this stakeholder group, in terms of day-to-day management, offering them detailed information about different campaigns, standards, certifications, food safety, and any other general issues that are part of a business relationship with a customer. Transparency is essential.

Along these lines, we have implemented a CRM (Customer Relationship Management) programme to obtain all of the relevant business information about customers, suppliers and products.

We also organise visits and product presentation sessions for individual customers, in addition to

those we already organise for our sales teams so that they can pass on this information to their clients. In 2019, at least five supermarket chains visited us.

Society

As a social economy organisation, we have a major impact on our environment. All the projects in which we participate and the initiatives that we undertake as a result of our operations must be aligned with our CSR values. The aim is none other than to make a positive contribution to society.

In addition to the activities carried out to promote the consumption of fruit and vegetables at sporting and recreational events, in 2018-2019 we took part in more than 60 events and conferences related to the economy and to the agrifood industry, the majority as guest speakers, both in a general and cooperative framework.

Society rewards us for our efforts in the form of recognition. At institutional level, Anecoop won two awards: the **Spanish Citrus Ambassadors' Award**, conferred by the Spanish Citrus Fruit Promotion Campaign, and the **Export Award** at the **1st Agro Awards** organised by the Las Provincias newspaper.



Spanish Citrus Ambassadors' Award.

Workforce stability

Anecoop's workforce remained stable compared to the previous year. In 2018-2019, the number of staff continued to rise steadily, increasing from an average of 238 to 243 employees. The workplaces included in calculating these figures were Valencia, Museros, Murcia, Seville and Almeria.

Breakdown of the workforce

In terms of gender, the balance of women and men working at Anecoop remained steady compared to the previous year with 51.34 % men and 48.66% women.

The majority of the workforce (both men and women) are between 30-50 years of age and have been working at the company for 10 years or more, providing stability and considerable experience in the sector, which are essential to reach the company's objectives. The criterion in the age parameters has changed due to the developments introduced by the Non-Financial Reporting Statement.

Types of contract

One of the Anecoop management priorities is to ensure a stable working environment for its employees. At present, 97.32% of the workforce have a permanent contract, whilst only 2.68% have a temporary contract, a circumstance which is mainly used to cater for specific campaigns and the organisation of special events.

Anecoop did not establish a minimum staff turnover rate threshold for this trading year. Twenty-one people left the company during the trading year: seven left of their own accord, twelve left because their temporary contract ended and two left for other reasons.



Anecoop does not have a formal written wage and salary policy. However, salaries continue to be adjusted to reflect the responsibilities associated with each position. The gross amount spent on salaries in 2018-2019 was over €10 million. This figure is based on the annual summary submitted to the Spanish Tax Agency.



ANNUAL SALARIES

	2016-17	2017-18	2018-19
Gross salary costs	9,084,980	9,899,008	10,219,727

Equal opportunities

All of the company's recruitment processes, including hiring new staff and internal promotion, are governed by equality of opportunities. The criteria set out in the recruitment process approved in 2017-2018 are exclusively based on the candidate's level of education and training, his/her skills, job experience, and aptitude for the position in question. Nationality, gender, race, religion or any other criteria that could cause discrimination are never taken into account as relevant factors.

In fact, we have employees of eight different nationalities (from Denmark, Netherlands, Ireland, Germany, Belgium, Russia, Ukraine and Colombia), who work together in perfect harmony.

In its entire 44-year history, Anecoop has never seen a single incident resulting from discrimination. Our non-written wage and salary policy is the same for all employees.

During the 2018-2019 trading year, the process of choosing a supplier to draw up Anecoop's first Equality Plan, which will be implemented during the next trading year, got underway.

Conditions of employment

As soon as a new member of staff is taken on at Anecoop, the Human Resources Department provides them with an overview of the company through its Welcome Manual, which helps to familiarise them with the workings of the organisation. From this moment on, employees are taken into account in all the processes undertaken by the company, and especially those which involve change. Their opinion and suggestions are valued and applied when necessary. This makes them a key element of Anecoop's growth.

We also have framework agreements with universities and training centres to carry out work placements.

General accessibility

No general building accessibility audit has been carried out. There is a lift connecting the main entrance with the offices. However, the steps leading from the street to the main entrance are not accessible. In exceptional circumstances, access can be gained via the building's main lifts, which are exclusively used by residents and

people who use the garage for parking.

Health and safety in the workplace

We have an agreement with an external occupational health and safety agency, QUIRÓN Prevención, which reviews and updates the company's general working conditions and the specific conditions of individual workstations on an annual basis. In the 2018-2019 trading year, general light intensity was also measured and glare measurements for specific workstations were taken.

We also have another contract with QUIRÓN Prevención to provide a health monitoring service through which Anecoop offers an annual medical check-up for staff. Anecoop has added some extra tests to those included in the standard check-up, based on the different risks inherent to each job.

Work-life balance

Under the Valencian Region's citrus fruit, fruit and vegetable handling and packing collective bargaining agreement, employees work a total of 1,790 hours per year. These hours are distributed unevenly, with longer hours being worked from 16th September to 14th June so as to facilitate a shorter working day in the summer (15th June to 15th September).

However, individual working agreements are



ANECOOP EMPLOYEES' AGE GROUPS

Age	Men	%	Women	%	Total
> 50	47	37.75	32	27.12	79
30-50	70	55.82	77	65.25	147
< 30	8	6.43	9	7.63	17
Total	125	100.00	118	100.00	243

Corporate Social Responsibility

reached to adapt to specific staff needs, such as a reduced working day to enable employees to continue their studies; flexible working hours; and extended leave of up to 14 days without pay.

3.4.7 Human rights

Anecoop condemns any activity, commercial or otherwise, which directly or indirectly encourages child or forced labour, as well as any failure to respect human rights, human dignity, freedom, equality and solidarity.

3.4.8 Customer satisfaction

We believe that excellent management and service are essential to maintaining our leadership, and satisfying our customers' needs.

We use different systems to measure customer satisfaction: in a formal manner through the results of audits carried out by customers on our cooperatives' and member companies' premises, or based on the annual number of complaints received and their causes. On a more informal basis, we analyse the exchange of information at meetings, visits and encounters at industry events (trade fairs, congresses and forums) and through other channels on specific occasions.

We guarantee the confidentiality of personal data relating to customers, as laid down in the Spanish Data Protection Law (LOPD). To date, there has been no claim or complaint in relation to privacy or disclosure of customers' personal data.

There have been no fines or other penalties relating to any failure to observe correct procedure over the supply and use of any product or service, in connection with our customers.

3.4.9 The local community

Anecoop and solidarity

The Solidarity Fund approved in 2018-2019 by the Governing Board was endowed with €48,700, 49% more than the previous year, and was distributed as follows: €500 was given to each of the following charities - Intermón-Oxfam, Fontilles, Médicos del Mundo, Misiones

Salesianas, Cruz Roja Española, Manos Unidas, UNHCR-ACNUR, Aspadis, Acción contra el Hambre, Fundación Afín, the NGO Congo-Alginet, Médicos sin Fronteras, and Fundación Maides.

The Fund also made donations to the following charities:

- Cáritas: €8,000
- Casa de la Caridad Valencia. "365 Solidarity companies" project: €7,000
- Spanish Cancer Association: €5,000
- Fundación Novaterra: €2,500
- Asindown: €2,500
- Fundación Vicente Ferrer: €2,200
- Fundación por la Justicia: €1,000

At the beginning of the year, we made a donation of €3,000 to the **Xirivella Occupational Therapy Centre** to renew the design of a series of charity labels for one of our wines, made by people with intellectual functional diversity who work at the centre.



As part of our commitment to promoting the inclusion of people with functional and intellectual diversity through sport, we donated €1,000 to the AVAPACE Association, for its athletics club, AVAPACE Corre, and we signed a cooperation agreement with the Unión Rugby Almería and its URA-Clan Foundation for the entire 2018-2019



season, making a donation of €10,000 which was used to organise different events at the Club to promote rugby during the year.

We are also co-participants in the project promoted by the Valencian Region's Cooperative Confederation which is coordinated by the Vicente Ferrer Foundation, entitled "**A cooperative village in Anantapur**", which has enabled the construction of housing for underprivileged families in India.

Participation in public policy

Anecoop is a private organisation, and thus does not take part in public policies.

Cost of fines or penalties arising from the failure to adhere to all regulatory and legal requirements

During the 2018-2019 trading year, Anecoop paid out €70,262.63 in fines, with the largest amount corresponding to tax adjustments from 2013 to 2016. The remainder was used to pay transport fines for excess weight and other minor issues.

3.4.10 Competition

Our organisation's commercial practices are fair towards our competitors, and we undertake not to engage in monopolistic behaviour or seek to undermine free competition. Anecoop has not been the subject of any accusation of unfair competition.

3.4.11 Social objectives

- To continue to make progress in the concentration and integration of our cooperatives in our Company Groups.
- To progress in the implementation of the Integration Plan.
- To consolidate the implementation of the Human Resource Management Model.
- To promote the access of women to positions of responsibility.

Which SDG do we have an impact on in this section?



4.1 The Anecoop Group

Anecoop is a food cooperative that integrates, coordinates, and markets its members' production in line with the highest quality and food safety standards, and provides these members with different services so they can streamline their activities (2013-2018 Integration Plan).

the anecoop group

The leading Mediterranean fruit and vegetable producer

The Spanish leader in marketing fruit, vegetables and salad stuffs

One of the world's leading citrus, watermelon and kaki operators

Since it was founded in 1975, Anecoop has become one of the largest and most important international distributors of citrus fruit, vegetables, non-citrus fruit and wine, as well as grape juice, fruit juice, canned fruit, fresh-cut fruit and vegetables, and pre-cooked vegetables.

The Anecoop Group is made up of a set of subsidiaries and invested companies. Its headquarters are located in Spain. Its foreign subsidiaries are located

in France, the United Kingdom, the Netherlands, Poland, the Czech Republic, Slovakia, Russia, China and the United States. Its US subsidiary, Anecwines Corporation, was set up in 2019 to consolidate the company's wine sales in the US market.

In addition, Anecoop has five offices in the heart of some of Spain's most important production areas: Valencia, Murcia, Almeria, Seville and the Ebro Valley.

During the year, the Group diversified its operations in France by acquiring the floriculture specialist Floren'Sud, through its French holding company Mundus Naturalis. In addition, the company's subsidiary in Russia, Agrikoop, celebrated its 10th anniversary.

Anecoop sells its products in 83 countries. Its main sales destinations are in Europe, with France, Germany and Spain at the head, followed by Poland, Italy, the United Kingdom, Sweden and the Czech Republic.

On the cooperative front, Anecoop began the 2018-2019 trading year with 70 members. In the first quarter of the trading year, the Cooperativa Valenciana del Camp Unión Cristiana left, reducing the total number of member cooperatives and companies to 69 at the end of the calendar year.

In October 2019, the Coagri cooperative (Alginet, Valencia) became a member and the Cooperativa

THE ANECOOP GROUP



Santiago Apóstol de Tomelloso (Ciudad Real) also joined Anecoop in February 2020, increasing the number of members to 71 at the close of this report.

According to the in-house census we carried out in 2018-2019, Anecoop's member cooperatives and companies make up a social base of 71,525 people, of which 24,940 are farmer members, 21,668 are members providing other types of services, and 24,917 are employees. The total surface area farmed by Anecoop's members was 79,874.94 hectares of fruit trees, vegetables and vines in this trading year.

Growing systems

Anecoop makes sure that its growing systems show maximum respect for the environment. It grows organic produce, and its conventional crops are **naturane**-certified and zero residue*.

*See CSR section, pages 36 - 37

Products

We market a wide range of products including citrus fruit, non-citrus fruit, exotic fruit, and fresh vegetables, as well as fresh-cut fruit and vegetables, pre-cooked vegetables, and wine. In addition to being one of the world's leading citrus

fruit operators, Anecoop's other "star products" are its seedless watermelons and Persimon kakis, marketed under its prestigious Bouquet brand. In recent years, the company has promoted the cultivation of other products such as seedless grapes, and exotic fruit such as avocados and kiwis, by creating and participating in working groups.

Brands

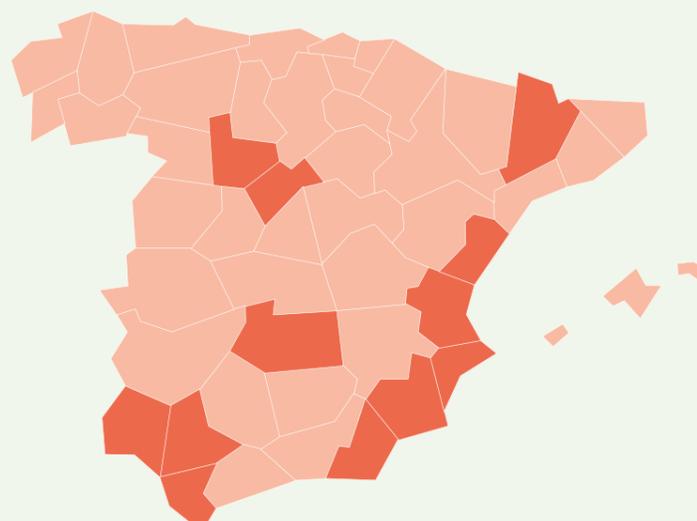
In the fruit and vegetable markets, Anecoop continued to promote Bouquet, its most emblematic brand, in all its different categories: Bouquet, Bouquet **naturane**, Bouquet Exotic and Bouquet Premium. In 2019, we continued to promote Bouquet **naturane** zero. This brand labels its fruit and vegetables as having zero pesticide residue.

Our flagship wines are Reymos, Venta del Puerto, Icono, Juan de Juanes, Los Escribanos, El Enebro and Ola Caracola.

Services

All Anecoop departments are involved in member cooperative activities and provide them with the services they require.

GEOGRAPHICAL LOCATION OF ANECOOP'S MEMBER COOPERATIVES



6 regions 12 provinces 71 members

Valencian Region		
Alicante		6
Castellon		5
Valencia		38
Andalusia		
Almeria		5
Cadiz		1
Huelva		2
Seville		3
Murcia Region		
Murcia		7
Castile and Leon		
Valladolid		1
Segovia		1
Catalonia		
Lleida		1
Castile - La Mancha		
Ciudad Real		1

ANECOOP'S MARKETS



83 countries

Market position of our products and services, and knowledge of our direct competitors

Anecoop's Sales Department carries out an in-depth yearly analysis of the market and of the company's competitors to establish the market position of its main products.

Anecoop currently handles around 8% of all Spanish citrus fruit exports.

In addition to citrus fruit, watermelons and kakis are another two of our reference products. Anecoop markets around 15% and 41%, respectively, of Spanish exports of these products.

4.2 Governing and management bodies

Anecoop is governed by Spanish Law 27/1999, of 16th July on Cooperative Societies. It is a social enterprise and, as such, is governed according to democratic values and principles, with people being a priority over share capital.

Its governing bodies are the General Assembly and the Governing Board.

The General Assembly is a members' meeting which is held at least once a year. All other assemblies are classified as extraordinary. It is made up of a representative from each of the member cooperatives and companies. Its competences, calls and operation are established in article 24 and the following articles of Anecoop's Corporate Bylaws.

Voting at the General Assembly is carried out on a multiple basis. Voting rights are assigned in proportion to the cooperative activity between the members and Anecoop during the two most recent accounting periods, to which two coefficients are applied, one for participation and the other for historical relations.

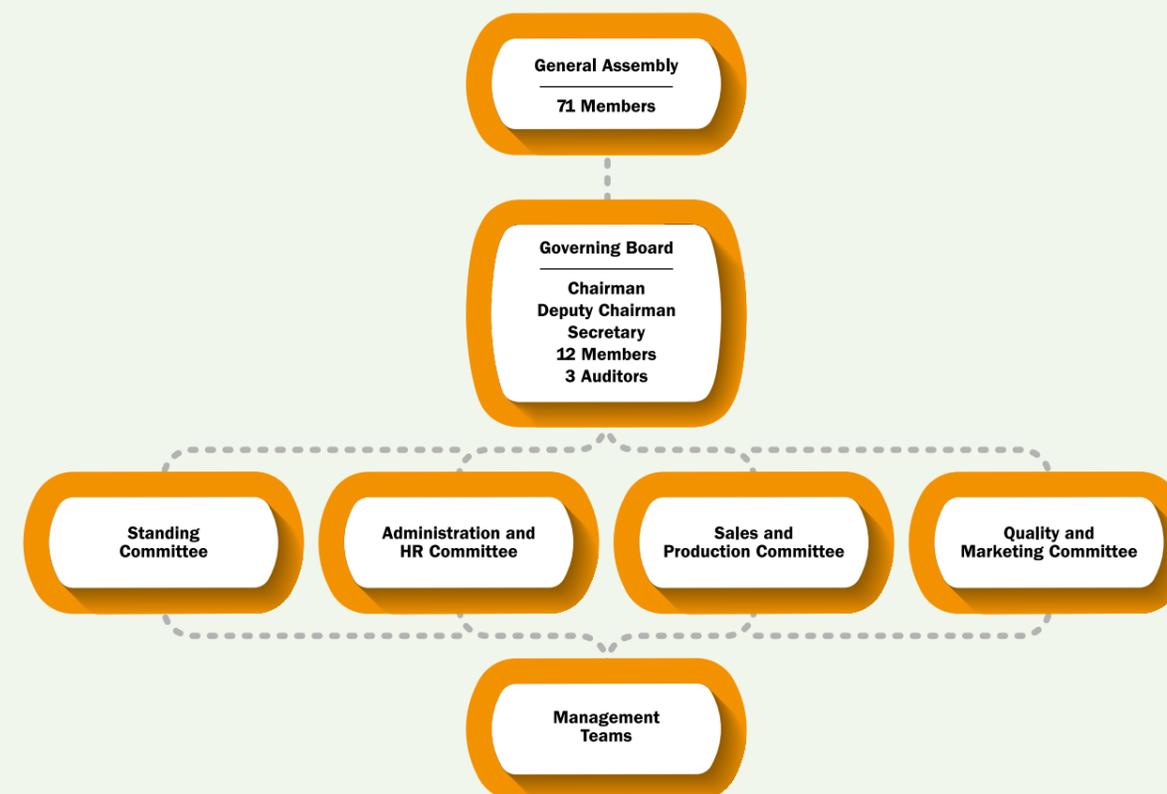
The Governing Board is elected by members as the collegiate body handling the Cooperative's management and representation. The Board's members are elected for a period of four years, and can be indefinitely elected. It is partially renewed, by halves, every two years according to article 29.1 of the Corporate Bylaws.

The Governing Board elects the Chairman, Deputy Chairman and Secretary from amongst its members.

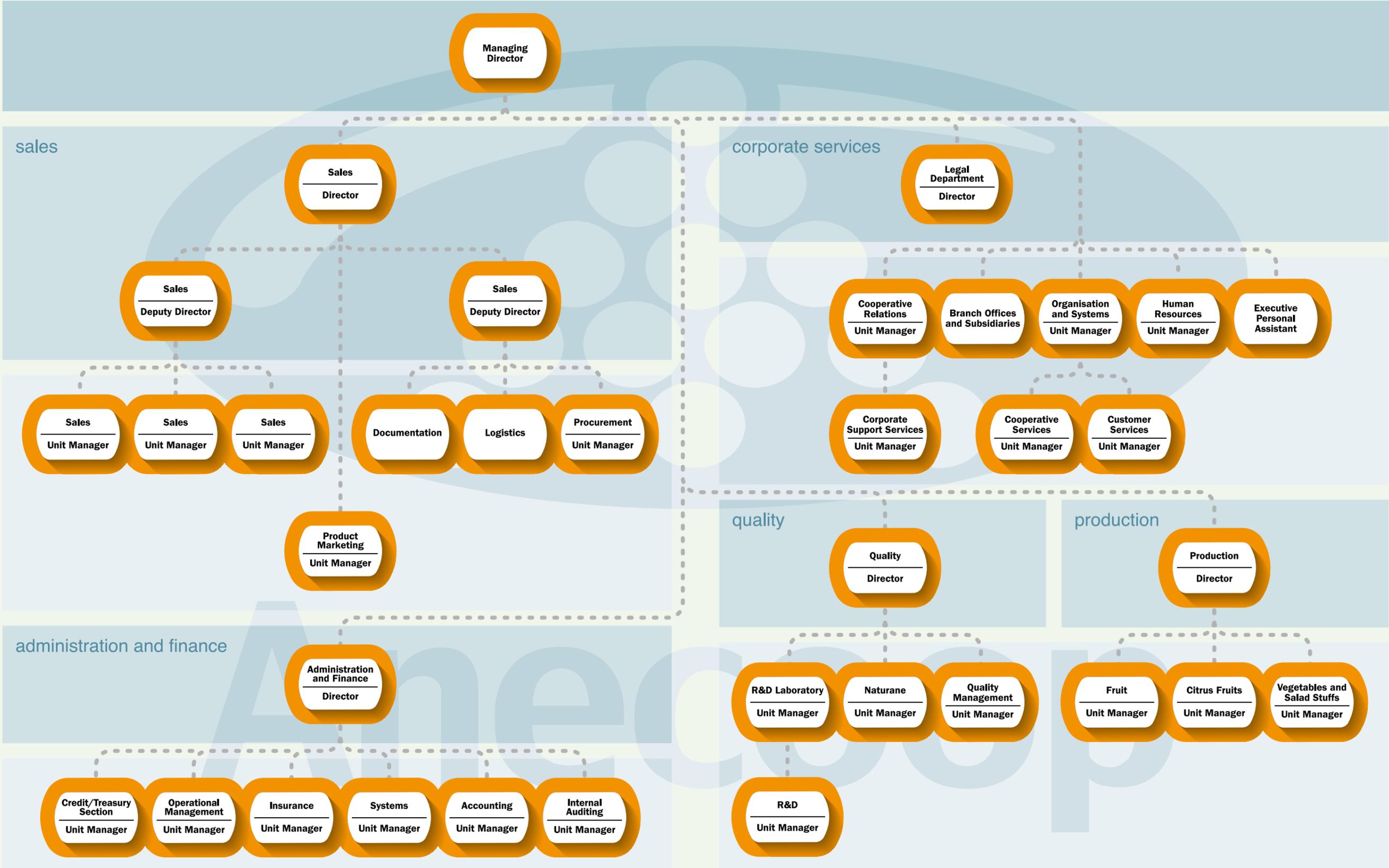
Likewise, there are four Technical Committees which meet once a month and report directly to the Governing Board. These are:

- Standing Committee
- Administration and Human Resource Committee
- Sales and Production Committee
- Quality and Marketing Committee

The Management Committee is made up of different management teams and is responsible for the day-to-day running of the firm.



GOVERNING BOARD	
Chairman	Alejandro Monzón
Deputy Chairman	Francisco Gilabert
Secretary	Álvaro Nogués
Members	Juan Manuel Aloy, Cirilo Arnandis, José María Crespo, Francisco José Devesa, José Feltre, Juan José Gimeno, Pedro José González, Javier León, Domingo Ruiz, Francisco José Ruiz, Juan Segura, Inma Vaquer
Auditors	Raúl Aliaga, Rafael Rosendo Biosca, Juan Miguel Rodríguez
Replacement Members	Guillermo Vicente Edo, Ramón Hernández, José López Cara
MANAGEMENT TEAMS	
Managing Director	Joan Mir
Sales Director	Miguel Abril
Legal Advisor	José María Costa
Administration and Finance Director	M ^a Carmen Traver
Production and Development Director	Ángel del Pino
Quality and Systems Director	M ^a Carmen Morales
Murcia Office Manager	José Hidalgo
Eastern Andalusia Office Manager	Iván Rodríguez
Western Andalusia Office Manager	Marco A. Fernández
Ebro Valley Office Manager	Elisenda Casals
ANECOOP FRANCE & IFS Director	Jean-Luc Angles
SOLAGORA Director	Jean-Luc Angles
FESA U.K. Director	Justin Szymborski
4FRUIT COMPANY Director	Pieter de Ruyter
ANECOOP POLSKA Director	Darek Wysocki
ANECOOP PRAHA Director	Ferran Cabrera
AGRIKOOP Director	Alexei de los Llanos
AGRICONSA Director	José J. Felici
JANUS FRUIT Director	Juan Carlos Bolta



4.3 Members

The cooperative is a form of business organisation based on a democratic structure and operation. According to article 8 of the Corporate Bylaws, membership of Anecoop is available to “both cooperatives and other legal, public or private persons, joint ownership estates and individual entrepreneurs who have needs or interests which coincide with the corporate purpose of Anecoop S. Coop (...)”.

The figure of “cooperating member” is envisaged for natural or legal persons who, while not being able to develop or participate in the cooperative activity proper to the corporate purpose of this organisation, are admitted by the Governing Body, in accordance with the criteria set by the General Assembly.

Entry requirements and conditions

Article 9 of the Corporate Bylaws sets out the requirements needed to become a member.

Financial conditions

- Affiliation fee of €30.05, plus 10% per year of the compulsory contribution to share capital, i.e. €1,803.04, based on the number of years that have elapsed since 1st January 1982, when this was established (2018-2019 - €180.30 x 37 years = €6,671.10).

- An annual fee of €4,425.51 for the 2018-2019 trading year, inflation-linked and deductible from the activity contribution.

- Withholding of 2.5% of turnover for the payment of current expenses.

- Each member shall hold at least one title, according to article 39.1 of the Corporate Bylaws. Members shall make the compulsory contribution to share capital established in the Corporate Bylaws as well as any other contribution which the General Assembly may have established to acquire this status. This may vary according to the different types of membership. The General Assembly may agree (art. 40 of the Corporate Bylaws) to new compulsory contributions. Both the General Assembly and the Governing Body may agree to accept voluntary contributions from members. In the event of new compulsory or voluntary contributions being agreed, it will be decided whether these accrue interest or not.

Participation percentage

Each member cooperative must market a percentage of its production through Anecoop. In the 2018-2019 trading year, this percentage was 40%.



4.4. Mission, vision and values

Mission

- To ensure optimum profitability, social and sustainable development, and **the maximum harmony and integration** of its farmers and members.
- To encourage the personal and professional development of its employees.
- To establish **business relations** with its customers for the **mutual benefit of all concerned**.
- To cater for the needs of end consumers and provide them with **healthy products**.

Vision

Anecoop aims to become a leader for its members, and an agrifood business that is globally recognised, meeting the expectations of its members and customers, thanks to excellent strategic and operational management, based on constant innovation and adaptation, product quality, efficiency, and growth.

Values

MEMBERS - The relationship with our members is based on **transparency, participation, mutual benefit, and shared responsibility**, thanks to our deep-rooted commitment to agriculture and its future.

PERFORMANCE - Our performance aims to find a balance between **results and people**.

STAFF - Our staff work in a **stimulating, participatory environment**. Thanks to their **constant training**, they are able to create projects forged via **teamwork**. When implementing these projects, they take into account both our members and our end customers.

CUSTOMERS - The relationship with our customers is based on **trust, cooperation, long-term alliances**, and the supply of **products suited** to their markets which are **profitable** for both parties.

SOCIETY - Anecoop is committed to the **health** of those who consume its products and to the development of **sustainable agriculture**.



4.5 Cooperative objectives

Since 1975, Anecoop's road map, which has been adapted over time to take on board social and economic changes, and cater for market demands, has focused on the four objectives that gave rise to the founding of the company:

- Progressive concentration of its member cooperatives' product range
- Diversification of total product range, both in terms of product variety and of production calendars
- As a result of achieving the objectives mentioned above, the aim is to be in a stronger negotiating position when dealing with large-scale distribution chains.
- Promotion of cooperativism as a business and economic model by means of initiatives to enhance production and streamlined use of resources.

4.6 Strategic objectives

Anecoop's strategy centres on meeting a series of future objectives set out in the 2013-2018 Integration Plan, which follows on from the 2010-2013 Development Plan. These objectives are based on four strategic areas.

strategic areas

- 1 Bringing members, cooperatives, and third parties together
- 2 Making Anecoop more effective and efficient
- 3 Adding value for customers
- 4 Consolidating and developing markets

4.7 Business strategy

Anecoop's prime goal is to ensure sustainable agriculture for its member cooperatives, which is both profitable for the producer and environmentally friendly. Therefore, Anecoop looks after its own future by looking after the future of its members, which are part of the same project.



Anecoop employees and members. The Plan was extended until the end of the 2018-2019 trading year with the development and application of the AVANZA I and II Plans.

A key feature of Anecoop's strategy since 2001 has been the start-up and consolidation of its Company Groups. These have been created by Anecoop in conjunction with some of its members which comply with the requirements needed to be a part of these projects.

4.8 Impact, risks and opportunities

Anecoop has a broad social base made up of almost 25,000 farmers in their respective member cooperatives, and of a young, highly-educated, committed and dynamic workforce who embrace the company's values and the needs of member cooperatives, making them their own. The synergies between both groups have enabled Anecoop to reach its current market position, and to create a powerful trading network. This, alongside major investment in R&D and technological innovation to adapt its products to market requirements, has enabled the company to gain a privileged reputation in the eyes of the consumer.

Despite these strengths, the company also faces threats and risks. On one hand, these include those inherent to farming such as problems with generational renewal and farms being abandoned

by members because of a lack of profitability, and those deriving from market instability as a result of political or economic issues. Finally, threats and risks also come from business, such as changes in the global retail industry.

To minimise the impact of these threats, Anecoop works hard on the values that identify its CSR: concentrating production, forging alliances with customers and suppliers in new markets, and encouraging the consumption of fruit and vegetables, to comply with point one of its Mission Statement: obtaining maximum profits for its members.

4.9 Integrating CSR into our management systems

Anecoop applies Corporate Social Responsibility principles to each and every activity that make up the organisation's systems and procedures.

4.10 Involvement in society

Anecoop takes part in, sponsors and plays an active role in a number of foundations and associations, such as the Spanish Quality Association (AEC), Freshfel Europe, the Five-a-Day Association, the Health and Flavour Foundation, the Anecoop Foundation, the University of Almeria-Anecoop Foundation, Spanish Food and Agriculture Cooperatives, the ETNOR Foundation and the Regulatory Board of the Ribera del Xúquer's Designation of Origin.

We also cooperate with research centres such as IVIA, AINIA and ITENE.



Anecoop belongs to cooperative farming associations such as FECOAV, FECOAM, FAECA and ENGRUPO, as well as other agricultural associations, including the Valencian Wines' Designation of Origin, Fruit Logística, the Protected Geographical Indication for Valencian Citrus Fruit, PROAVA, the Navarre Wines Designation of Origin, and the More Broccoli Association.

Finally, it also belongs to business associations such as AVE, CEV, ASCES, AECOC, and SNIFL-Saint Charles (Perpignan) and the business school EDEM.



The company's strategy for 2017-2018 was based on the 2013-2018 Integration Plan, which was put together to complement the 2010-2013 Development Plan, and was approved by the Governing Board and presented at the Extraordinary General Meeting in November 2013. This Integration Plan, as explained in section 4.6, sets out Anecoop's future objectives and details the way to achieve them. To reach these goals, we are working on a number of actions based on achieving our vision, taking into account the proposals of the members of the Governing Board,





Sustainability Indicators

GRI 102: GENERAL DISCLOSURES 2016

General disclosures		Page
ORGANISATIONAL PROFILE		
102-1	Name of the organisation	Back cover
102-2	Activities, brands, products, and services	50-52
102-3	Location of headquarters	Back cover
102-4	Location of operations	50, 52
102-5	Ownership and legal form	50
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102-7	Scale of the organisation	24-26, 46
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102-9	Supply chain	50, 51
102-10	Significant changes to the organisation and its supply chain	50, 51
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102-12	External initiatives	8-9
102-13	Membership of associations	59
STRATEGY		
102-14	Statement from senior decision-maker about the relevance of sustainability to the organisation and its strategy	4-7
102-15	Key impacts, risks and opportunities	58
ETHICS AND INTEGRITY		
102-16	Values, principles, standards, and norms of behaviour	57
102-17	Mechanisms for advice and concerns about ethics	44, 46, 47
GOVERNANCE		
102-18	Governance structure	52, 53
STAKEHOLDER ENGAGEMENT		
102-40	List of stakeholder groups	43
102-41	Collective bargaining agreements	100% of workforce
102-42	Identifying and selecting stakeholders	Inside front cover
102-43	Approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process	43-45
102-44	Key topics and concerns that have been raised through stakeholder engagement	43-45
REPORTING PRACTICE		
102-45	Entities included in the consolidated financial statements	See NFRS Report at www.anecoop.com
102-46	Defining report content and topic Boundaries	Inside front cover
102-47	List of the material topics identified in the process for defining report content	34
102-48	Restatements of information	Inside front cover
102-49	Changes in reporting	Inside front cover
102-50	Reporting period	Inside front cover
102-51	Date of most recent report	Inside front cover
102-52	Reporting cycle	Inside front cover
102-53	Contact point for questions regarding the report	Inside front cover
102-54	Claims of reporting in accordance with the GRI Standards	Inside front cover
102-55	GRI content index	61-62
102-56	External assurance	Not applicable (*)

(*) The Anecoop Group's NFRS report has been verified by SGS and will be published on the www.anecoop.com website.

MATERIAL TOPICS

GRI standard	Content	Page URL	Omissions	Page indep. verif.
IMPROVING THE INCOME OF OUR MEMBERS				
103 Management approach 2016	103-1 Explanation of the material topic and its Boundary	34, inside front cover, 11		
	103-2 The management approach and its components	24, 25		
	103-3 Evaluation of the management approach	24		
201 Economic performance 2016	201-1 Direct economic value generated	24, 25		29
	201-2 Financial implications and other risks and opportunities due to climate change	8, 9, 40, 41		
	201-3 Social benefit programmes	Compulsory retirement plan		
	201-4 Financial programmes received from government	27		
SUSTAINABLE AGRICULTURE AND ENVIRONMENTAL PROTECTION				
103 Management approach 2016	103-1 Explanation of the material topic and its Boundary	34, inside front cover, 8, 9, 40, 41		
	103-2 The management approach and its components	8, 9, 36-39		
	103-3 Evaluation of the management approach	36, 37, 40		
301 Materials 2016	301-1 Materials used by weight or volume	37		
302 Energy 2016	302-1 Energy consumption within the organisation	38		
	302-4 Reduction of energy consumption	38, 39		
303 Water 2016	303-1 Water withdrawal by source	38		
305 Emissions 2016	305-1 Direct (Scope 1) GHG emissions	39		
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307 Environmental compliance 2016	307-1 Non-compliance with environmental laws and regulations	39		
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103 Management approach 2016	103-1 Explanation of the material topic and its Boundary	34, inside front cover, 36		
	103-2 The management approach and its components	9, 21, 36		
	103-3 Evaluation of the management approach	36		
414 Supplier social assessment 2016	414-1 New suppliers that were screened using social criteria	They all subscribe to Anecoop's basic fruit and vegetable supply standards (point 8) *		
	414-2 Environmental assessment of suppliers	36		
416 Customer health and safety 2016	416-1 Customer health and safety	36		
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	48	Have not occurred	
417 Marketing and labelling 2016	417-1 Requirements for product and service information and labelling	Anecoop's basic fruit and vegetable supply standards (point 3) *		
	417-2 Incidents of non-compliance concerning product and service information and labelling	48	Have not occurred	
	417-3 Incidents of non-compliance concerning marketing communications	48	Have not occurred	
INTEGRATION: BRINGING MEMBERS, COOPERATIVES, AND THIRD PARTIES TOGETHER				
103 Management approach 2016	103-1 Explanation of the material topic and its Boundary	34, inside front cover, 57, 58		
	103-2 The management approach and its components	41, 43, 49, 57		
	103-3 Evaluation of the management approach	41, 43		
CUSTOMER SATISFACTION AND LOYALTY				
103 Management approach 2016	103-1 Explanation of the material topic and its Boundary	34, inside front cover, 44, 57, 58		
	103-2 The management approach and its components	44, 48, 57, 58		
	103-3 Evaluation of the management approach	48		
416 Customer health and safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	48	Have not occurred	
418 Customer privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	48	Have not occurred	
PARTNERSHIPS WITH CUSTOMERS AND SUPPLIERS				
103 Management approach 2016	103-1 Explanation of the material topic and its Boundary	34, inside front cover, 59		
	103-2 The management approach and its components	41, 44, 57, 59		
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QUALITY EMPLOYMENT AND HUMAN CAPITAL DEVELOPMENT				
103 Management approach 2016	103-1 Explanation of the material topic and its Boundary	34, inside front cover, 44, 57, 58		
	103-2 The management approach and its components	46, 48		
	103-3 Evaluation of the management approach	44, 46		
401 Employment 2016	401-1 New employee hires and employee turnover	46		
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Equal opportunities		
402 Labour/Management relations 2016	402-1 Minimum notice periods regarding operational changes	2 weeks		

The Non-Financial Reporting Statement (NFRS) of the Anecoop Group, which includes Anecoop S.Coop, and Group companies, verified by an independent certification body, will be published on the www.anecoop.com website.

TABLE OF SOCIAL ECONOMY INDICATORS AND CORRESPONDENCE WITH THE GLOBAL REPORTING INITIATIVE

	Page		Page
First Principle: Priority of people and the business purpose over share capital			
ES1.1 Description of a brief report that shows the priority of people and the business purpose over its share capital.	52	Fifth Principle: Defense and application of solidarity principles	
Second Principle: Voluntary and open membership			
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ES2.2 Requirements and conditions for leaving the organisation.	56	ES5.2 Existence of actions linked to socially responsible investments.	48, 49
ES2.3 Evolution of members, describing the changes in those joining or leaving the organisation.	50	ES5.3 Existence of a formal statement which involves asking suppliers and hired companies to commit to environmentally friendly and socially responsible management.	*
Third Principle: Business organisation and culture for participative and democratic management			
ES3.1 Percentage of people or groups with voting rights in the highest governing bodies compared to the total number of people in the organisation.	52	ES5.4 Consideration of environmental criteria when choosing suppliers, products and services.	*
ES3.2 Frequency of renewal in the organisation's representational bodies, indicating the renewal formula envisaged.	52	ES5.5 Number and type of cooperation activities carried out in conjunction with other organisations.	35, 48, 49
ES3.3 Working groups or areas created which encourage decision-making in the organisation.	52	ES5.6 Percentage of purchases made in the region (raw materials, services and assets) / total purchases.	27
ES3.4 Percentage of people in the organisation who take part in any of the groups or areas created.	52	ES5.7 Existence of equal opportunity policies or procedures in the recruitment, promotion and development of people in the organisation.	47
ES3.5 Information process through which people in the organisation are given access to three types of information (social, business and economic), indicating the channels, the frequency and addressees.	43, 45	ES5.8 Knowledge and documentation of significant environmental impacts produced by the organisation's activities.	36-41
ES3.6 Percentage of members in the organisation who have received or taken part in specific social economy training activities over the last year in relation to the total number of members in the organisation.	NA	ES5.9 Definition and documentation of annual environmental objectives based on significant environmental impacts.	37
ES3.7 Average percentage of real participation in the highest governing bodies.	52	ES5.10 Breakdown of staff by position, contract and region, including the positions held by disabled people as a percentage of the entire organisation.	46, 47
ES3.8 Description of the preparatory process of the highest social governing body.	52	ES5.11 Total number of staff broken down by age groups, gender and region, including disabled employees.	46, 47
Fourth Principle: Combination of interest of the user members			
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(* Basic rules for the supply of fruit and vegetables from Anecoop



THE ANECOOP GROUP



Anecoop



Anecoop France



Anecoop Praha



Anecoop Polska



Anecoop ServiFruit



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JANUS FRUIT



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