

SUSTAINABILITY REPORT OF PRIMAFRIO GROUP 2024



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Letter from CEO

[GRI 102-14]

We at the Primafrío Group —Europe's leading temperature-controlled logistics operator— remain committed to transparency, continuous improvement and integrity through our competitive strategic ESG policy, which encompasses sustainable and responsible management by integrating R&D and Innovation, CSR and efficient management.

We are a group of companies committed to the environment, society and our employees, as well as to our customers, to whom we offer the very best logistics solutions by meeting the highest quality, excellence, safety and reliability standards. We also encourage active consultation and dialogue with our stakeholders in order to provide a response to the challenges society and the environment demand of us, as demonstrated by our endorsement of the United Nations Global Compact, through which we have reaffirmed our responsibility to the Ten Principles that are universally accepted in the areas of human rights, labour and environmental standards. Over the course of recent years, we have carried out several projects and initiatives at the Primafrío Group geared at reducing our activity's CO2 emissions and promoting the use of more environmentally-friendly energy sources. A good example of this is the recognition granted to us by ESG Risk Rating (devised by the firm Sustainalytics) as one of the best companies in the logistics industry having the best ESG rating anywhere in the world.

We have likewise reaffirmed our fulfilment of one of the most stringent environmental and sustainability standards through the Ecological Fleet Accreditation devised by AEGFA (Spanish Association of Automobile Fleet and Mobility Managers), in addition to executing a strict ESG policy. Along the same lines and in spite of the exponential growth undergone by our activity and logistics fleet, we have recorded a reduction of over 35% in our carbon footprint indicator since our base year through the 3rd Lean & Green Star granted by AECOC (Manufacturers and Distributors Association). In terms of energy management, it should be noted that we have been granted ISO 50001 certification, which enables us to prove how we consume energy across our entire value chain, thus boosting our environmental performance.

However, the path towards a decarbonized economy also requires a firm stance to ensure the development of renewable energy infrastructures and facilities. This has led us to participating in the creation of AHMUR, the first green hydrogen association in the Region of Murcia, whose goal is to lead energy transition in the region and serve as a benchmark and support for future disruptive technology projects and applications that will offer green hydrogen to any industrial sector.

As can be observed, our environmental, social and good governance strategy is a reflection of the commitment undertaken by this company's executives to a type of business management in which objectives such as neutralizing emissions by 2030, maintaining an inclusive and egalitarian social policy on gender and investing in R&D to ensure technological development are also essential. This commitment is also allowing us to address new goals, some of which include involving all our stakeholders in the value chain to transform current business models and achieve more efficient and profitable hybrid systems, while at the same time maintaining a commitment to our employees' training and promotion, thereby guaranteeing them stable top-quality employment.

With this aim in mind, we will manage to perpetuate the Primafrío Group's leadership as a benchmark and leading player in the logistics industry's decarbonization and will contribute to the transition to a more sustainable energy model, thus encouraging other firms involved in the value chain to embrace these joint initiatives.



José Esteban Conesa
CEO

Primafrío Group



Primafrío Group

1.1. Scope of the report

The financial and non-financial data of Primafrío, S.L. (the parent company) and subsidiaries (hereinafter the Primafrío Group) presented in this Consolidated Non-Financial Reporting Statement (hereinafter "NFRS") refer to all the activities carried out during the fiscal year from January 1, 2024, to December 31, 2024 (hereinafter "the fiscal year 2024"). As a general rule, the Group publishes its report on an annual basis.

Nonetheless, the information set out below should be taken into account in relation to financial years 2024 and 2023:

- The Primafrío Group was formed on July 7, 2022, because of the acquisition of the subsidiary Primafrío Corporation, S.A.U., with Primafrío Ibérica Group, S.L. becoming the head of a pre-existing Group in the context of a corporate reorganization and due to the entry of the investment fund Apollo in said Group.
- Likewise, during the past fiscal year 2023, on June 14th, the merger project by absorption of Primafrío Ibérica Group, S.L., Primafrío Corporación, S.A. and Wanasheria, S.L.U. (absorbed companies) by Primafrío, S.L. (absorbing company) was approved to achieve a more efficient corporate structure, being registered in the Mercantile Registry of Murcia on July 28th, 2023.
- Regarding the principal policies, objectives and risks set out in this NFRS, the Group considers that the information is uniform for the financial years 2023 and 2024.

Primafrío, S.L. is the parent company of the Primafrío Group, detailed below, and consequently, it is the company that prepare the Consolidated Financial Statements for the financial years 2024 and 2023 before the Mercantile Registry.

Dominant Company	Primafrío, S.L.
Subsidiary Companies	Green Express Line, S.L.
	Renta-Frío Truck and Tracing, S.L.
	Doctrans Transportes Rodoviaros de Mercadorias LDA
	Lamision Sociedade de Transportes LDA
	Primapharma 2018, S.L.
	Amodo Mio Logist Cargo, S.L.
	Logik Morocco, SARL AU
Joint Control (joint ventures)	Primavia Europe, S.L.
	Primatransit, S.L.
	Primaver France, S.A.S.

The companies in which joint control is maintained (joint ventures): Primavia Europe, S.L., Primatransit, S.L., Primaver France, S.A.S. and Nueva Cocina NCM Servicios, S.L., have not been included in the preparation of this NFRS, in accordance with current legislation.

Applicable Legislation

This Consolidated Non-Financial Reporting Statement has been drawn up according to the requirements set forth by Act 11/2018 of 28 December 2018 on Non-Financial Reporting and Diversity, which was passed by the Congress of Deputies on 13 December 2018 and amends the Code of Commerce, the Consolidated Text of the Corporate Enterprises Act approved by Royal Legislative Decree 1/2010 of 2 July and Act 22/2015 of 20 July on the Auditing of Accounts on Non-Financial Reporting and Diversity Matters (resulting from Royal Decree-Law 18/2017 of 24 November).

The NFRS is issued as a separate but integral report of the consolidated management report, corresponding to the same fiscal year, and submitting it to the same criteria of approval, deposit, and publication as the latter.

In this context, through the NFRS, the Group aims to report on environmental and social issues, as well as those relating to personnel, respect for human rights and the fight against corruption and bribery relevant to the Group in the execution of its own business activities.

Reporting Framework

In its preparation, the provisions of the Global Reporting Initiative's Sustainability Reporting Guidelines (GRI Standards) have been considered. Likewise, other complementary regulatory texts and reporting standards have been considered in the preparation of this document, such as the United Nations Global Compact, the Sustainable Development Goals (SDGs), as well as the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) of the Financial Stability Board (FSB) on climate change.

A list of the contents of the NFRS in accordance with the regulations indicated above is included in Annex I "Contents required by Law 11/2018, of December 28, regarding Non-Financial Information and Diversity".

Materiality Analysis

For the preparation of this report and the selection of its contents, a materiality analysis has been carried out (see section 2.2 "Materiality"), explained in the different sections of this document. This is based on a series of information sources, both external (sustainability standards, reports, sector studies, etc.) and internal (consultations with department heads).

Assurance

The Management report's Non-Financial Reporting Statement has undergone an independent external review process. The independent assurance report, which includes the process' goals and scope as well the review procedures used and their conclusions, is attached hereto as an appendix to this report



We remain very closely linked to Murcia, where the fruit and vegetable sector plays a fundamental role and because it is our region of origin. That is why we are proud to contribute to its economic development by offering solutions to our era's social and technological challenges. We continue to work with the same enthusiasm as on the very first day, aware that we have managed to become the leading road haulage cold logistics company in our country and Europe only through our own efforts and the trust we have earned from our customers.

The commitments we have made to innovation, our services' improvement and our employees' welfare have come to fruition with the inauguration of the Group's logistics center and headquarters located in Alhama de Murcia. These facilities are equipped with the most modern information and communication systems, workshops, their own service station with 32 pumps, a laundry, a rest area for drivers, a restaurant, a games room and a cafeteria.

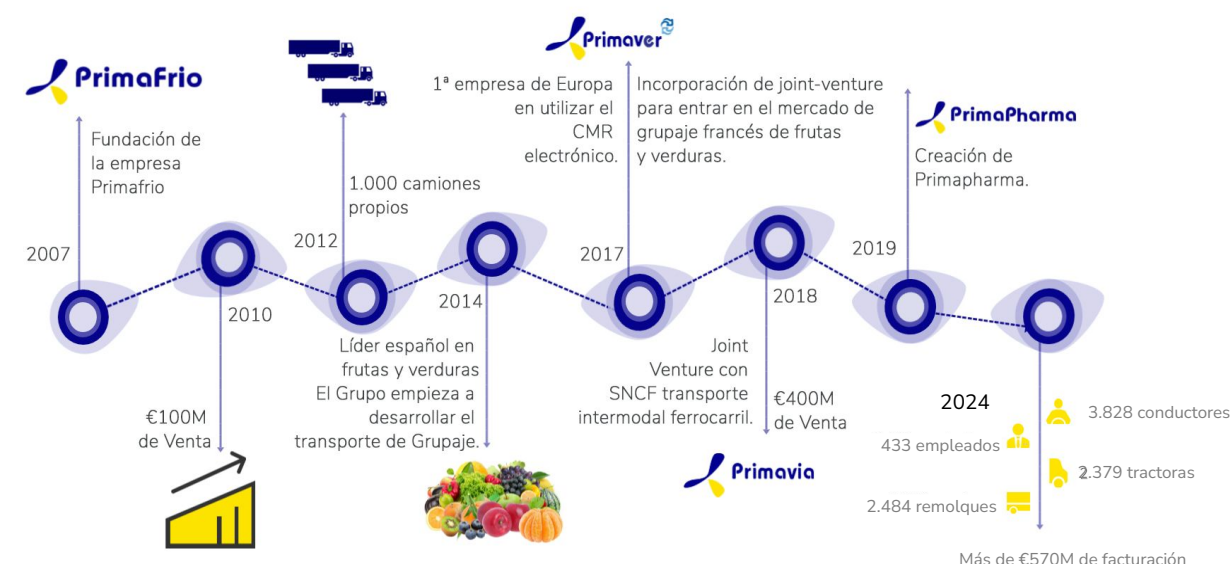
With a surface area of over 350,000 m² (15,000 m² of which are a cross-docking warehouse) along with 106 loading and unloading bays, we have gained the flexibility and the logistical and operational capability needed to deal with all the current market's challenges and requirements.

BUSINESS MODEL

General Information

The PrimaFrio Group's history began over 60 years ago with a very clear vocation in mind; namely, to become a global road haulage cold logistics company offering a comprehensive top-quality service to its customers.

Our commitment to innovation and quality has led us to improve on a day-to-day basis over all these years, both technologically and logistically, by establishing strategic alliances with domestic and European partners to achieve the most complete domestic and international coverage.



Primafrío group fundamentals

Our goal consists of continuing with our Mission and fully attaining our Vision by using all our strengths, meeting our environmental and social commitments, and fulfilling our values in order to do so.

VALORES

- **Commitment to our employees.** They are the Primafrío Group's main asset and the aim is to ensure that they all have equal opportunities in a healthy and motivating work environment.
- **Commitment to our customers.** They are provided a top-quality service through transparent, honest and long-lasting relationships, in which safety in all the processes and their satisfaction are our main priority.
- **Commitment to continuous improvement.** Prioritising innovation, research and the performance of actions which enhance our competitiveness.
- **Commitment to the environment.** Broaching and implementing effective actions and plans that go beyond complying with the legal requirements which apply.
- **Commitment to society.** Carrying out actions aimed at improving social cohesion and cultural strengthening in any places where the Primafrío Group has its facilities.
- **Commitment to transparency and integrity.** We at the Primafrío Group are fully committed to the principle of transparency, which underpins our daily logistics activities.



MISIÓN

Provide efficient solutions to the needs of road haulage logistics by offering our customers a comprehensive top-quality tailored service that respects the environment. Give our employees the chance of developing professionally and personally.

VISIÓN

Become a leading company that is constantly growing in road haulage logistics by offering top-quality services that make a difference through continuous improvement and evolution. Contribute to social development and progress with a highly qualified and motivated human team while being environmentally sustainable.

OUR STRENGTHS	OUR COMMITMENTS Materially Matrix	OUR RESULTS
Innovation - driven Business Strategy as a structuring element	Environment Pollution Circular Economy Climate change	Energy Intensity and energy consumption reduction per km 100% renewable electric power Plans to increase the environmental sustainability of operations
Team Specialised and engaged human team	Human Capital Employment Organisation of work Health and Safety Training Equality	5.963 employees in the year 89% are drivers 58% are permanent employees
Social Commitment Solutions designed to provide sustainable service Priimafrío Fundation	Social Commitment Consumer relation Management	Food Safety Procedures and certificates The overall customer satisfaction level was 9.26 in 2022

The Primafrío Group is a leading logistics operator specialised in cold fruit and vegetable logistics throughout Europe having points of origin in the Iberian Peninsula. The Logistics Group has incorporated new activities and technologies into its value chain that allow it to reduce and neutralise carbon emissions, as set out in our sustainability policy and the Group's decarbonisation plan.

[GRI 102-2] [GRI 102-4] [GRI 102-6]



Fruit, vegetables and food

We can ensure the right constant temperature throughout the journey, ensuring the cold chain and traceability thanks to thermographs and the state-of-the-art monitoring and communications technology installed in our fleet.



Pharmaceutical Products

The GDP certificate ensures that our quality system meets industry requirements in key aspects like training, safety or traceability.



Exports

We are a specialised logistics operator from the Iberian Peninsula and Morocco to any point in Europe. We currently operate in 27 countries and the inclusion of Morocco at the end of 2022 should be highlighted.



Domestic

If logistical needs are within the Iberian Peninsula, our Domestic Logistics professionals will be your allies by offering you a wide range of routes between Spain and Portugal.

Fruit and vegetable groupage



The domestic fruit and vegetable groupage service's consolidation and specialisation within the Iberian Peninsula and internationally in fruit and vegetable exports to Europe allows us to cover the demands of our customers and the current market



ADR

We have included responsible chemical industry product haulage in our activity through SQAS accreditation (Safety and Quality Assessment System).



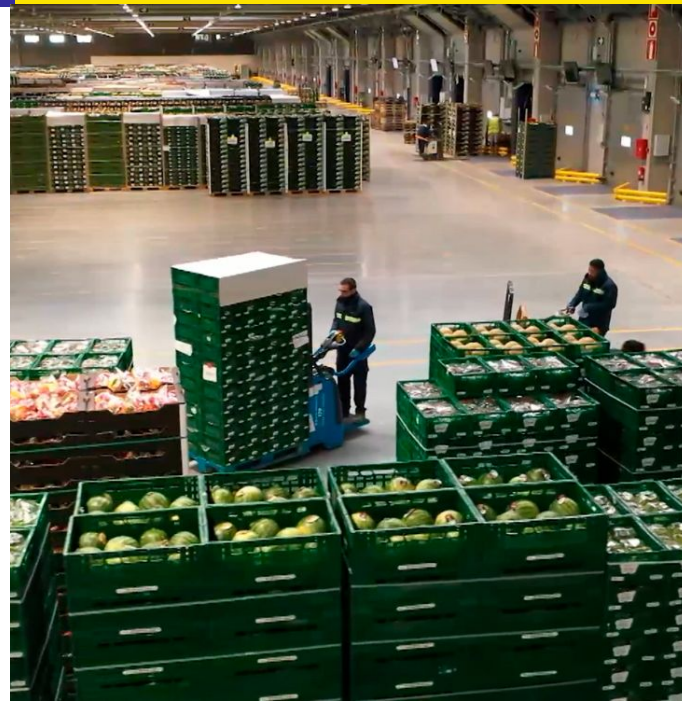
High-Value Products

We are aware of each product's requirements depending on their characteristics and take great care of every tiny detail



Imports

We transport all kinds of merchandise from any country in Europe to Spain or Portugal.



Customs management

In order to provide an overall service that meets the current market's demands, at the Primafrío Group we facilitate the management of the different customs procedures in the United Kingdom for both exports and imports through Primatransit.

Identifying stakeholders

Primafrío Group identifies as stakeholders any groups or individuals who may be significantly affected by the company's activities or whose actions may have a reasonable impact on the Primafrío Group's ability to successfully implement its strategy and achieve its goals.

The stakeholders thus identified include:

Shareholders | Employees | Customers | Society | Suppliers

Once our stakeholders have been identified, their needs and expectations, which are detected through different engagement mechanisms, are taken into consideration in the definition of the Report's relevant topics.

In addition, within the external environment in which the Group operates, the following factors are highlighted:

Economic environment | New business models | Regulations | Environmental policies | Climate change.

Materiality calculation process

In accordance the Global Reporting Initiative (GRI) Standards for preparing sustainability reports, this report focuses on the topics that have been identified as relevant in said materiality analysis.

In 2023, the Primafrío Group conducted a materiality analysis which identified the most relevant priority topics for the company concerning environmental, social and governance matters. The procedure followed by the Group to identify the most relevant topics is as follows.

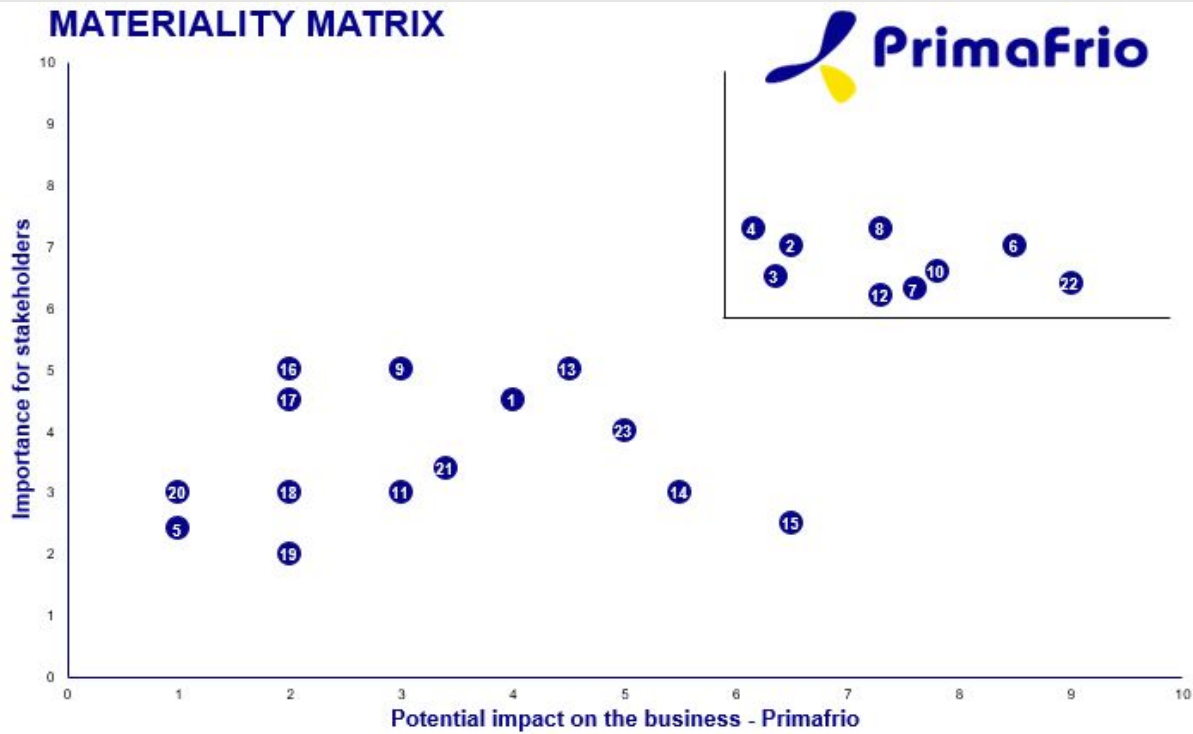
1. Identification of topics. A total of 23 relevant topics were identified.

2. Prioritisation of topics. Internal and external assessment of the criticality of the topics identified for the attainment of long-term objectives and therefore for sustainability. The prioritisation matrix offers a two-fold analysis of the topics, revealing their internal importance granted by the top-level executives who took part in analysing the sustainability context, as well as their external importance in accordance with the assessment given to those topics by stakeholders on the basis of the information obtained from the usual engagement channels the Group maintains with said stakeholders. A review process will be carried out in 2024 on the materiality analysis in order to ensure that internal priorities are in line with the stakeholders' current expectations in order to focus the Group's efforts on responding to the main challenges and trends in sustainability matters.

3. Assessment and validation of topics. A cross-cutting analysis within the Group of the results derived from identifying and prioritising topics. In this phase, the results of previous phases were analysed and the opportunities associated to each of the material topics were identified, as were their economic, social and environmental impacts, by taking into account factors like the impact's likelihood and severity, the risks and opportunities, long-term performance, etc.

Listado de temas materiales

- 1. Environmental management
- 2. Pollution
- 3. Circular economy, sustainable resources use and waste prevention
- 4. Climate change
- 5. Biodiversity
- 6. Employment
- 7. Organisation of work
- 8. Health and Safety
- 9. Social relationships
- 10. Training
- 11. Universal accessibility for the disabled
- 12. Equality
- 13. Implementation of due diligence procedures
- 14. Prevention and management measures of any possible abuses committed
- 15. Reports of human rights violations cases
- 16. Promotion and fulfilment of ILO provisions
- 17. Corruption and bribery prevention measures
- 18. Measures to combat money laundering
- 19. Contribution to foundations and non-profit organisations
- 20. The company commitments to sustainable development
- 21. Responsible supply chain management
- 22. Consumer relationship management
- 23. Tax and transparency reporting



The aspects featured at the graph's top right-hand margin are the material topics which have turned out to be the most significant for the Group after the materiality analysis carried out by it:

Relevant topics	
Category	Content
Environmental topics	Pollution
	Circular economy
	Climate change
Social and personnel topics	Employment
	Organisation of work
	Heath and safety
	Training
	Equality
Social commitment	Consumer relationship management

Logistics Centres

The PrimaFrio Group has a total of five centres located throughout the Iberian Peninsula. These platforms are situated at key points and allow us to provide a rapid efficient service to our customers due to their more than 600,000 m², including their own mechanical workshops, cold warehouses, petrol stations and laundries.

[GRI 102-3]



Our Central Headquarters are located in Alhama de Murcia due to its highly strategic value for the fruit and vegetable production market, thereby ensuring a highly efficient logistics service for this kind of products to practically any European destination.

Logistics centres in the rest of Europe

An extensive network of logistics platforms located in strategic European locations allows the PrimaFrio Group to meet all its customers changing demands in a highly flexible way and offer the Group's services.

The Group has 16 logistics centres in France. It can also count on 36 cross-docking platforms in France as a result of its strategic alliances and five in Germany. Among other things, this allows the PrimaFrio Group to broaden its groupage services by providing the necessary operational flexibility and increase margins over time.



Logistics sector

An extensive network of logistics platforms located in strategic European locations allows the Primafrio Group to meet all its customers changing demands in a highly flexible way and offer the Group's services, as well as having the capacity to work with new fuels and energy carriers not used so far in the road haulage logistics industry. The Group has 16 logistics centres in France. It can also count on 36 cross-docking platforms in France as a result of its strategic alliances and five in Germany. Among other things, this allows the Primafrio Group to broaden its groupage services by providing the necessary operational flexibility and increase margins over time, while defining more efficient national and cross-border routes such as the Trans-European Transport Networks (TEN-T), fulfilling the requirements for range and payload in the 27 European destinations where the Group is present.

A change has come about in the international road haulage logistics industry in recent years which has had a direct effect on its activity. The reduction of haulage times, the inclusion of new routes and new services, and the demand for a top-quality service that ensures the cargo's proper condition at all times have been some of the main reasons that have contributed to the industry's increased professionalisation and thus to a demand for the digitisation of all processes. According to the World Bank, logistics and haulage are an essential driver of a country's economic and social development since they generate job opportunities and improve its economic competitiveness. For the UN, they are also an essential industry which allows countries to undergo sustainable development. However, one of the most difficult environmental and social challenges of our time is managing the mobility of people and goods. The haulage industry accounts for 31% of total greenhouse gas emissions in Spain and almost 40% of diffuse sector emissions, according to the "National GHG Inventory" for 2023, published in 2024 by the Ministry for Ecological Transition and the Demographic Challenge (MITECO). By means of transport, road haulage accounts for almost 93% of emissions, while the contribution made by other means of transport is rather minimal. The great challenge posed by the fight against climate change can only be overcome through a technological and industrial revolution.

Taking as a reference the measures broached by the Ministry's new regulations, like the Spanish Sustainable Mobility Strategy or the Strategic Infrastructure and Transport Plan, we must invest in R&D to arrive at disruptive technological solutions that can optimise the resources invested and reach a neutral carbon footprint. Due to all this and thanks to Primafrio's ability to adapt, the company has developed new logistics solutions that are in line with the market's new needs. The commitments to innovation and quality are two cornerstones which characterise Primafrio and have allowed it to improve in both technological and logistical terms over the years.



Presence in 29 European destinations

Corporate Estrategy

At the Primafrío Group we are working to improve our services, contribute to the development of the Region of Murcia and Spain as whole and become environmentally sustainable. We have devised our business strategy and growth plan by placing the onus on **innovation and sustainability** as structuring elements of all our activity.



In order to do so, we set up our own Research and Development Department (R&D) along with a Corporate Social Responsibility (CSR) and Quality Department in order to speed up our progress towards new technological models, enhance security across the entire logistics value chain (from harvest to end consumer) and provide qualified personnel for all processes to meet all quality requirements and reduce our activity's environmental impact.



Primafrío Group, the **leading European temperature controlled logistic** company.

Due to the variety of information sources that currently comprise our technology, we can now make real-time forecasts about the new challenges we have to face. This has led to increased productivity, efficiency and performance.

Aside from being a leading European firm in fruit and vegetable cold logistics, the Primafrío Group is a technology-based company, and proof of this is the close relationships that link us to numerous research centres, universities and technology companies around the world to generate and transfer knowledge. The Primafrío Group is the first company to lead the new calls issued by the European Commission.

Corporate Social Responsibility

Our **CSR Policy** is the key element to properly approach and bring together the circular economy, digitisation and sustainability through new techniques and processes which contribute to full decarbonisation, thus providing a clear response to the energy transition. The commitment we have made to inter-modality through Primavia is proof of this by integrating gas-powered lorries (LNG), adapting our entire fleet to the Euro VI regulation and using new energy sources, to mention but a few.

Moreover, advanced training and new programming tools have allowed us to further optimise resources, thus leading to a constant improvement in our emissions ratio per km travelled or per kW consumed at our facilities, which are self-sufficient in terms of energy and water capacity.

All these actions along with our endorsement of different initiatives like **Lean & Green** and **First Star** —aimed at reducing our emissions by 20% within five years—, the setting up of the new Region of Murcia Sectorial Green Hydrogen Association (**AHMUR**) and the support given to the Biodiversity Partnership Mesoamerica (**BPM**) are linked to our ecological transition. Encouraging the use of more sustainable energy sources, the logistics industry's decarbonisation and the neutralisation of our emissions are activities aligned with the Sustainable Development Goals (**SDGs**).

CIRCULAR ECONOMY

DIGITALIZATION

SUSTAINABILITY

Quality Policy

One of the Primafrio Group's undertakings is to ensure our company is safe, sustainable and can meet the most stringent quality standards. In addition, caring for and protecting the environment is a constant feature of our activity by promoting innovation and good practices to achieve this goal. To do so, we are working on continuous improvement to obtain quality certificates and to implement and develop diverse actions and certifications.

- ISO 9001:2015 certificate which certifies the development and implementation of a quality management system that can situate us at the forefront of the industry.
- ISO 14001:2015 certificate which certifies the development and implementation of an environmental management system to reduce pollution, waste, and energy consumption at our Central Headquarters in Alhama de Murcia.
- Good Distribution Practices Certificate for medicines for human use (GDP).
- ISO 14064 certificate for the quantification and reporting of greenhouse gas (GHG) emissions and reductions.
- ISO 50001:2011 certificate, certifying an efficient energy management system.
- ISO 27001:2017 certificate, which certifies the proper management of information security.

- Road Transport Certificate for food products at ambient or controlled temperature (IFS).
- We have additionally implemented an HACCP System (Hazard Analysis and Critical Control Point), which ensures maximum food logistics quality by controlling and analysing critical hazardous points.
- SQAS accreditation to integrate into our activity responsible chemical product transport.
- SMETA 4 accreditation by SEDEX in order to accredit our working conditions and the environmental performance of the business.
- ECOVADIS accreditation that allows us to know and understand the sustainability impacts of our business.



ESG Policy

The Primafrío Group's ESG Policy is based on the following principles:

Environmental, social and governance (ESG) principles are at the very heart of the Primafrío Group's strategy and are deemed of utmost importance within its activity and business model. Fulfilling these principles not only benefits our planet and society as a whole, but it also drives forward the Group's innovation and long-term growth.

Environmental

- ✓ Corporate policies related to biodiversity and its impact
- ✓ Monitoring environmental performance in the supply chain
- ✓ Self-sufficient facilities
- ✓ Energy efficiency
- ✓ Risks and opportunities due to climate change
- ✓ Renewable fuels and coolants
- ✓ Recycling processes

Social

- ✓ Personnel
- ✓ Human and labour rights
- ✓ Impacts on the community
- ✓ Data protection
- ✓ Impact of products and services
- ✓ Employee welfare
- ✓ Diversity and inclusion
- ✓ Impact on local and international communities

Corporate Governance

- ✓ Ethical standards
- ✓ Diversity
- ✓ Shareholding structure and commitment
- ✓ Political donations
- ✓ Structure, diversity and independence of the Board
- ✓ Performance-linked remuneration
- ✓ Accounting and auditing quality
- ✓ Combatting bribery and corruption

Environmental, social and governance (ESG) principles are at the very heart of the Primafrío Group's strategy and are deemed of utmost importance within its activity and business model. Fulfilling these principles not only benefits our planet and society as a whole, but it also drives forward the Group's innovation and long-term growth.

The Primafrío Group's goal is to become in a net-zero carbon emission organisation by 2040 (ahead of the EU's 2050 climate neutrality strategy) and an industry benchmark in ESG matters and sustainable logistics. In this fiscal year 2024, we have reinforced our zero net carbon emissions strategy with new decarbonization models, including the integration of new renewable fuels, the expansion of the electric vehicle (BEV) and hydrogen fleet (H2 ICE and FCEV).

The Group has a track record of ongoing innovation and research dating back over 15 years which has led it to adopt a business model aimed achieving its activities' sustainability by limiting its impact on the environment and providing its customers with the best possible service while at the same time caring for its employees' welfare, its contribution to society's sustainable development and all its activities' transparency and integrity. The Group aims to provide efficient solutions to the needs of controlled-temperature logistics by offering a highquality, integrated, tailored and ecological service. At the same time, it intends to offer all its employees the opportunity to grow both personally and professionally within the Primafrío Group.

A clear example of the Group's commitment to ESG principles is its endorsement of the United Nations Global Compact and the alignment of its activities with Sustainable Development Goals (SDGs), as is its approval of an internal Sustainability Policy (see Section 3.3), not to mention other initiatives.

Risk management model - ESG

Fulfilment of ESG principles is integrated into the Group's risk management system. An ongoing analysis is conducted of any risks arising from the environmental, social and governance issues that most affect the Group's activity (see Section 6), such as, for instance, quality management, food safety, climate change and polluting emissions, energy transition risks and talent drain, to mention but a few.

Fulfilment of these principles is reviewed on the basis of certain qualitative and quantitative metrics that measure the ESG impact of the Group's operations (e. g. on energy consumption, fuel consumption, water use, waste generated, GHG and non-GHG emissions and other environmental metrics). Furthermore, the impact of each project is assessed from an ESG standpoint to ensure it is aligned with the Group's business model.

Day-to-day responsibility for managing these ESG issues resides in the R&D and ESG Department, which is comprised of a team of over 20 professionals. The Group's employees and senior management are additionally given training in ESG principles, including topics like carbon footprint and environmental impact, climate and renewable energies, the circular economy, sustainable infrastructures, and digitisation.

Essential Cornerstones

Given the importance of ESG principles in its activity and corporate strategy, the Group has decided to focus its goals on **seven essential cornerstones** through a variety of present and future initiatives, which are summarised below and will be set out throughout the contents this NFRS:

Minimising emissions

Emissions the Group generates are its main impact on the environment. That is why it is committed to reducing its carbon footprint until it becomes a net-zero carbon emission organisation through a variety of different initiatives like:





Membership of the Biodiversity Partnership Mesoamerica (BPM) management board.



Collaboration with the National Hydrogen Centre, along with promoting national and international green hydrogen projects in conjunction with IBEX 35 companies.



Partnerships with several partners like Michelin to reduce the lorry fleet's CO2 emissions.



Driving forward and implementing new transport formulas such as intermodal transport, combining road, rail, sea and air transport, optimising resources and reducing CO2 emissions.



Founder-member of the first Region of Murcia Sectorial Green Hydrogen Association (AHMUR).



First AECOC Lean & Green Star granted.





Ecological Fleet Accreditation granted by the AEGFA in conjunction with the IDAE.



Environmental Management System Optimisation

Development of a comprehensive programme that pursues continuous improvement and optimisation of environmental initiatives, while fulfilling all legal requirements (ISO 9001, 14001, 27001 and 50001 certifications).

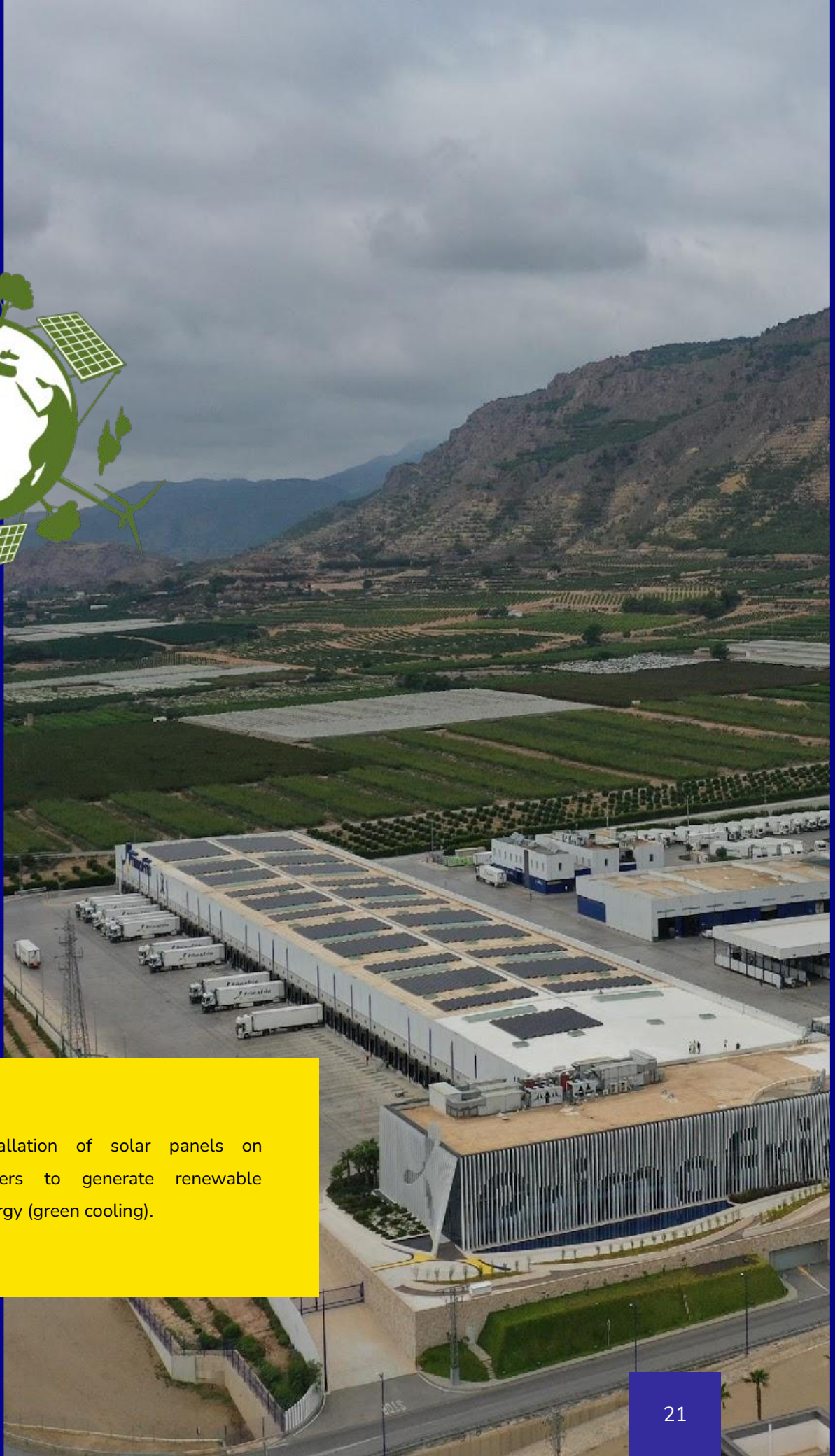
Protecting water and reducing electricity demand

The Group aims to reduce its demand for electricity and the GHG emissions arising from it, which is materialised in several initiatives:

Acquisition of electric power supplies from fully renewable sources that have been granted Guarantee of Origin (GO) certificates,

Closed water circuit at the Central Headquarters in Alhama, as well as installation of photovoltaic panels for the company's own consumption.

Installation of solar panels on trailers to generate renewable energy (green cooling).



A world without waste

The company aims to ensure proper waste management through specific initiatives such as:

Tyre recycling programmes, as well as reducing pollution across the entire process, ranging from food handling to lorry and infrastructure management, etc.

Collaboration with the Spanish Queen Sofia Foundation and the CSIC (Advanced Centre for Scientific Research) to reduce the negative impact of plastic waste on our environment and promote the circular economy.

Training given to all the new employees to raise their awareness about the importance of waste management.



Development of human capital

People are the Group's main asset. It intends to ensure social welfare through governance elements to foster the best work environment:

Improving employee's health and safety through specific measures and their monitoring by the Safety and Health Committee.

Code of ethics and harassment and discrimination protocol, along with effective equality policies.

Development of an "Efficient Driving Programme", which includes training in sustainability, customer service quality, efficiency, etc.

Ongoing cross-cutting training plan adapted to existing backgrounds (occupational hazards, environmental topics, foreign languages, food safety, quality standards, etc.).



Fuel consumption and emission reduction policy

The Group is committed to taking measures aimed at mitigating the effects of climate change and reducing fuel consumption and its associated GHG emissions through several initiatives such as:



Incorporation of new elements into the vehicle fleet to reduce air emissions and fuel consumption (new Euro VI engine, Michelin X Line Energy tyres, etc.), along with the fleet's continuous renovation.

Incorporation of gas (LNG) or green hydrogen-powered (H2) trucks into the fleet to reduce polluting emissions (GHG and non-GHG) such as CO2, NOx, NH4, and suspended particles, among others.

Route optimization with AI and Big Data to minimize kilometers traveled and improve delivery efficiency.

Joint collaboration with Simumak to develop the first truck simulator. This initiative allows us to enhance safer and more efficient driving.

Development of efficient driving programmes for internal personnel and route optimisation by studying predictive models and artificial intelligence to reduce consumption.

Incorporation Volvo FH electric tractor units into the fleet, thus reaffirming our commitment to GHG emission-free transport.

Acquisition of carbon credits and fostering CO2 sinks to offset the organisation's total carbon footprint.

Commitment to stakeholders

This is one of the Group's essential values, which promotes active engagement and dialogue. This aspect has a direct impact on our decision-making:

Promotion of ESG principles, sustainability, equality and transparency in line with the ethical principles we stand for (for example, through the Suppliers and Subcontractors' Code of Ethics).

Obtaining international recognition on ESG matters through the ESG Risk Rating (devised by the company Sustainalytics), which recognises Primafrío as one of the 20 companies in the logistics and haulage industry having the best ESG rating anywhere in the world. We scored above the industry average in all the areas subject to assessment.

The essential ESG cornerstones mentioned above are the bases for the **environmental policy** set by the Primafrío Group, as well as for its R&D and **Innovation strategy**, which are set out in more detail in the following sections of this NFRS.

Collaboration with different non-profit organisations and active participation in social R&D and innovation projects with the Region of Murcia's most important universities.

In-house Corporate Social Responsibility (CSR) Department.

Setting up the Primafrío Foundation, a non-profit organisation, to respond to social, economic and environmental challenges, as well as to promote sport and defend the environment and biodiversity.

Ensure customer satisfaction by controlling and analysing hazardous points using HACCP systems and quality audits.



Environment

Environment

Commitment to the Environment

One of the Primafrio Group's undertakings is to ensure our company is sustainable and can meet the most stringent standards for caring for and protecting the environment. We are actively working on reducing our environmental impact and on offering products and services that promote the development of a sustainable economy. In order to do so, we are committed to implementing and carrying out actions like the following: [GRI 305-5]

- **ISO 14001 certification**, the international environmental management system standard, at our Central Headquarters in Alhama de Murcia, along with ISO 50001 certification, which certifies an efficient energy management system.
- Raising all our workforce's awareness about the environment through training activities and environmental policies.
- Calculating our **environmental footprint** to know the impact of our activities.
- **The most advanced technology** to reduce air emissions and consumption through the incorporation of electric and liquid natural gas-powered vehicles into our fleet.
- Inclusion of alternative logistical modalities like **gas (LNG) or green hydrogen-powered (H2) lorries** to reduce polluting emissions.
- Partnerships with our partners **to reduce CO₂ emissions**, like the one we have established with the tyre manufacturer Michelin, which allow us to reduce consumption and ensure a circular economy after the use cycle has come to an end.



Primafrío Group seeks to provide services that meet our customers' needs by meeting specific requirements, making an effort to fulfil any expectations they may have about the services we provide, optimising resources and fully integrating employees by means of capacity building, motivation and training. In 2022, the Primafrío Group did not identify any significant environmental liabilities, expenses, assets, provisions or contingencies.

Commitment to Sustainability

The Primafrío Group is fully **committed to both the environment and our employees**. We foster active engagement and dialogue with our stakeholders by providing a response to the challenges society and the environment demands of us. This report constitutes an exhaustive, balanced and complete presentation of the Primafrío Group's social and environmental performance and a reflection of our commitment to transparency, continuous improvement and integrity.

Our intention has been to set out the evolution the Primafrío Group is undergoing and the way it is adapting to new times. It is a reflection of the commitment this management team has undertaken **to a strategy which includes sustainability-related goals and aspects in our business management by assuming a new management model** in which our stakeholders' opinions and interest take on a leading role in our decision-making.

Our **sustainability plan** is aimed at covering the risks and opportunities that are to be found in our context by integrating solutions to provide a response to the communities in which the Primafrío Group performs its activity, thereby ensuring this organisation's long-term continuity and growth.

Our commitment to sustainability, innovation, transparency and society will allow us to face 2023 with the aim of the Primafrío Group continuing to be a benchmark in the logistics industry.



Sustainability Policy

The Primafrío Group has undertaken the following commitments:

- Review our performance on a periodic basis and drive forward practices which **improve** its impact on the environment.
- **Communicate** actively with our stakeholders to know and analyse their needs and expectations.
- **Implement action guidelines** aligned **with our values**, especially in relation to human rights, environmental protection, health and safety, energy efficiency, combatting climate change, diversity, equal opportunities, fiscal responsibility, crime prevention and combatting corruption.
- Integrate **sustainability** into all our processes and organisational levels, taking into account our stakeholders' opinion.
- **Reduce our greenhouse gas emissions** to mitigate the effects of climate change.
- Implement energy efficiency policies and plans that ensure the use of safe, efficient and green energy.
- Improve the skills of our workforce's professional drivers through **advanced digital training** in efficient driving and road safety.
- Fulfil legal requirements that are in force, as well as any other requirements that we voluntarily endorse.
- Set objectives that contribute to attaining the targets set by the Sustainable Development Goals.
- Systematically review and assess our management systems by establishing continuous improvement mechanisms, assessing life cycle performance and carry out any actions needed to attain the goals



- Convey our **sustainability culture** to all interested parties.
- Respond to stakeholders **transparently** through our reports' economic, environmental and social performance indicators.
- Promote the search for sustainable and **circular economy businesses** by granting them social value and establishing alliances and partnerships with other stakeholders.
- Maintain **labour relations** with our employees that are based on respect, safe and healthy work, equal opportunities and their motivation.
- Earn our stakeholders' **trust and credibility** through responsible governance.
- **Promote socially responsible actions** by making a contribution to improving opportunities in the communities in which Primafrío Group exerts an influence
- **Foster academic excellence** and entrepreneurial talent through grants, scholarships and chairs by means of agreements with the University of Murcia, the UCAM (San Antonio Catholic University of Murcia) and the Cartagena Polytechnic University, as well as with over 30 European universities.

Legal Framework

The conceptual and legal framework upon which the Primafrío Group's sustainability and CSR Policy actions are based is as follows:

Spanish Constitution

Article 45 of the Spanish Constitution: 1. All are entitled to the right to enjoy a suitable environment for personal development, and they have the duty of conserving it.

Climate Change and Energy Transition Act

By means of this act, the principal objective of achieving climate neutrality by 2050 has been incorporated into the Spanish legal system and the following goals for 2030 have been set:

- A final energy consumption penetration rate of at least 35% from renewable energy sources.
- At least 70% of generation in the electricity system is to be from renewable energy sources.
- Reduction of at least 35% in primary energy consumption with regard to the baseline set by EU regulations.

CNMV Code of Good Governance (26/6/2020)

Recommendations 53, 54 and 55: sustainability.

The term "corporate social responsibility" is essentially replaced by the much broader and commonly accepted term "sustainability", which is associated to environmental, social and corporate governance (ESG) aspects, and recommendation 53 is divided into two different recommendations, numbers 53 and 54, so that the previous recommendation 54 becomes recommendation 55.

Decarbonisation Strategy up to 2050

This strategy will allow an emission reduction pathway to be established and sink absorptions to be increased by all economic sectors over a long-term period. Said strategy may be reviewed every five years and will turn out to be essential to meet the goals the European Union has set.

Sustainable and Smart Mobility Strategy of the European Commission

The Group's initiatives are coordinated with this recently introduced strategy, in which one of the principal milestones is to reduce logistics-related greenhouse gas (GHG) emissions by 90 percent by 2030.

This policy states the general guidelines and sets the bases that should govern the Primafrío Group's sustainable development strategy and ensure that all its activities and businesses are carried out by promoting sustainable value creation.

United Nations: Paris Agreement

The Primafrío Group is committed to performing its activity in accordance with the United Nations Sustainable Development Goals (SDGs) in order to attain sustained growth and value for our customers, employees, suppliers and society as a whole. The goals set by the Paris Agreement will be achieved through these 17 SDGs.

Sustainable Development Goal

[GRI 102-43] [GRI 413-1] [GRI 413-2]



The Primafrío Group is committed to performing its activity in accordance with the United Nations Sustainable Development Goals (SDGs) in order to attain sustained growth and value for our customers, employees, suppliers and society as a whole. The goals set by the Paris Agreement will be achieved through these 17 SDGs.

The Sustainable Development Goals we identify with most are the following:



We wish to make a contribution to reducing poverty and enhancing well-being and the economy through social initiatives that support especially relevant events.



Committed to the community, food collection campaigns are organised through the Primafrío Foundation.



The Primafrío Group promotes sport and its values through sponsorship programmes for different teams.



We carry out programmes that foster outreach actions through the Foundation and promote the transfer of knowledge through university chairs.



We promote the creation of a diverse and inclusive workplace free from any discrimination. This policy is reflected in the Equality Plan.



Our logistics centres are designed to be self-sufficient. The energy they consume comes from renewable sources and we participate in projects geared at the industry's decarbonisation.



The company focuses its efforts on attracting and retaining talent by fostering training and the creation of work environments designed to motivate and incentivise employees.



We contribute to the logistics industry's digitisation by implementing innovative processes and technologies in our operations.



We help disadvantaged groups through the Primafrío Foundation by means of aid programmes to cover especial situations and training grants.



We participate in the development of infrastructures and technologies in order to make logistics safer, more accessible and sustainable.



The Quality Department together with the R&D Department constantly review our operational processes to improve and adopt sustainable practices.



As far as the fight against climate change is concerned, we reduce and offset our carbon footprint through innovation and initiatives.



We collaborate in the development of projects aimed at preserving the environment, such as the reforestation of a tropical rain forest in Mesoamerica.



We promote cooperation and alliances involving different companies to deal with sustainable projects and initiatives in which ideas are exchanged and innovation is encouraged in order to give them a broader scope.

2030 Agenda

The European Commission envisages a climate-neutral Europe with a prosperous, modern, competitive and sustainable economy by 2050. This target is in line with the Paris Agreement's objective to keep the rise in global temperatures below 2°C and is therefore leading the fight against climate change at a global level.

In its unwavering commitment to this initiative, the Primafrío Group intends to be 10 years ahead of schedule by meeting the ZERO-EMISSIONS target in 2040 thanks to its innovation and development projects, along with its partnerships with entities to offset its activity's impact.

The Group thus seeks to minimise and neutralise its impact caused by polluting air emissions, including both GHG and non-GHG (CO2, NOx, NH4, and suspended particles, to mention but a few).

It is a highly ambitious goal that is already underway through a strategically defined action plan.



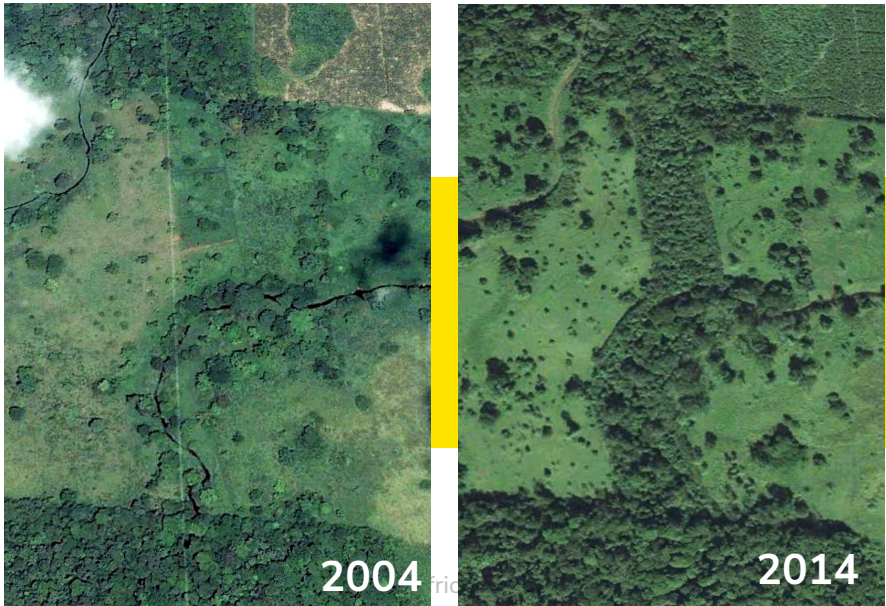
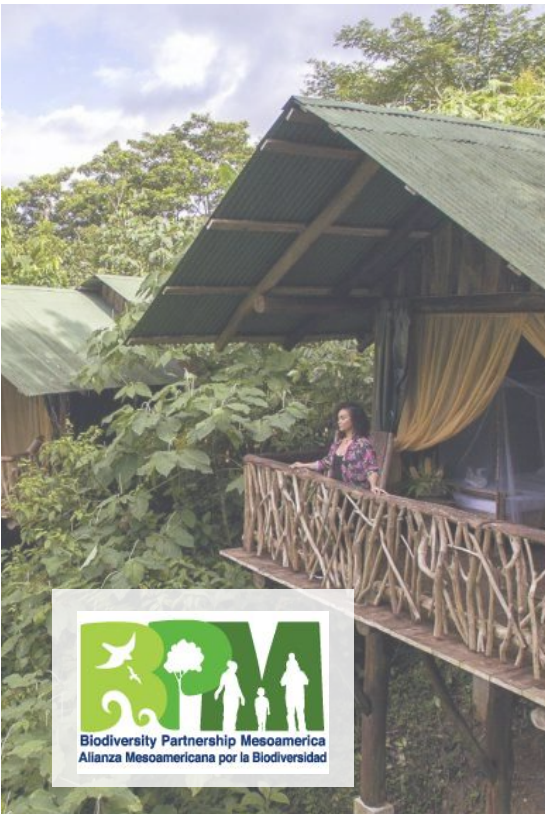
Relevant Initiatives

[GRI 201-2]

Biodiversity Partnership Mesoamerica

This is an environmental initiative devised in San José, Costa Rica which aims to involve the private sector in conservation actions in the Mesoamerican natural environment. Hence, the different members involved in this initiative pool their resources and experiences to achieve a common goal: sustainability.

In general terms, the Primafrío Group has demonstrated its commitment to the environment. In this particular initiative, it is taking part in the BPM's management board and our R&D Department Manager, Adrián Valverde, is the project's General Secretary.



Acreditación Flota Ecológica

This is a service developed by the AEGFA (Spanish Association of Automobile Fleet and Mobility Managers) in conjunction with the IDAE (Institute for Energy Diversification and Savings of the Ministry for Ecological Transition and the Demographic Challenge). It is aimed at public and private fleets wishing to differentiate themselves by implementing energy efficiency improvements and reducing polluting and greenhouse emissions. The programme's aims include corroborating the measures taken by the Primafrío Group and measuring their impact, in addition to helping the company foster new measures by accompanying it throughout their implementation. As a result, the fleets that take part in the initiative receive an Ecological Fleet Accreditation.

In the words of Primafrío Group's R&D and ESG Manager, "us joining the Ecological Fleet Programme confirms that our actions to combat climate change have a positive impact on our activity by managing to neutralise polluting emissions. We additionally managed to achieve significant energy savings in our operations and contributed to caring for and protecting the environment through facts under the AEGFA's supervision".



Lean & Green

The Primafrío Group has joined the international Lean & Green project run by the AECOC (Manufacturers and Distributors Association), which is geared at reducing greenhouse gas emissions from the supply chain to thus achieve the decarbonisation of logistics.

By endorsing this project, the Primafrío Group has firmly committed itself to sustainable logistics and undertakes to reduce its emissions by 20% within a five-year period at most. We will likewise set new specific sustainability goals through an individual action plan by applying specific protocols like the Carbon Footprint Calculation Guide developed by the AECOC. We also made the undertaking to be assessed by an accredited auditing firm, thereby providing transparency and traceability.

Lean & Green is an international collaboration platform which is aimed at helping companies in all kinds of industries to reduce their greenhouse gas emissions from logistics activities to reach the carbon neutral targets set in the Paris Climate Summit (COP21) by 2050. During the fiscal year 2024, Primafrío Group has obtained its 3rd Lean & Green star, recognition for its commitment to decarbonization.

Innovation

Innovation

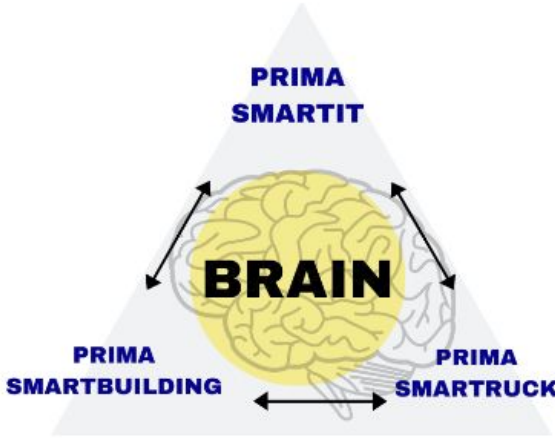
R&D and Innovation Strategy

The Primafrío Group has implemented its driving force behind all its activity with the aim of promoting research in order to speed up progress towards new technological systems, increase all its processes' security, offer a service that meets all quality requirements and, at the same time, reduce its activity's impact on the environment.

Primafrío's current aim is not only to become the benchmark operator in refrigerated goods logistics but also of the latest technological solutions and innovations applied to the area of logistics. In order to achieve this, it is backed by innovative institutions.

Technology-based company

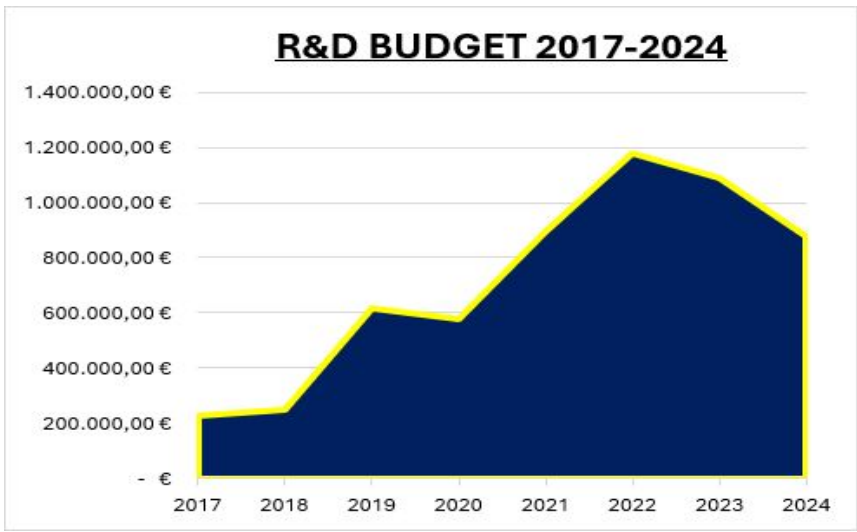
The Primafrío Group is not only a leading company in temperature-controlled logistics, it has also managed to consolidate itself as a technology-based company by implementing and consolidating a competitive ESG strategy that encompasses sustainable and responsible management through the energy vectors developed by an in-house R&D, Innovation and CSR Department and efficient management. It has also consolidated an efficient, responsible and sustainable energy use culture among its employees, customers, suppliers and other stakeholders. As far as its lorry drivers are concerned, specific work has been done through advanced digital training in efficient driving and road safety.



R&D and Innovation Department

The Primafrío Group has invested large amounts of its own capital on human resources and cutting-edge technology in recent years in order to become a leader in innovation and a benchmark in the logistics industry. It presently has an in-house R&D and Innovation Department comprised of more than 20 professionals, who have on average worked more than four years for the Group and whose joint experience amounts to over 140 years.

R&D and Innovation Department Budget 2017-2024



The table above shows the evolution of the R&D&I Department's project budget, which affects the number of employees and the investments made in technological innovation, and shows the Group's effort to develop cutting-edge and sustainable projects, fully aligned with the corporate strategy and its ESG principles, and which includes the resources dedicated to environmental risk prevention.

R&D, innovation, and environmental action programme

The main aim of the R&D and Innovation Department of the Primafrío Group is to reduce the carbon footprint and CO2 emissions generated by its activity. Projects are structured into four main categories:

Smart Building

The aim is to have fully self-sufficient logistics centres in order to achieve net-zero carbon emission centres through energy efficiency improvement initiatives:

- Sensors and control systems which allow the facilities' lighting and cooling to be optimally adjusted, thus leading to significant consumption, cost and emission reductions.
- Power output of 4,211 photovoltaic panels at several points in our facilities, having a total surface area of 13,050 m2.
- Predictive maintenance study to ensure the facility's equipment is more efficient and its useful life is extended.
- Green energy certificates at all our facilities.
- Closed water management circuit, which collects rainwater, sanitary water, workshop water and irrigation water for reuse.



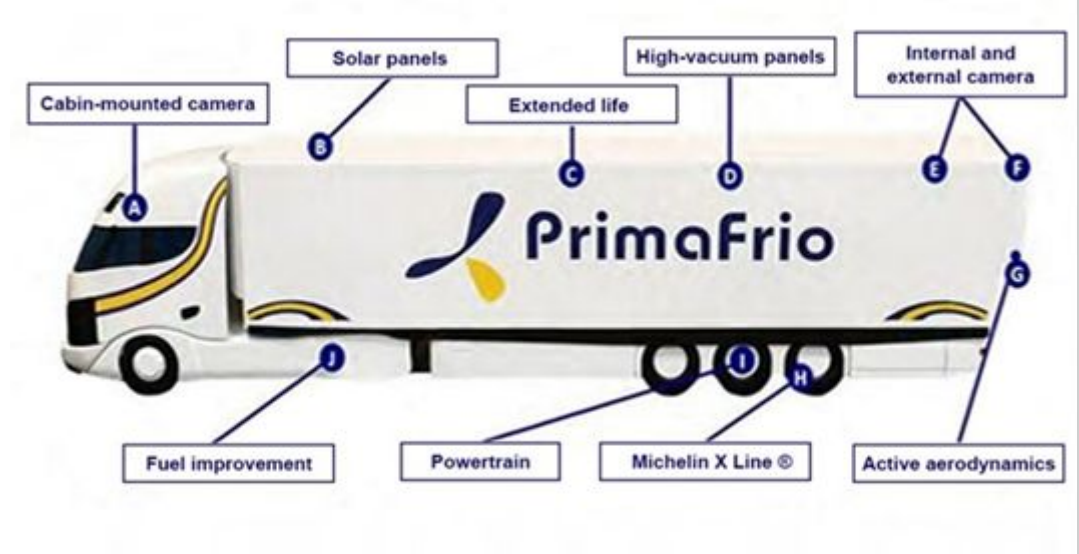
Smart Training

- Acquisition of an official Primafrío Group simulator that is connected to the driver and lorry (constant evolution). Our drivers can therefore be trained under the most adverse conditions.
- Ad-hoc training and e-training through tele-coaching. Our conductors are trained in efficient driving, risk prevention, safety practices, advanced manoeuvring practices, fuel and pollutant emission reduction, and accidents.
- Drivers are scored according to a ranking based on their results. The best drivers are rewarded with economic and administrative compensations.

Smart Truck

This project is focused on reducing polluting emissions and improving fuel efficiency by reducing our lorries' carbon footprint. It is also aimed at adding intrinsic improvements to lorries that are developed jointly with original equipment manufacturers, several universities and international institutions.

- Incorporation of high-vacuum panels for enhanced insulation.
- Installation of solar panels on part of the fleet which generate energy to maintain the vehicle's cooling system.
- Natural gas-powered (LNG) fleet.
- Green hydrogen-powered (H2) fleet.
- Aerodynamic enhancements on vehicles in order to reduce fuel expenses and polluting gas emissions like CO₂.
- Use of a new compound in tyres developed jointly by Michelin and Primafrío that manages to reduce pollution, extend tyre life and facilitate their recycling.
- Conservation of food through monitoring the interior of trailers to control atmospheric variables which affect the quality of the fruit and vegetables that are being transported.
- Implementation of new alternative coolants to reduce polluting gas emissions and gain efficiency.
- Improved powertrain for the fleet through trailer axle power generation that pulls the trailer, which is stored in batteries and diminishes power demand.



Smart IT

- Route optimisation through improved cargo management, thereby reducing “empty load kilometres” and achieving greater efficiency.
- Remote diagnostics through the installation of on-board control cards to improve real-time communication with the vehicle, thereby reducing assistance and breakdown waiting times.
- Predictive model study and development of algorithms and artificial intelligence to optimise resources.
- Implementation of a call centre to improve driver assistance and automate assistance procedures.
- Efficient Driving Department, which is focused on analysing data through the use of cutting-edge tools to optimize routes.

Smart Energy

- Management of energy infrastructure in our logistics centers.
- Management in the deployment of advanced charging systems for electric and hydrogen vehicles.

Programa Safety First

At the Primafrío Group we believe that road safety is crucial for all our vehicles' drivers and passengers. That is why the Safety First Programme was developed in order to extend all our vehicles' useful life, reduce the risk of breakdowns, prevent future breakdowns and reduce waiting times to receive technical assistance.

The following are among the most important measures aimed at achieving these goals:

- Remote diagnostics and readings to avoid any breakdown within the framework of preventative maintenance.
- Installation of cameras around our lorries equipped with AI algorithms to detect any anomalous behaviour and protect the goods we carry.
- On-board cameras to identify any anomalous behaviour by the driver depending on the driving he/she is doing.
- Installation of GPS systems on tractor units and trailers that are coordinated with integrated safety systems.
- Training for drivers in road safety and efficient driving, teaching them how to avoid traffic accidents and reduce emissions during transport.

Programa de conducción eficiente

The concept of "efficient driving" takes on special importance in our pursuit of increased logistics efficiency.

At the Primafrío Group we are committed to driving our vehicles according to this technique with the aim of reducing consumption and polluting air emissions, as well as to improve road safety. In order to achieve this, we have devised an Efficient Driving Manual, which contains the techniques of how to drive well..



Colaboraciones principales

Significant strategic alliances have been established with a variety of technology partners in order to develop research lines for logistics R&D projects and achieve all kinds of technological advances.

Joining the board of trustees e Cotec Foundation for Innovation as a response to improve the company's efficiency, services and competitiveness, along with training in each of the processes that are being implemented in the logistics industry.

Joining the board of trustees of the Isaac Peral Foundation, an institution dedicated to developing and strengthening the Region of Murcia's technology and industrial ecosystem.

Cooperation and collaboration with different companies specialising in technological development and research, such as Nikola and Applus Idiada, in projects related to green hydrogen and hybrid electric powertrains for the logistics and haulage industry.

We seek to define the R&D&I that best suits our needs and those of our customers. All of this oriented to achieve the objectives of sustainable development as well as the proposed plan to reduce emissions. The three main areas of influence of our collaborations are oriented towards self-sufficiency, zero-emission targets and autonomous driving.

In response to the need to promote research, different forms of collaboration have been established with three universities in the Region of Murcia.

Universidad Politécnica de Cartagena

Primafrío joined the Chair Network of the Cartagena Polytechnic University (UPCT), in which it carries out R&D and Innovation actions in the field of 4.0 logistics and road haulage. The aim of the chair is focused on the practical application of knowledge. It fosters innovation and includes the possibility of making calls for student scholarships in the schools of Industrial Agronomics and Telecommunications Engineering, as well as completing bachelor's and master's end-of-degree projects.

By means of this collaboration agreement, the company has reaffirmed its commitment to innovation and the industry's development through training and professionalization.

Universidad de Murcia

The University of Murcia (UMU) and Primafrío have signed a collaboration agreement to establish a research, training and outreach environment in the road logistics industry through the Primafrío Chair in which students, professors and industry professionals take part. Research projects and studies are thus carried out and training is promoted through courses and master's degrees.

Universidad Católica de San Antonio (UCAM)

The Primafrío Group collaborates with the San Antonio Catholic University (UCAM) in terms of innovation in logistics. Scientific counselling and interchange actions are carried out in the area of refrigerated road logistics, in which teaching and research play a crucial role, with the aim of becoming a benchmark within the industry.



Tech Joint-Ventures

Significant strategic alliances have been established with a variety of technology partners in order to develop research lines for logistics R&D projects.

PRIMAVIA is a joint venture involving Primafrio and VIIA, a company belonging to SNCF, to promote and offer intermodal services from Spain to Central Europe and the United Kingdom in order to meet our customers' needs and reduce the company's carbon footprint and environmental impact.

PRIMAVER is a joint venture involving Primafrio and Réseau Primever, a company belonging to STEF and Groupe Satar, aimed at breaking into the French market by offering fruit and vegetable groupage services from Spain.

LOGIST CARGO is a logistics agency that specialises in international logistics and haulage with ADR equipment, using both refrigerated and tautliner lorries.

PRIMAPHARMA is a subsidiary of the Primafrio Group which specialises in the international logistics of pharmaceutical products for FTL cargoes.

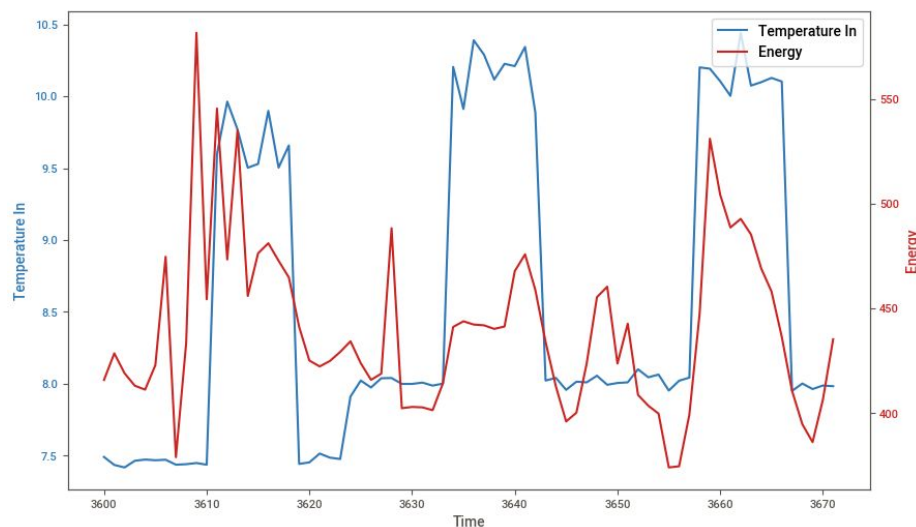


AI Missions

This research program belongs to the grants that correspond to component 16 of the Recovery, Transformation and Resilience Plan: National AI Strategy, whose objective is the financing of industrial research projects or experimental development in artificial intelligence to address the major social challenges or country missions referred to in the ENIA (gender gap, ecological transition, territorial structuring and digital divide) in sectors of great relevance and high capacity for disruption and impact.

The AgrarIA project will investigate the application of artificial intelligence (AI) to the agricultural production value chain to enable an efficient, productive and sustainable transformation of the agricultural sector.

The consortium involves 24 entities including large companies, SMEs and research centers with the common interest of strengthening the productivity of the Spanish agri-food sector through research and development activities.



In this scenario our objectives are:

- 1) Anticipate cooling demand: optimize the operating hours of the three chillers in the most economical segments.
- 2) Integration with the electricity tariff: optimize the energy efficiency of the chillers so that they consume the energy provided by the photovoltaic plant for as long as possible and, if necessary, consume energy from the electricity grid during the periods of time when the tariff is cheapest.

To meet this challenge, we started by conducting a comprehensive study both in the field of energy improvements and in the field of Artificial Intelligence (AI) algorithms. Through experimentation and validation we obtain various results that allow us to quantify and compare the performance of the various technical approaches proposed. At this stage, we are compiling and analyzing the results acquired from the digital twins.



Horizon Europe

This is the EU's framework program for research and innovation (2021-2027), succeeding Horizon 2020 as the key instrument for R&D&I policies. With a record budget of 95,517 million euros, it seeks to maximize the scientific, technological, economic and social impact of investments, strengthening the EU's scientific and technological bases.

Primafrío Group actively joins Cluster 5: Climate, Energy and Mobility of the Horizon Europe Program. Its participation is materialized through two strategic projects, thus consolidating its commitment to innovation and sustainability in the European context.



ZEFES Project

In the ZEFES project (Zero Emissions flexible vehicle platforms with modular powertrains serving the long-haul Freight Eco System), OEMs, suppliers and research partners will work together towards the overall goal of zero-emission vehicles for long-haul heavy freight transportation, focusing on efficiency improvements, mass production capabilities and demonstrating the use of the technology in day-to-day operations. This will make the adoption of ZEVs in the freight ecosystem a major step forward.

Primafrío Group will specify the requirements for the electric and fuel cell (H2) truck use cases, as well as assist in the TCO (vehicle total cost of ownership) study and define the metrics for the individual use cases defined as targets and to be addressed in the development process.

Use case with Scania

Primafrío will operate Scania zero emission trucks along the existing temperature controlled goods route from PRI Huelva to the multimodal terminal, Le Boulou France, a direct comparison of both vehicles in identical conditions on a 1,300km round trip (2 driver operation).

Use case with Volvo

Primafrío will operate Scania zero emission trucks on an existing temperature-controlled goods route from the CFL Multimodal Terminal in Dudelange-LU to Lidl Halmstad-SE, 1,200km (2-driver operation).

ESCALATE Project

This project aims to demonstrate high efficiency (up to 10% increase) zHDV powertrains for long distance applications that will provide a range of 800 km without refueling/recharging and cover at least 500 km of average daily operation (6+ months) under real-world conditions. ESCALATE will achieve this following a modularity and scalability approach starting from the β level of hardware and software innovations and aiming to reach the γ level in the first sprint and finally the δ level at the end of the project through its V cycle of 2 sprints. ESCALATE is based on novel concepts around 3 main areas of innovation, which are: i) Standardized, well-designed, cost-effective and modular multiple powertrain components; ii) Fast fueling and network friendly charging solutions; and iii) Digital twin (DT) and AI based management tools taking into account capacity, availability, speed and nature of charging infrastructures as well as fleet structures. Over the lifetime of the project, 5 pilots, 5 DTs and 5 TCO (Cost of Ownership) case studies will be carried out.

One of Primafrío's main tasks is to help develop and define innovative user-friendly refueling and charging solutions (TRL7/8) for heavy duty vehicle (HDV) drivers and operators in close relationship with world-renowned OEMs and energy suppliers such as Engie. Primafrío Group will work hand in hand with Ford Otosan to demonstrate FCEVs (H2 truck), focusing on the sizing and selection of powertrain and thermal management components and the generation of vehicle models.



Decarbonisation

The Primafrío Group is Europe's leading logistics operator and, based on its commitment to the environment, it intends to contribute to and also lead the industry's decarbonisation and ecological transformation.

In order to achieve this goal, 25 Memorandums of Interest have been submitted with different companies in which projects are being carried out for a fair and inclusive energy transition, thereby anticipating the obligatory nature of European restrictions and, on the other hand, collaborating on the job and wealth creation brought about by encouraging innovation. These are geared at projects that are driving forces for a just and inclusive energy transition, including: renewable hydrogen, electric mobility, charging infrastructures, and vehicle fleet innovation and electrification within the framework of the Recovery, Transformation and Resilience Plan. They also include digital connectivity, promotion of cybersecurity and 5G within the framework of the Recovery, Transformation and Resilience Plan.

Thanks to all these initiatives, projects and partnerships that have been implemented and described above, the Primafrío Group has avoided the emission of over 2,873 tonnes of CO₂ into the air between 2018 and 2024 in keeping with the European Commission's Sustainable and Smart Mobility Strategy, in which one of the main milestones is to reduce greenhouse gas (GHG) emissions related to transport by 100% by 2050 with the goal of speeding up reductions before 2030. These savings have been made possible thanks to the reduction in diesel A consumption seen in recent years, the use of clean energy sources and the implementation of measures aimed at reducing GHG emissions into the air, such as giving our drivers efficient driving courses and optimising the routes to be followed.

Air contamination in terms of noise and light pollution generated by the Group's activities are not significant.

Emissions – Carbon Footprint

[GRI 305-1] [GRI 305-2] [GRI 305-3]

"Carbon footprint" is construed to mean "all the greenhouse gases emitted either directly or indirectly by an individual, organisation, event or product". The outcome of carbon footprint analysis is data that can be used as an overall environmental indicator of the activity performed by an organisation. The carbon footprint is therefore a basic benchmark to initiate energy consumption reduction actions and use resources and materials in a more environmentally friendly way. The carbon footprint identifies the amount of GHG emissions that are released into the atmosphere as a result of performing any activity. It allows one to identify all the sources of GHG emissions and set effective reduction measures based on this knowledge. The concept of "organisation" encompasses any kind of entity that wishes to calculate its carbon footprint, regardless of whether it is a private organisation, a public entity, a non-profit organisation, etc. An organisation's carbon footprint is the amount of greenhouse gas emissions (expressed in units of CO₂ equivalent) generated as a result of the company's activity.

The aims of calculating the carbon footprint are as follows:

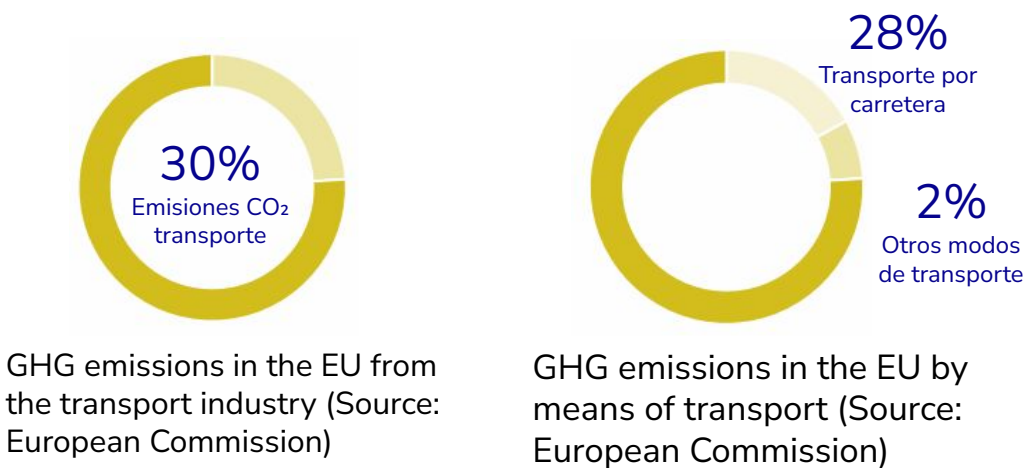
- ✓ Social responsibility.
- ✓ Detailed knowledge of the organisation's energy consumption.
- ✓ Identification of energy cost savings opportunities.
- ✓ Anticipating future regulations.
- ✓ Competitive advantage as regards customers which value this kind of actions.

The emissions associated to an organisation's operations can be either be classified as direct or indirect emissions.

- Direct GHG emissions: These are emissions from sources that are owned or controlled by the organisation.
- Indirect GHG emissions: These are emissions resulting from the organisation's activities, but which are generated by sources that are owned or controlled by another organisation.

Greenhouse Gas Emissions (GHG) in the industry

According to studies conducted in 2021, transport services were responsible for **around 24% of all GHG emissions in the EU**, making them the second most emitting sector (after the energy industry). Moreover, road haulage alone accounted for approximately 17% of the EU's total GHG emissions (Figures 1 and 2).



Carbon Footprint Calculation

[GRI 305-3] [GRI 305-6] [GRI 305-7]

Calculation of the Primafrío Group's carbon footprint has been done according to the UNE-EN ISO 14064-1:2012 standard, along with the help provided by the "Guide for Calculating an Organisation's Carbon Footprint and Preparing its Improvement Plan", which was drawn up by the Spanish Climate Change Office of the Ministry for the Ecological Transition and the Demographic Challenge.

All GHG emission sources are identified through the carbon footprint's calculation and better knowledge about critical points is consequently gained. Consumption reduction and energy efficiency measures can therefore be set more accurately.

The Group's carbon footprint calculation in relation to its main activity is set out in detail below, which mainly comes from the fuel consumption needed to transport goods throughout Europe.

The Group is working on gathering and obtaining the data on Scope 3 emissions, though it is estimated they are barely significant in relation to total emissions.

Atmospheric pollution in the form of noise and light pollution generated by the Group from its activity is not significant.

Year	2021	2022	2023	2024
Scope 1 emissions (tCO ₂ eq) Direct emissions produced from outdoor fuel combustion	311,898	345,157	335,399	373,378
Scope 2 emissions (tCO ₂ eq) Indirect emissions produced from the electricity consumed and bought by the emitting organisation. All national bases are taken into account.	-	-	-	-
Scope 3 emissions (tCO ₂ eq) Indirect emissions produced from the emitting organisation's activity, but which are owned or under the control of an agent that is not the emitting organisation.	-	-	-	-
Total emissions (tCO ₂)	311,898	345,157	335,399	373,378

Waste

Waste generation is one of the most complex environmental challenges the company has had to face in recent years due to the fact that waste on a global scale is increasing at an ever-accelerating rate.

Abandoning waste or its poor management could have a negative impact on the environment. That is why the Primafrio Group has entrusted waste management to approved authorised companies which specialise in waste management and disposal. It is likewise committed to recycling and reusing any kinds of wastes that can be recycled or reused.

The main types of hazardous waste generated by the Primafrio Group in fiscal years 2024 and 2023 are as follows:

Type of hazardous waste	2024 (kg)	2023 (kg)
Used oils	63,790	59,760
Water containing hydrocarbons	10,800	6,200
Laundry sludge	73,220	70,280
Oil filters	4,860	6,340
Contaminated metal containers	120	460
Fuel filters	580	1,860
Absorbent materials	202	182
Non-halogenated solvents	320	840
Other hazardous waste	677	903
TOTAL	154,569	146,825

Similarly, the types of non-hazardous waste generated by the Primafrio Group in fiscal years 2024 and 2023 are as follows:

Type of non-hazardous waste	2024 (Tn)	2023 (Tn)
Paper and cardboard	29	17
Plastic	49	24
Tyres	882	975
Sludge	12	46
Scrap	42	39
Bituminous mixtures	-	137
Mixed municipal waste	124	98
Mixed packaging	69	15
Other non-hazardous waste	13	10
TOTAL	1,220	1,361

Waste management and recycling

The most important factor which ensures that the Primafrio Group respects and protects the environment are its employees. Well-informed, trained and motivated professionals are the necessary foundations upon which to build a green future. This is why training in Environmental Practices is given to all new recruits. The following measures among those dealing with waste prevention should be highlighted:

Tyre recycling

Pneumatic tyres are a high-technology product in which over 200 different components are used on a rubber base, including textile and mechanical elements. 9,400 litres of water are needed to manufacture four tyres, and 100 litres of crude oil are required to manufacture one truck tyre. As part of its commitment to the environment, the Group recycled more than 784 tonnes of tyres in 2024 (901 tonnes of tyres recycled in 2023).

Training in environmental practices

All employees are given an internal training course on environmental practices at the beginning of their employment relationship. In 2024, the hours of training in environmental practices amounted to 11,885 hours (11,282 hours in 2023).

Water consumption

The Primafrio Group considers it vital to responsibly manage both water consumption and water discharge. The Group's water consumption, all of which comes from the public drinking water network, amounted to just over 39,000 m³ in 2024 (15,000 m³ in 2023). The variation in consumption with respect to the previous year is mainly due to the works carried out during the year at the Alhama headquarters, which prevented the normal recirculation of water, as well as the installation of a new cooling tower at said headquarters. Both reasons resulted in higher water consumption during the year, which is expected to be normalized in 2025.

Decarbonisation – KPIs 21'-22'

Polluting emissions resulting from the Primafrio Group's activity mainly come from the consumption of fuel needed to transport goods throughout Europe. Emissions resulting from energy and water consumption, along with others of lesser relevance, are also monitored.

The company's consumption rises as its activity grows. Hence, annual increases should not be related and are relativised instead in terms of other variables.



Fuel: Litres of fuel are related to kilometres travelled (l/100 km). Consumption of diesel A fuel in 2022 fell by 0.34% as compared to 2021.

Energy: As far as energy consumption is concerned and assuming there is a constant expenditure baseline linked to the offices, a variable part can be identified which is linked to the warehouses, where the flow to temperature-controlled goods takes place. Energy consumption is relativised in relation to goods cargoes (kWh/kg). Consumption in 2022 fell by 10.23% as compared to 2021.

Water: Thanks to the Group's technological innovation, the top priority of which is to reduce operating costs and employ circular economy techniques, the Central Headquarters in Alhama de Murcia is equipped with management processes and tools that have allowed it to reduce drinking water consumption by 70%, taking advantage of several grey water and rainwater cycles.

* Estimates calculated from the SAP platform's internal information (kilometres travelled and our fleet's diesel consumption); energy management platform (consumption); fleet management program (tonnes transported).



Climate-related risks

The assessment and management of risks and opportunities related to climate change is a key component of the Primafrío Group's Sustainability Policy. To this end, the Group uses the management and disclosure framework based on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), and its four reference areas: governance, strategy, risk management, and metrics and objectives.

The risks arising from climate change are divided into two main categories: physical risks, or those related to extreme weather events, and transition risks, or those arising from the change of model towards a low-carbon economy with the capacity to adapt and recover from changes in the climate. For this purpose, the different time horizons (short, medium and long term) have been taken into account, as well as the probability and magnitude of the impact, with the Group highlighting the following risks:

	Climate-related risks	Potencial financial impact
Transition risks	Policy and legal	
	- Increased pricing of GHG markets - Enhanced emissions-reporting obligations - Mandates on and regulation of existing products and services - Exposure to litigation	- Higher operating costs - Asset impairment - Increased costs or reduced demand for products or services
	Technology	
	- Substitution of existing products and services with lower emissions options - Unsuccessful investments in new technologies - Costs to transition to lower-emission technology	- Asset impairment and obsolescence - Increased costs or reduced demand for products or services - R&D expenses - Costs to implement new practices and processes
	Market	
Physical risks	- Changing customer behavior - Uncertainty in market signals - Increased cost of raw materials	- Increased costs or reduced demand for products or services - Unexpected fluctuations in energy prices - Changes in revenue sources leading to a reduction in revenues
	Reputation	
	- Shifts in consumer preferences - Stigmatization of sector - Increased stakeholder concern or negative stakeholder feedback	- Falling revenues due to lower demand - Drop in revenues due to lower production capacity - Negative impact on workforce management and planning - Reduced availability of capital
Physical risks	Acute	
	- Increased severity of extreme weather events	
Physical risks	Chronic	
	- Changes in precipitation patterns and extreme variability in weather patterns - Rising mean temperatures - Rising sea levels	- Falling revenues due to lower production capacity - Falling revenues and higher personnel costs - Asset impairment - Increased operating costs - Increase in insurance premiums

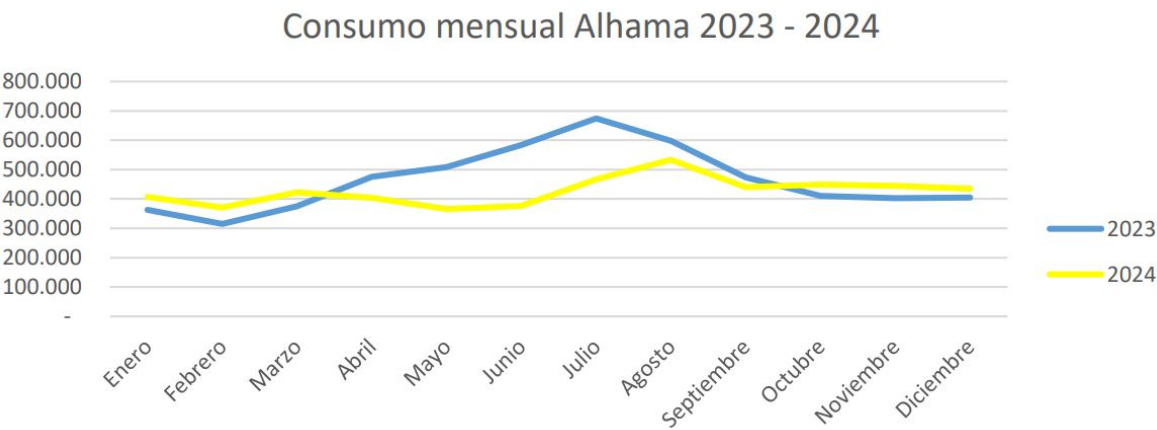
Fuel consumption

Given the nature of its activity, fuel consumption is the Primafrío Group's principal energy and environmental impact, accounting for practically 100% of the organisation's energy consumption. The evolution undergone between 2024 and 2023 by the results of Diesel A are set out in detail below: Efficient driving allows for a fuel use reduction of between 5%-15%. Raising the drivers' awareness and training them is essential for its implementation in the company. CO₂ emissions from the diesel fuel consumed by trucks in 2024 amounted to 335,970 tonnes of CO₂ (301,206 tonnes of CO₂ in 2023). Fuel consumption in 2024 amounted to a total of 141.211,815 litres (126,635,622 litres in 2023).

Electricity and renewable energy consumption

As part of its commitment to take measures to adapt to the consequences of climate change, the Primafrío Group has taken the firm decision to move forward to a reduction in energy consumption and CO₂ emissions. It has undertaken the commitment to avoid, mitigate or offset any environmental impacts which may come about from the performance of its activity, thereby contributing as much as possible to the preserving both the environment and biodiversity.

The Primafrío Group's main electricity consumption come from the energy used to power cooling equipment. It is also draws up and monitors electricity and fuel consumption indicators on a periodic basis. The Group's electricity consumption in 2024 amounted to 9,456 kWh (7,736 kWh in 2023). The Group requests its electricity suppliers to provide a Guarantee of Origin (GO) certification stating that all the energy supplied by them is renewable energy, as certified by the CNMC (National Markets and Competition Commission).



As part of its commitment to the environment, Primafrío Group installed a solar self-consumption plant at its headquarters in 2020, which contributes to sustainable development without affecting air and soil quality. In fiscal years 2022 and 2023 the surface area of this plant was expanded. In fiscal year 2024, the surface area of this plant was further expanded. The kWh billed for the refrigerated warehouse at the Central Headquarters in Alhama de Murcia was reduced by 40% as a result of this photovoltaic facility's installation. Said plant's peak power output in 2024 amounted to 2,5 MWp (2 MWp in 2023).

Ciberseguridad

Technology has become increasingly integrated into the digital side of the business world in recent years. Cyberattacks and cyberthreats are also becoming more frequent. The Primafrío Group is not only the leading company in temperature-controlled logistics, it has also managed to consolidate itself as a technology-based company. Primafrío therefore invests in and conducts research on the latest cybersecurity advances in order to prevent said cyberattacks.

To ensure continuity of our service's provision, we protect all information on customers and trips, including: vehicle positions in real time, temperature monitoring to keep goods in good condition, place and time of delivery, etc.

We are additionally equipped with a DLP (Data Loss Prevention) system to prevent both internal and external data leaks, as well as with the possibility of restricting the use of such data once it is outside the organisation.

This cybersecurity model envisages the following goals:

- ✓ Ensure our customers and employees' privacy.
- ✓ Ensure legal, regulatory, and contractual compliance.
- ✓ Confidentiality, ensure that only authorised people have Access to certain data.
 - ✓ Establish a secure digital environment.
- ✓ Manage any security incident and provide resilience should they occur.



En el ejercicio 2021 se obtuvo la certificación de la ISO 27001, enfocada en evaluar los sistemas de gestión de seguridad de la información en las organizaciones empresariales, aspecto que continúa vigente durante los ejercicios 2024 y 2023.

Human Team

Human Team

Human Capital

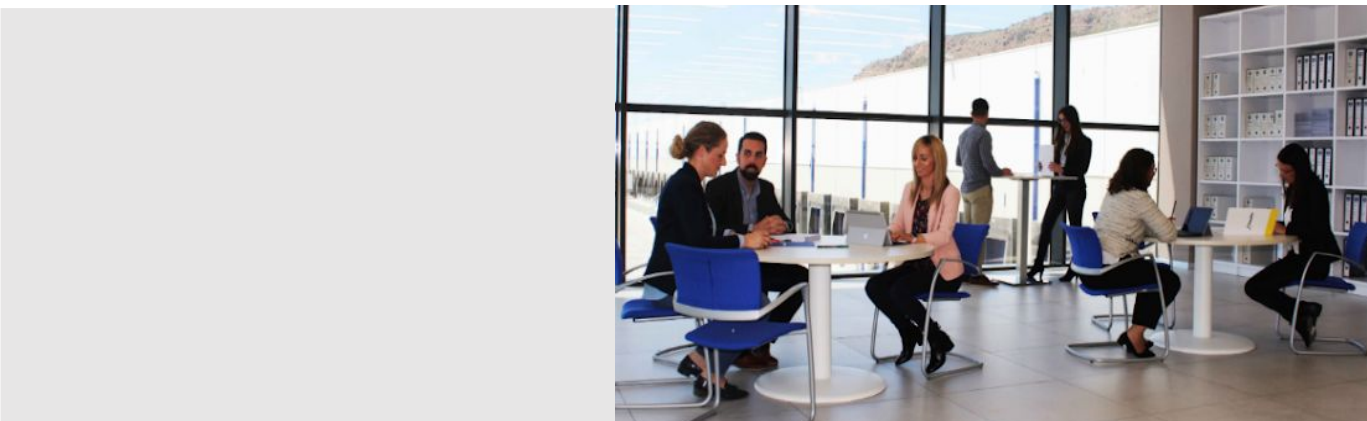
The Primafrío Group's success is primarily based on its professionals. The Primafrío Group considers it essential provide a top-quality work environment that is based on respect, diversity and personal and professional development. People who suffer any kind of discrimination or who feel they have not been fairly rewarded tend to lose their pride in belonging to the organisation and lower their productivity.

Likewise, a rise in wage inequality leads to a reduction in profitability, productivity and business competitiveness. The logistics industry's profound transformation and digitisation require new knowledge and skills which, if they are not quickly covered, will place the Group at a disadvantage compared to its competitors, leading to the corresponding consequences it may have on the business.

In addition, the Primafrío Group has implemented a Code of Ethics which sets forth the guidelines that must govern all its employees' ethical behaviour in their day-to-day tasks and, more specifically, with regard to the relationships and interactions the Group maintains with all its stakeholders. We can count on a highly specialised and committed human team that provides service to diverse business and development areas.

However, we are still essentially a family-run business which works on a day-to-day basis to continue being a benchmark in road goods haulage logistics having domestic and internal coverage.

On the one hand, our structural personnel are charge of monitoring, collecting, sending, and supervising goods throughout Europe. On the other, our drivers, warehouse staff and mechanical staff are professionals who perform an essential function in each of the services we provide and are the mainstay of our activity.



7,362 Employees in 2024



55% are permanent employees.



2% are employees with a disability in Spain.



87% are drivers

Employee welfare

Organisation of work

[GRI 401-3]

The annual working day is set in accordance with terms envisaged in the collective bargaining agreements which apply. The Group's management agrees on the need to restrict overtime to the necessary minimum by providing work organisation tools and systems that make it possible to improve the organisation's efficiency on a permanent basis. Should it be needed, the possibility of doing overtime at the Primafrio Group is envisaged and employees can choose from among a variety of compensation schemes.

Most of the personnel who work at the offices of the Primafrio Group's subsidiaries are concentrated in a large room where the routes the company's trucks follow are coordinated. Nearly 300 people distributed into three shifts coordinate the routes each vehicle must take, along with the loading and unloading work. They are responsible for the fleet's circulation, which is comprised of around 2,500 vehicles. This service, which in charge of resolving any setbacks that may arise for each driver, operates seven days a week.

Work-personal-family balance measures

[GRI 401-2 [GRI 401-3]

Work-personal-family balance measures The measures for balancing personal, family and working life implemented by the Primafrio Group are those set forth by the Law. The most common include breastfeeding leave, maternity/paternity leave, holiday flexibility and flexible working hours depending on the departments and availability. Furthermore, the "Prima Concilia" programme was implemented at the beginning of 2019, which provides a games room service at the weekends and holidays for working parents. Camps for younger children are also opened during the summer holidays, where a variety of workshops, sports activities and health and prevention chats are held, to mention but a few.

Number of absentee hours

Absenteeism in 2024: 80,805 days (approximately 646 thousand hours). Real days lost by an "absent worker" (excluding absences with leave). Absentee days amounted to 70,496 days in 2023 (approximately 564 thousand hours).



Occupational prevention, health, and safety

[GRI 403-4]

The Group's management considers proper management of occupational hazard prevention as one of its main goals, thereby fulfilling the legislation which applies. It likewise fosters continuous improvement in hazard control, working conditions and the workforce's welfare.

Occupational welfare

- **Medical Coverage Plan** to cover complementary healthcare at very advantageous conditions for all employees.
- **Exclusive discounts** on car/motorcycle or home insurance policies for being an employee of the Group, including next of kin.
- **Gym** with instructors, a laundry, a driver's rest area open 24 hours a day and a supermarket at the new facilities.
- **Personal activities:** Photography contest, etc.
- **Health & Safety Committee** The highest engagement and consultation body on occupational hazard prevention matters. These committees are set up pursuant to the Occupational Hazard Prevention Act and hold the competencies envisaged by the act. They usually meet on a quarterly basis.

The Prevention Service's activities

General activities: Counselling on occupational hazard prevention, checking working conditions, assessing occupational hazards, providing training and information to employees, investigating work accidents, emergency measures, annual activity report (technical prevention), occupation hazard prevention plan, planning preventive activities, scheduling technical prevention and occupational medicine activities.

Ergonomics-Psychosociology | Industrial Hygiene | Occupational Medicine

Importance of road safety

[GRI 403-2]

- Road safety training is crucial for convincing drivers to adopt safe practices and positive driving habits.
- Theoretical and practical training activities (including both efficient driving and road safety) for drivers — the group most prone to suffering this kind of accidents— are launched on an annual basis as part of the Training Plan.
- Road safety tips published in the internal newsletter.

Social Relationship

[GRI 402-1]

Social Dialogue

The Primafrío Group guarantees its employees' rights to trade union membership, association and collective bargaining within the framework of the labour legislation that is in force and the collective bargaining agreement that may apply at any given time.

Percentage of employees covered by collective bargaining agreements by country

All of the Primafrío Group's employees in every country where it has a presence were covered in fiscal years 2024 and 2023 by the collective bargaining agreements which apply.

Training

Desde Grupo Primafrío se busca potenciar no sólo los conocimientos técnicos, sino también las habilidades y competencias de la plantilla, promoviendo su desarrollo integral, el cual repercute en la retención del talento y en la capacidad de seguir prestando un servicio excelente a nuestros clientes.

Dual vocational training in our CSR strategy

- The organisation is committed to dual vocational training, a type of training in which the student body is comprised of workers, which therefore speeds up the development of professional competencies in an optimal way. It also favours students' quick adaptation to the organisation.
- The Primafrío Group is collaborating with the Region of Murcia's social development through this dual vocational training project, thus improving the qualifications of its productive resources and helping young people enter the job market.

Harmonised dual vocational training

The programme is based on a selection of students doing a high-level course on International Trade and Transport who, during the academic year, will combine attendance at their educational centre with their first in-company internship. This initiative is aimed at students of harmonised dual vocational training and has been implemented in conjunction with the Region of Murcia's Education and Culture Department. The students chosen came from the La Florida High School and received training cycles in International Goods Transport and Training and Work Orientation courses (known as FOL in Spanish). A total of 1,272 hours of training were given in 2024 (775 hours of training during 2023), using an educational model that combines attendance at the educational centre with in-company internships. Dual vocational training is therefore consolidating itself as an educational model that improves vocational training graduates' employability. Thanks to this training model, students are able to gain first-hand knowledge of a company's real work dynamics and are provided with experience and new knowledge. For its part, these programmes allow the company to establish direct contact with young people who will become future members of the haulage and logistics industry, thus making it possible to guide their carriers in keeping with the industry's changing demands. This favours their entry into the job market and, as a training company, ensures they are better prepared and qualified.



Trainning

The Primafrio Group seeks to enhance not only the technical know-how of its workforce but also its skills and competencies by fostering its comprehensive development.

This has an impact on talent retention and the ability to continue providing an outstanding service to our customers. In order to achieve this, an ongoing training plan adapted to the different backgrounds that comprise the Primafrio Group has been designed.

This training contributes to the workforce remaining prepared, competitive and constantly up to date in so far as its competencies and duties are concerned. During the fiscal year 2024, the Primafrio Group's team of employees has received about 104 thousand hours of training (more than 47 thousand hours of training during 2023), which means about 14 hours/employee on average in 2024 (7 hours/employee on average in 2023).

The variation with respect to 2023 is mainly due to the increase in the number of courses offered during the year. Drivers, who account for the majority of the workforce, received more than 91 thousand hours of training in 2024 (37 thousand hours of training in 2023).

Trainning Plan

The Training Policy is set on an annual basis by following a procedure which consists of knowing the different departments' training needs based on the organisation's general objectives.

More specifically, courses on cross-cutting areas are given, as are training actions in occupational hazard prevention, the environment, food safety and quality standards, not to mention other topics. Specific courses on tachographs, thermographs, forklift trucks, transport safety, efficient driving and other topics are given to logistics professionals.



Integration, Equality and Diversity

Equality at work is an unwavering commitment made by the Primafrío Group. The Group acts according to a policy of zero tolerance for any kind of discrimination, regardless of whether it is based on sex, marital status, age, race, social status, religious or political ideas, disability, etc.

Equality Plan

[GRI 405-1] [405-2]

The Group's commitment to equality and work-family balance was endorsed by the approval of the Equality Plan, which highlights equal opportunities and diversity as two of the basic principles of the Group's business culture. The Equality Plan's general goals are as follows:

- Progress towards equal opportunities and equal treatment for men and women.
- Integrate the gender approach into the organisation's management more effectively.
- Foster the personal, family and work balance of the Primafrío Group's employees.
- Ensure equal pay for work of equal value.

Integrating people with a disability at work

From September 2022, the cleaning of our facilities will be carried out by the special employment Samsic Iberia Centre. A centre that aims to integrate people with disabilities into the labor market.



An agreement was reached with them by means of which a total of seven people with disabilities are working at Alhama de Murcia in Murcia, San Román in the Basque Country and Vilamalla in Gerona.

The work these people are doing within the company essentially consists of cleaning common and sensitive areas, disinfection and cleaning of façades, and cleaning glazing at a height. Five of them work at the Alhama de Murcia site, one at the San Román site and another at Vilamalla.

The Samsic Iberia Centre provides workers suffering from a disability with the possibility entering the job market, thereby making it easier for them to get a remunerated job that is suitable for their personal characteristics.

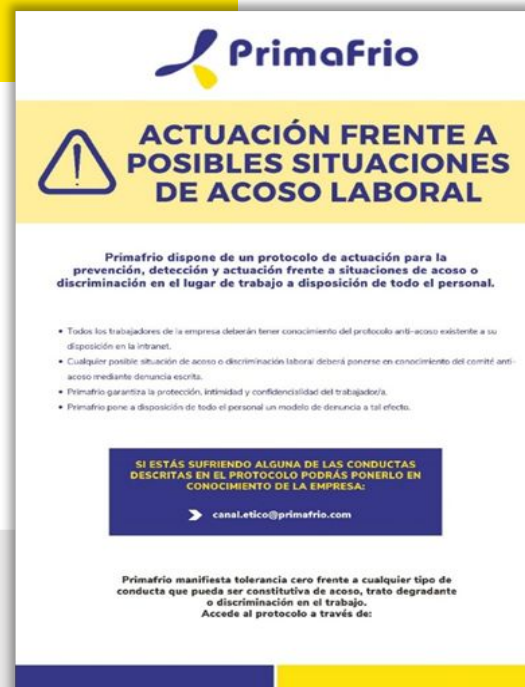
Harassment or discrimination protocol

A prevention, detection and action protocol against workplace sexual harassment has been implemented.

It contains a specific procedure aimed at ensuring protection of employees' fundamental rights by setting appropriate measures to prevent its occurrence and eradicating any kind of behaviour that could be considered as constituting harassment within or outside the company, along with a penalty scheme set forth in the goods road haulage collective bargaining agreement of the Region of Murcia.

Its general principles are as follows:

- Non-discrimination and respect for personal dignity.
- Zero tolerance for any behaviour that could be considered as harassment, degrading treatment or discrimination.
- Confidentiality and speed.
- Effectiveness, coordination and participation.
- Prevention and training.
- Opportunity and equity.



Code of Ethics

This Code applies to and must be fulfilled by all members of the Governing Body, senior executives and employees of the Primafrío Group and the companies which comprise it, who must know and expressly accept the values, principles and guidelines for conduct it contains.

Similarly, the Primafrío Group and the companies which comprise it will encourage their suppliers, customers and collaborating companies or entities to adapt their behaviour to similar guidelines for action as those set forth in this Code of Ethics.

They may likewise demand such parties' endorsement of its principles and require that a failure to fulfil them be deemed a breach of a contractual obligation. The Primafrío Group and the companies which comprise it will place all the means at their disposal to ensure the rules contained in the Code of Conduct are fulfilled.

The Prevention Committee has placed at the disposal of executives, employees and any third parties with which the company maintains some kind of relationship (suppliers, contractors, etc.) a postal and e-mail address through which queries may be made regarding the Code of Ethics' interpretation or to report any possible violation or breach thereof.

During fiscal years 2024 and 2023, no complaints were received from Group's employees through this channel.

Respect for the dignity of people in their job

The Primafrío Group rejects any kind of physical, psychological or moral harassment or abuse of authority. Any conduct that may lead to a threatening, intimidating, offensive or hostile environment to the rights of people is forbidden. The Primafrío Group's employees will be treated fairly and respectfully, thereby fostering a healthy and safe work environment.

The Primafrío Group intends to prevent any conduct that violates the dignity, equality, and sexual freedom of the company's workers or those of third parties. It also aims to prevent any kind of discrimination based on gender, colour, age, religion, sexual orientation, race, culture, education, marital status or nationality.

Promotion and fulfilment of ILO provisions

[GRI 102-16] [GRI 407-1] [GRI 408-1] [GRI 409-1]

The Primafrío Group has made a Query and Whistleblowing Channel available to ensure the Code of Ethics is properly fulfilled. This is a confidential means of communication through which queries may be made (whenever there is a doubt or question about the code) and any irregular conduct reported.

Respect for workers' rights

The Primafrío Group will not employ minors, will not use forced labour and will not impose working conditions that violate current legislation. Neither will it engage any companies which fail to fulfil these obligations, nor will it acquire their products or services.

All the people who work for the Primafrío Group are entitled to the right to strike and trade union freedom.

Employees will be given the freedom to join any associations that are within the Law without any kind of discrimination.

An open mind must be kept towards the activities of trade unions or associations, and workers' representatives will not be discriminated against and will be free to perform their representation duties. They must likewise be granted access to all workplaces to enable and fulfil their tasks.

Implementation of due diligence procedures

[GRI 102-16] [GRI 102-17] [GRI 412-2]

This process involves identifying any potential human rights impacts across the entire value chain to subsequently integrate its conclusions into the Group's processes. The Primafrío Group reviews and updates its due diligence processes on a regular basis. In order to do so, it uses the best practices identified both within the Group as well as externally in order to devise a due diligence model.

During fiscal years 2024 and 2023, the Primafrío Group did not receive any reports about cases of human rights violations.



Combatting Corruption

Combatting corruption and money laundering

[GRI 102-16] [GRI 102-17]

The executives and employees of the Primafrío Group must act in accordance with the laws that apply and, under no circumstances, may they influence the will of people outside the Group to obtain any kind of benefit or advantage unlawfully.

Corrupt arrangements with customers, suppliers, civil servants or any other third parties are strictly forbidden. The executives and employees of the Primafrío Group and the companies which comprise it may not receive from or offer to people at the service of public or private companies, political parties or candidates for public office payments in cash, in kind, gifts or any other benefit with the intention of obtaining or maintaining unlawful business dealings or obtaining advantages unfairly.

Within the framework of private business relationships, it is forbidden to offer any kind of unlawful advantage to other companies' executives or employees in order to encourage them to acquire services or products from the Primafrío Group and thereby failing to fulfil their duties.

The Primafrío Group forbids any kind of behaviour by its executives or employees which is aimed at manipulating the outcome of a public tender called by the Public Administration through an agreement with other bidders or bribing them to withdraw from a tender, or by corrupting Spanish and foreign civil servants to provide relevant data or award the tender, or in any other way.

Neither may employees and executives of the Primafrío Group make payments intended speed up formalities with the Administration or a judicial body.

Measures to combat money laundering

[\[GRI 102-16\]](#) [\[GRI 102-17\]](#)

The Primafrío Group will ensure that any irregular payments or money laundering originating in illicit or criminal activities are prevented from taking place in the performance of its activities.

The executives and employees of the Primafrío Group will closely examine any economic transactions which, due to their nature or amount, could be deemed unusual, placing special emphasis on controlling those that are made in cash, through bearer cheques, with destination bank accounts located in tax havens, payments made in currencies other than those set forth in contracts or any billing and payments made by third parties not mentioned in the contract.

Likewise, the Primafrío Group will diligently investigate the professional honesty of the companies or real persons with whom it establishes significant business relationships for the purpose of preventing transactions that may be used for money laundering.

[\[GRI 102-16\]](#) [\[GRI 102-17\]](#)

Donations and partnerships

[\[GRI 201-1\]](#) [\[GRI 413-1\]](#)

Any donations which the Primafrío Group and the companies which comprise it make to social projects must have been duly authorised internally beforehand and will be made to prestigious entities endowed with a suitable organisational structure to ensure the proper administration of resources. Such donations must be faithfully reflected in the Group's accounting records and books and may not be used to cover up an improper payment or bribe.

Donations to political parties or their representatives may not be made. The Primafrío Group must likewise monitor any donations it makes in order to know their use or destination.

The aggregate amount of donations, partnerships and associations for these items amounted to €458,000 in 2023 (€545,000 in 2022).

Social Projects

Companies must contribute to **social progress** through their commitment to the environment and **future generations**. At the Primafrío Group we are particularly aware of the need to protect our environment and the company's corporate social responsibility to make the company a pleasant place to work.

Right from the very start, we have made an effort to offer the very best road logistics services, thereby contributing to the social development of the **Region of Murcia** and Spain as a whole by generating wealth and job opportunities through social initiatives.

At the Primafrío Group, the values of **honesty, equity and integrity** must be the bases for our socially responsible organisation's conduct, which involves being concerned for the environment, people and society at large, in addition to an undertaking to minimise as much as possible the impact of our activities and decisions.

In this regard, we carry out a series of actions every year that foster the consolidation of these values, which are summed up below.

Working Women's Day

On the occasion of International Working Women's Day, we wanted to spread the message of equal opportunities in the workplace by printing a screensaver containing a commemorative image of said day.

"Dissemination among colleagues by printing a commemorative image of the day on their screensavers to remind us all of this day's message: equal opportunities for all."

Games room

The Group considers that the people who work for it are its best asset. We therefore consider it important to carry out actions to foster work-family balance.

Over the course of the 2020-2021 school year, education in the region of Murcia largely consisted of blended learning due to the COVID-19 pandemic. In order to provide a response to the work-family balance problems which arose, the Group opened a "conciliation school" in conjunction with the Alhama de Murcia local authority, which granted us use of the "El Berro" school in Sierra Espuña.

The Games room continues to be active in 2024 and with great success among employees. The most relevant actions associated with this service have been:

- Solidarity concert to benefit Never Surrender by the Zitrum Ensemble quintet.
- Cycling workshops with Bala Verde Team.
- Painting, handcrafts and cooking workshops.
- Storytelling.



Protected centre certificate

As part of our "Prima-Health" programme, we have been granted a Cardio-Protected Space certificate due to the fact that we are equipped with:

1. Approved defibrillators carrying the CE marking.
2. Properly installed and signposted (ILCOR signage).
3. Personnel have been trained and approved according to the legislation which applies.
4. Having a maintenance service.
5. Registration at the regional authority registry.
6. Having all the elements required by the regional authority.
7. Being equipped with a certain number of defibrillators that allow us to act within a response time of five minutes.



United Nations Global Compact

By means of its endorsement of this initiative, which over 13,000 entities around the world have joined to date, the Group has strengthened its commitment to the Ten Principles that are universally accepted in the areas of human rights, labour standards, the environment and combatting corruption. It has also allowed measures to be adopted that are aligned with the United Nations' goals, which are presently set forth in the Sustainable Development Goals (SDGs).

Joining the United Nations Global Compact is added to the Group's membership of several initiatives that has been consolidated in recent months, such as Lean & Green, which is aimed at reducing the Group's emissions by 20% within five years; becoming the first vehicle fleet to have been granted Ecological Fleet Accreditation by the Spanish Association of Fleet and Mobility Managers (AEGFA); founding the Region of Murcia Sectorial Green Hydrogen Association (AHMUR) in conjunction with other companies and entities; or being a member of the Biodiversity Partnership Mesoamerica (BPM) management board. These are just a few examples aimed at attaining the goal of the Group's total decarbonisation by 2030.

Recognition of the Primafrío Chair at the UMU

Following a business strategy in innovation, the company promotes research and development (R&D) to speed up progress towards new technological models that increase its processes' efficiency, automation and safety in order to offer a service that meets all quality standards while at the same time respecting the environment. In order to achieve this, it has established several strategic alliances like the one it has established with the University of Murcia through the Primafrío Chair.

This chair is focused on research, training and teaching in the field of road logistics. It serves to carry out projects and conduct research studies, promote training actions like Master's degree programmes and courses in Spain and abroad, foster R&D and innovation activities and training, as well as in-company internships which promote equality. Through this chair, Primafrío has positioned itself as a company that is committed to training and innovation in all areas, especially the university area, in order to strengthening the Region of Murcia's technology and industrial ecosystem.



Primafrío Foundation

Primafrío Foundation

We are a Group that is close and committed to society, especially in the communities in which we have a presence. We contribute to their development with our way of doing things and the initiatives we carry out.

In the over fifty years that the Primafrío Group has been transporting goods along the roads of Spain and Europe, a concern for promoting entrepreneurship and the social economy have gradually permeated the company.

As response to this concern, the Group has carried out socially responsible actions throughout its history.

These culminated in the setting up of the Primafrío Foundation in 2018, a non-profit organisation set up by the Primafrío Group aimed at providing a response to the social, economic and environmental challenges facing society through innovative proposals.

Aims of the Foundation:

- Promote entrepreneurship and the social economy.
- Foster sport.
- Defend the environment and biodiversity.
- Research, innovation and socially responsible investment, both in Spain and abroad.
- Economic development.
- Improve human conditions and people's rights, especially with regard to disadvantaged people and groups.
- Participate in socially responsible investments (SRIs).
- Encourage corporate social responsibility (CSR) among companies both in Spain and abroad, always with the guidance provided by social, environmental, and good governance criteria.



Fostering sport in the Region

Agreements with clubs in the region dedicated to different disciplines in order to back sport, its values and its sustainability. The Primafrío Group seeks to foster physical activity and promote the values represented by sport. In doing so, the principles of equality, inclusion and respect for the environment are upheld, thereby favouring inclusive sport that is respectful to the environment.

Main projects of the Foundation

The Primafrío Foundation develops and collaborates in different projects ranging from sports to entrepreneurship, culture, education and research. The main projects and collaborations developed during the year were as follows:

- Development of actions in favor of Paralympic dressage and inclusive sports.
- Participation in the Film and Environment Festival
- Collaboration between the Queen Sofia Foundation and the Primafrío Foundation.
- Development of solidarity sports events such as the II Edition of the solidarity paddle tennis tournament.



Social Commitment

Social Commitment

Responsible supply chain management

[GRI 308-1] [GRI 414-1]

Primafrío Group is firmly committed to the development of the Spanish economy and its area of influence. Proof of this is that Spanish suppliers accounted for 94% of all the suppliers contracted by the company in 2023. The remaining 6% were suppliers from the European Union.

The Primafrío Group divides its suppliers into direct suppliers (suppliers related to the activity's running costs) and indirect suppliers (suppliers related to the structural costs). Fuel suppliers, vehicle maintenance providers and subcontracted logistics providers offering us reinforcement at certain periods of time due to high demand volumes are included among the direct suppliers.

The Group extends fulfilment of its values to the supply chain through the Suppliers and Subcontractors Code of Ethics, as well as by continuously overseeing and monitoring all its suppliers in matters connected with regulatory compliance and ESG criteria.

Due to its geographical scope and the nature of its activity, the Primafrío Group considers that none of its main suppliers is at significant risk of failing to fulfil these requirements.



Suppliers and Subcontractors Code of Ethics

The purpose of the Suppliers and Subcontractors Code of Ethics is to **promote among all the Primafrío Group's suppliers, contractors, subcontractors and collaborators** knowledge about its Mission, Vision, Values, ethical principles and crime prevention policies in order to create a link and set out some guidelines for action that are in keeping with the principles and values which form an integral part of the Primafrío Group's commitment to social development and environmental sustainability in the communities in which it acts.

The **Primafrío Group's Mission, Vision and Values** are the bases of its ethical principles and are included as part of the document. Furthermore, a catalogue of forbidden conducts and a recommended action protocol to prevent criminal risks are included as appendices to said document.

The Primafrío Group considers that it is of utmost importance to work with suppliers and subcontractors which run their companies according to the same ethical principles as those to which the Primafrío Group is committed, considering that they form an essential part of its corporate culture.

The Primafrío Group sets out the guidelines for conduct, integrity and ethical behaviour, along with the responsibilities involved in working with the Primafrío Group, in the Suppliers and Contractors Code of Ethics. It requires its suppliers and subcontractors to accept and make a commitment to observing the Group's Mission, Vision and Values beyond strict fulfilment of the legislation which is currently in force.

To sum up, the Primafrío Group expects all its suppliers, employees and, where appropriate, its subcontractors to conduct themselves with the highest degree of honesty, equity and personal integrity.

It is essential for all of the Primafrío Group's suppliers and subcontractors to understand and apply the Code of Ethics, along with its appendices, and to observe the highest possible ethical principles, since the success of any business venture that may jointly be done with them resides in this aspect.

Environmental assessment and monitoring of suppliers and subcontractors

In accordance with its commitment to responsible supply chain management and in consonance with the ethical values set out by the Group that are required from its suppliers and subcontractors, the Primafrío Group continuously assesses and monitors them on an internal digital supplier documentation platform.

All the documentation required by the Group from its suppliers and subcontractors to properly fulfil the legislation which is in force and the Group's ESG criteria is managed on the platform. The documentation set out below is also monitored, controlled and assessed on said platform:

- ✓ ISO 9001 Quality Management System Certificate
- ✓ ISO 140001 Environmental Management System Certificate
- ✓ IFS Logistics Quality Certificate.

Consumer health and safety measures
[GRI 416-1] [GRI 417-1]

In keeping with its commitment of offering the best possible service and always respecting the environment and society, quality is always a basic premise for the Primafrío Group.

Quality assurance standards



Good Distribution Practices Certificate for medicines for human use (GDP).



Road Transport Certificate for food products at ambient or controlled temperature (IFS).

The effectiveness of these programmes is assessed by independent experts on a regular basis.

Importance of tractor unit and cooling equipment maintenance

Vehicle maintenance procedure: The aim of this procedure is to set out the system used to detect, identify, carry out, record and monitor vehicle maintenance and control activities.

Other quality measures

- HACCP (Hazard Analysis and Critical Control Point) System, which ensures maximum food logistics quality by controlling and analysing critical hazardous points.
- Cold chain control plan. This plan aims to ensure the cold chain is maintained from the product's introduction into the vehicle until it is started up.
- Transport and storage good practices plan.
- Non-conforming product withdrawal procedure.
- Food defence: Its purpose is to define the system and responsibilities set out by the Group for the management of the company's Food Defence in order to assess the possibilities of internal and external sabotage in the company.
- Trailers fitted with state-of-the-art temperature control devices fitted with an alarm system that make it possible for the cold chain to be maintained as an essential factor for food safety.
- Quality audits conducted by customers.

Customer service

The company's commitment to customer satisfaction is reflected in the sensitivity and attitude of all Primafrío Group employees. Providing an outstanding top-quality service and going one step beyond needs is a key factor for the customer feeling cared for and placing their trust in the Group

A total of 66 customer complaints were received in 2022, all of which were favourably resolved

Complaints management	Immediate solution	High customer satisfaction
• Complaints procedure: A system has been set up to properly manage, resolve and control customer complaints. • This procedure applies to all complaints made by customers, regardless of whether they are justified or not.	• The Primafrío Group has a specific Incident Resolution Department. • Incidents are resolved immediately for all customers.	• Surveys conducted on an annual basis (carried out between 11/05/2022 and 20/05/2022). • The overall satisfaction level obtained a score of 9.26 out of 10. • Said score was obtained from the responses of 240 customers. • Our customers consider that Primafrío kept up its services' quality levels during the pandemic.

Risks

Risk Structure and Management

Risks can be viewed as improvement opportunities in the industry if they are accompanied by effective management which manages to detect them in time, assess them and take the relevant measures based on their likelihood and level of impact.

As far as the committees holding responsibility for decision-making on environmental and social matters are concerned, the Primafrío Group has a Prevention Committee and a Health and Safety Committee, along with the Group's Quality, R&D and CSR Committee.

A Prevention Committee has been appointed for each of the companies which comprise the Primafrío Group to carry out the following duties, among others. Said Prevention Committees hold autonomous powers of initiative and control:

- Foster dissemination, knowledge and fulfilment of the Code of Ethics.
- In the event of doubt, interpret the Code of Ethics.
- Provide a channel of communication to all employees so they may consult any doubt they may have or report any breaches of the Code of Ethics.
- Keep the Code of Ethics and the crime prevention model updated by making appropriate recommendations, reports or proposals to improve their content.
- Conduct or direct internal investigations on the Code of Ethics' fulfilment.

The Primafrío Group has detected and addressed its activity's most significant economic, environmental, and social risks, along with the relevant measures to mitigate said risks, the following of which should be highlighted:

Risk	Elaboration	Potential impact	Relevant measures
Political instability	Spain, the European Union and the rest of the international community in general are facing a changing globalised environment filled with great uncertainty and political instability, both nationally and internationally.	Change in economic policies Reduction in economic flows	Ongoing monitoring of legislation Analysing and anticipating new scenarios
Climate change	An alteration has taken place in the planet from the Industrial Revolution to the present due to the exponential growth of greenhouse gases which could lead to devastating consequences in physical, biological and human systems.	Destruction of ecosystems Mass migrations Costs to society and the economy Decrease in the quality of health Severe physical changes in the climate	Investment in renewable energies Energy efficiency Digital transformation Electrification of processes Implementation and continuous improvement of a solid ESG programme
Polluting emissions	Environmental pollution as a consequence of GHG and other gas emissions resulting from the Group's activity.	Environmental pollution Increase in emissions due to poor maintenance Administrative penalties	Proper vehicle and equipment maintenance Use of more efficient vehicles Investment in R&D and innovation Improvement of cooling systems
Energy transition risk	Failure to adapt to technological, legal, financial and market changes related to the replacement of fossil fuels by new greener or cleaner energies	Unfavourable regulatory changes Carbon taxes Market penalties	Lead energy change in the logistics industry through investment in R&D, innovation and renewable energy use
Projects and Partners	Choosing the right partners is essential to properly carry out large-scale projects.	Distortion of goals and profitability Contractual breaches Harm to the company's reputation	Exhaustive evaluation by the parties Use of contractual warranties
Increase in Competition	The logistics industry is booming with competitive companies and new additions.	Reduction in demand Reduction of business margins	Creation of added value Active pursuit of business opportunities Ad-hoc adaptation to customer needs Service and tailored customer care
Adverse Conditions	Road logistics partly depends on the weather conditions which arise. The harsher they are the greater the risk faced by workers and the worse operational performance will be.	Workers' health and safety Efficiency of processes Higher consumption expenses	New efficient driving department Training on driving simulator Efficient driver training Weather forecasts
Years of experience in the industry	This may lead to an attitude of excessive confidence or complacency that worsens service provision.	Reduction in service quality Potential loss of customers	Quality service and tailored care Customer satisfaction assessment Study and analysis of the competition

Obsolescence of services	In an industry that is undergoing constant change, failing to provide an up-to-date service could pose a great risk.	Potential loss of customers Difficulty to compete with the industry's other players	Setting up an R&D and Innovation Department to keep the company at the forefront of the industry
Cyberthreats	Safety and business management may be jeopardised by a variety of cyberattacks by hostile government agencies, mafias, etc.	Theft of intellectual property Harm to the company's reputation Losses due to the activity's stoppage	ISO 27,001 Environmental Management System Certificate (2021) Taking out insurance Ongoing analysis of security controls Appointment of an internal CISO
Carrying out unprofitable haulage	Travelling with an empty load for kilometres is a significant risk that has to be taken into account in the road haulage industry, since it reduces the margins obtained from transport.	Reduction of the gross margin and profitability of transport	Improved route management, seeking to travel the least number of kilometres with an empty load. Improvement in sales management to look for customers providing profitable routes. Development of software to analyse the profitability of different trips and optimise loads
Quality of Service	The operations done by the company are sensitive. Any setback could alter the quality of the service and/or products.	Damage to the goods' quality Delivery delays Loss of business opportunities	Investment in cooling technology Constant analysis of environmental conditions Prevention of breakdowns and other mishaps
Loss of the service's traceability	Difficulty in monitoring information while the service is being provided.	Loss of useful information for the service's provision	Digitisation of all the company's processes
Food safety	Refrigerated fruit and vegetable logistics involves placing special attention on monitoring and the safety of the food being transported.	Harmful effects on consumer health Infringements and severe penalties in health matters	Sanitary audits Hazard Analysis and Critical Control Point (HACCP) Investment in R&D and innovation to enhance control over food
Production and Talent Drain	The company invests in its employees' training, incurring significant expenses that may turn out to be unprofitable in the event of talent drain.	Loss of investment in training Increase in the competition's capability	Career and entrepreneurship plans for employees Implementation of growth plans Assessing talent internally Chairs to attract talent
Depletion of natural resources	Depletion of natural resources that prevents the normal development of the Group's activity	Increase in the cost of natural resources	Use of renewable energies and installation of efficient water systems
Fuel consumption	Excess emission of greenhouse gases into the atmosphere	Development of legislation that may result in a limitation or penalties with respect to emissions produced.	Improvement of processes to improve fuel consumption as well as the use of more efficient vehicles.
Hazardous product spills	Environmental contamination from hazardous product spills	Possible penalties for spills and environmental pollution	Conducting emergency drills to respond to these events.
Hazardous waste generation	Generation of hazardous waste (machinery oils, tires, batteries, etc.)	Pollution of the environment by waste generation	Hazardous waste management entrusted to accredited entities



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