



2019 MANAGEMENT  
AND SUSTAINABILITY  
REPORT





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# MESSAGE FROM THE CHAIRMAN

## Dear friends of CASSA Group,

I am pleased to present to you our Sustainability and Management Report corresponding to the 2019 period, which, for five years now, has been prepared in accordance to the G4 international methodology from the Global Reporting Initiative, or GRI. Under this guidance we integrate results and progress from the relevant aspects of our sugar production plants, Central Izalco and Chaparrastique Mill. With this message, I will highlight some of the most relevant aspects.

One of the most significant events in our sector during the 2018-2019 period was the change in the percent of net revenue that is given to the sugarcane producers for the sale of sugar and molasses – the percentage increased from 54.5% to 56%.

This new allocation is a result of the *“Technical study for the revision of the distribution of net revenue generated by the industrial self-consumption and the final sales of sugar and honey between producers and sugar mills”*, carried out by CONSAA (Salvadoran Sugar Agro-Industry Council) which includes the sugarcane production sector, the Ministry of Agriculture and Cattle, the Ministry of Economy, and the sugar mills.

In the agricultural arena, the volume of sugarcane decreased almost 2% as compared to the previous harvest, as a result of weak precipitation systems in the central zone and especially in the eastern zone, having a greater impact on the Chaparrastique Mill.

Nevertheless, we remain committed to sustainable agriculture incrementing by 3.4% the area that is under the Bonsucro certification and increasing by 13% the hectares that are harvested green, as compared to last year. At the same time, we have invested in innovative technology and we have strengthened technical assistance programs and trainings for our sugarcane producers to reinforce and extend the good agricultural practices, as well as the timely financing of these activities.

We continue supporting and developing all of our employees by investing in better work conditions and trainings on diverse topics such as: leadership, industrial techniques, agricultural specifications, fiscal topics, operational reliability, occupational safety and health, among others.

On the industrial level we continue to seek constant improvement in all our processes with emphasis on operational efficiency, environmental sustainability, and the safety and health of our employees.

In Central Izalco, the operation and the results were greatly affected by problems in the steam generation area, which caused a considerable reduction in efficiency parameters; however, during the maintenance period all corrective measures were taken to resolve said situation.

As for Chaparrastique Mill, it operated with excellent levels of efficiency, exceeding many of the principal operating indicators, even reaching the highest milled per day to date – above 8,000 tons daily. An important investment was also carried out in the industrial water supply system that lead to a significant reduction in consumption. This in turn contributed to a 53% reduction of industrial water consumption over the last four years in both production plants.

In the commercial arena, internationally we faced a reduction of close to 10% in sales prices; this was influenced by governmental policies of subsidies to Indian exports,

which we sought to compensate with an increase in the sale of higher-value products, such as: refined sugar and brown sugar for direct consumption. At the same time, the flexibility in the shipping periods and in the types of presentations allowed us to obtain better value for our products. We continue working with enthusiasm on our strategy to add new products and services to our portfolio. An example is that the Central Izalco laboratory has been certified to offer services of sugar sample testing.

At the local level, we continue working hand in hand with our industrial clients in search of better solutions so that the sugar they purchase from us adds value to their products. Likewise, through Dizucar, we continue supporting the development of our distribution chain with the wholesalers who have excellent coverage in the supply chain. Additionally, we now have biodegradable packaging and a new presentation in bundles for supermarkets.

Finally, thanks to our Community Allies program, CASSA Group maintains close relationships with the sugarcane communities and, at the same time, seeks to promote their human development through three

components: Community Relationships, Water 10 and ABC Educational Corners. In 2019 we were able to benefit 43,000 people in 91 communities and 28 rural public schools. One of the greatest milestones for the program was to participate in and win a competition of one of our molasses clients, ED&F Man Liquid Products (MLP), where we won \$75,000 in funds to be invested in access to potable water, basic sanitation and hygiene education in public schools.

To conclude, I am deeply grateful to the members of the Board of Directors for guiding us with innovation during this period, and our shareholders for trusting in each of the decisions carried out. We know that the future is full of challenges, but I do not doubt that we have the best team to face those challenges and solve them with a commitment to continue providing opportunities and development for our cherished El Salvador.

Marco Regalado Nottebohm  
Chairman







Central Izalco



Ingenio Chaparrastique



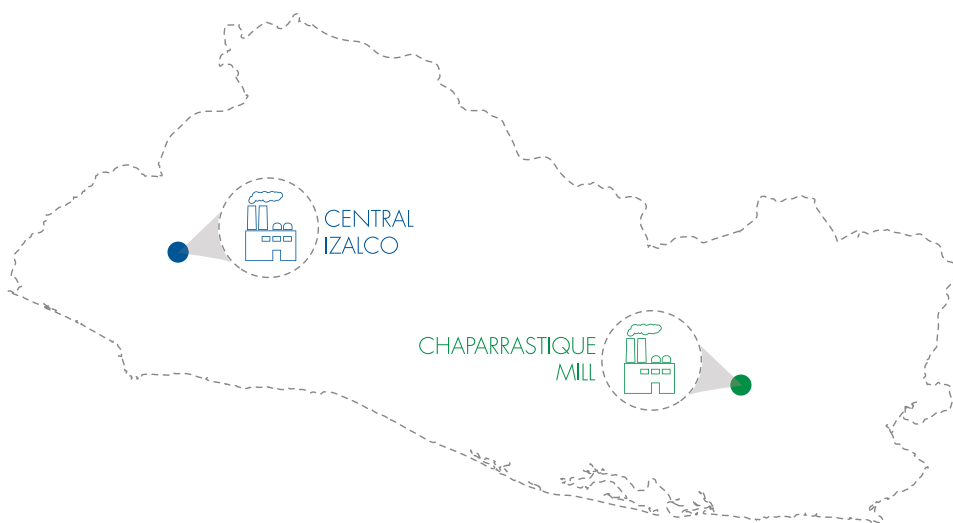
## MILL LOCATIONS

## ORGANIZATION NAME

CASSA Group  
(Salvadoran Sugar Company)

## SUGAR MILLS

Central Izalco and  
Chaparrastique Mill



# MISSION

To be a leading, world-class company that provides agricultural and industrial products and services that add value to our clients and country. We use international standards for quality and productivity, and cutting-edge technology with social responsibility. We develop our human resources and, in a sustainable and profitable manner, exceed the expectations of our shareholders.

# VISION

Changes in the environment demand that we have a management model that allows us to develop competitive advantages, both in Central America and internationally. CASSA's management model is based on the principles of Integral Quality which govern leading, world-class companies.

# VALUES



## RESPONSIBILITY

Do things right, today,  
planning for the future



## DISCIPLINE

Achieve with excellence



## RESPECT

Act positively with others  
and with the environment



## LOYALTY

Dedication and commitment  
to CASSA



## HONESTY

Everything with accuracy  
and transparency



## INNOVATION

Constantly in development



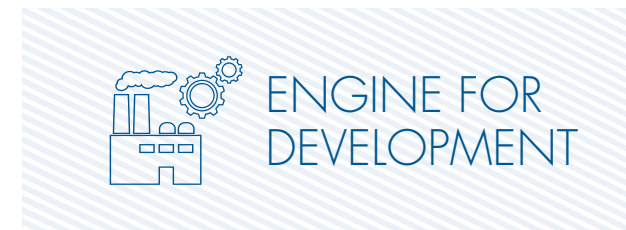


# SUSTAINABILITY STRATEGY

## CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS (SDG)

# MATERIALITY

In CASSA, sustainability is a business model that involves all our processes with the economic growth of the company, the wellbeing of our interest groups and environmental conservation, in order to guarantee sustainable development, based on three lines of action:



## CASSA'S 5 COMMITMENTS

We decided to communicate our sustainability strategy through compliance with 5 commitments that contribute to the Sustainable Development Goals (SDG) of the United Nations 2030 agenda and that seek to ensure our long-term strategy operates responsibly.



CASSA Group has used as guide and principal scope for this report, the material aspects identified in a 2015 materiality analysis carried out with the assistance and consultation of the Business Foundation for Social Action (FUNDEMAS). The material aspects are reviewed annually by the Sustainability Committee to evaluate progress made and actions carried out, and confirm the continued relevance of the same.

The analysis was carried out through a consultation process with stakeholders during which 18 relevant topics were validated, and prioritized in the following six topics that guide this report:



During this period the material aspects were reviewed again and the committee agreed that the materiality analysis would be updated in 2020.

\* According to the Global Reporting Initiative (GRI), material aspects are those important aspects which reflect

the significant social, environmental and economic impacts of the organization; or those aspects which could substantially influence the decision of stakeholders to maintain their relationship with the company.





# PRODUCTS

# BRANDS

## SUGAR

CASSA Group, through its two sugar mills, produces sugar that satisfies the needs of the national and export markets.

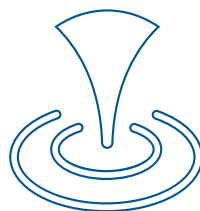
The energy used to package this sugar is provided by environmentally friendly solar energy. CASSA products have important distinguishing characteristics, such as: an exact weight guarantee, use of biodegradable plastic packaging and vitamin A fortification, actions that contribute to being socially responsible with the environment and society.

## MOLASSES

Molasses is a sub product that is sold for the production of animal feed and alcohol in the national and export markets.

## ENERGY

CASSA Group generates energy from renewable resources such as the combustion of biomass (moist fiber that remains after processing the sugarcane, known as bagasse), which fuels the industrial activity of the sugar mills and the national electrical grid.



## NATIONAL MARKET

### WHITE



### RAW



### REFINED



### ADDITIONALS



## EXPORT MARKET



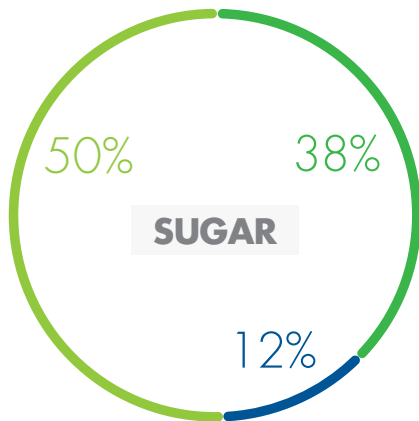




# SUGAR MARKETS



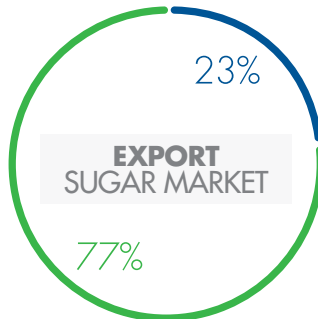
|  SUGAR |  CENTRAL IZALCO |  CHAPARRASTIQUE MILL | CASSA GROUP | %    |  PRESENTATIONS |
|-----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|-------------|------|---------------------------------------------------------------------------------------------------|
| NATIONAL                                                                                | 83 792                                                                                           | 41 882                                                                                                | 125 673     | 38%  | 0.50 kg - 1 kg - 1.24 Tm<br>2.5 kg - 50 kg                                                        |
| PREFERENTIAL                                                                            | 26 089                                                                                           | 13 002                                                                                                | 39 091      | 12%  | 1 Tm - 1.25 Tm - 25 kg - 50 kg                                                                    |
| WORLD                                                                                   | 120 429                                                                                          | 48 494                                                                                                | 168 924     | 50%  | 1 Tm - 1.10 Tm - 1.25 Tm                                                                          |
| TOTAL SUGAR                                                                             | 230 310                                                                                          | 103 378                                                                                               | 333 688     | 100% |                                                                                                   |



● National ● Preferential ● World



● Industry ● Domestic

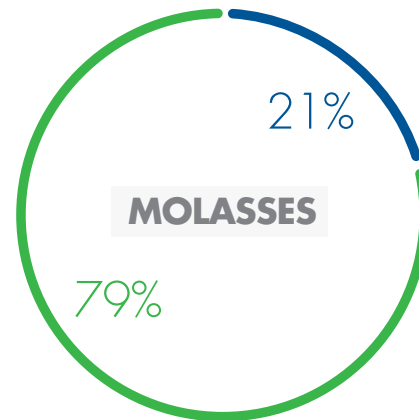


● Bags ● Bulk

# MOLASSES MARKET



|  MOLASSES |  CENTRAL IZALCO |  CHAPARRASTIQUE MILL | CASSA GROUP | %   |
|----------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|-------------|-----|
| NATIONAL                                                                                     | 21 823                                                                                             | 4620                                                                                                    | 26 442      | 21% |
| EXPORT                                                                                       | 62 232                                                                                             | 34 700                                                                                                  | 96 932      | 79% |

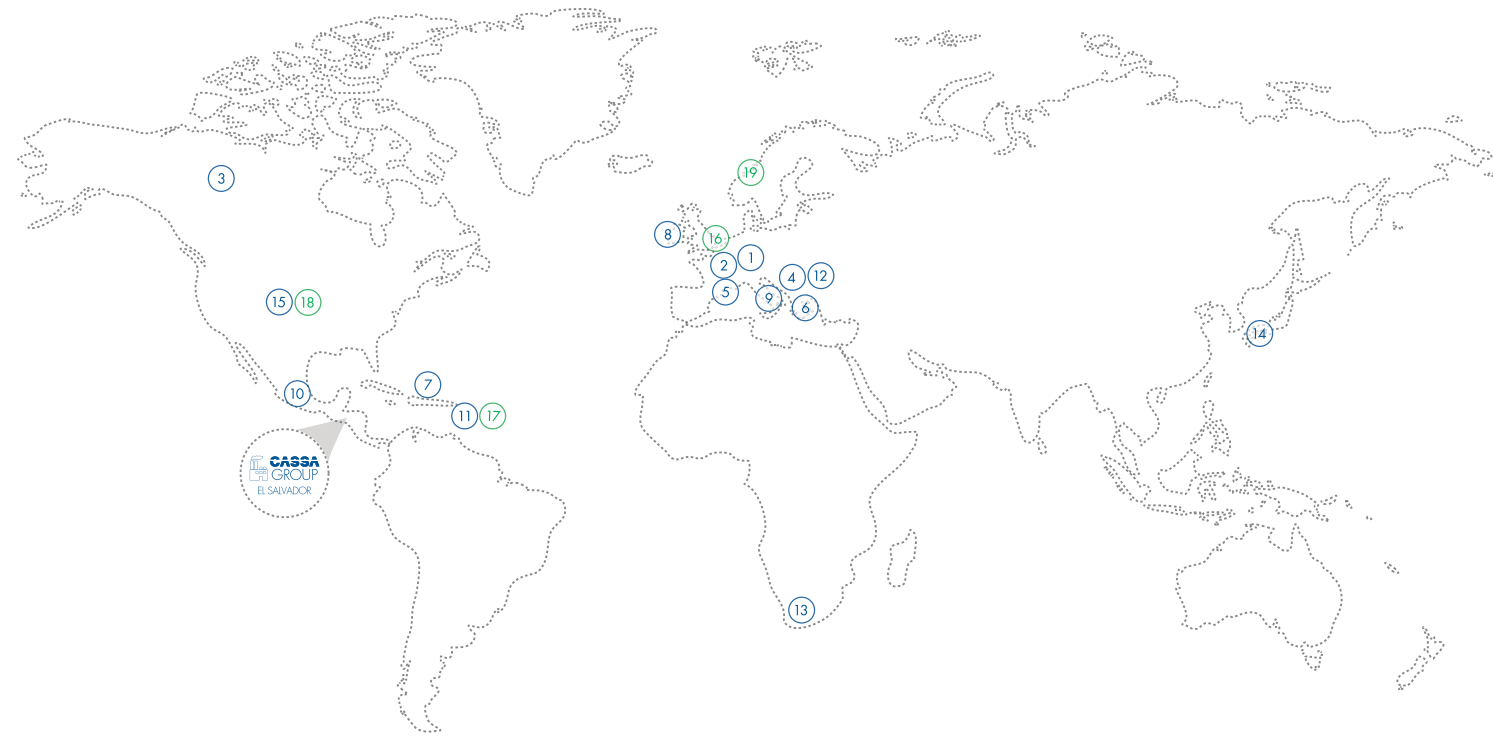


● National ● Export





# EXPORT DESTINATIONS



## SUGAR

- |            |            |                 |                  |
|------------|------------|-----------------|------------------|
| 1. Germany | 5. Spain   | 9. Italy        | 13. South Africa |
| 2. Belgium | 6. Greece  | 10. Mexico      | 14. Taiwan       |
| 3. Canada  | 7. Haiti   | 11. Puerto Rico | 15. USA          |
| 4. Croatia | 8. Ireland | 12. Romania     |                  |

## MOLASSES

16. The Netherlands  
17. Puerto Rico  
18. USA  
19. Norway

# SUGAR CLIENTS





# ENERGY MARKETS

CASSA GROUP



# CASSA GROUP IN NUMBERS <sup>2018</sup><sub>2019</sub>

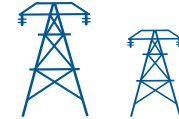
+200 000  
**HOMES**  
ILLUMINATED

99.99%  
OF THE ENERGY  
CONSUMED COMES FROM  
RENEWABLE RESOURCES



## INSTALLED CAPACITY

|        |            |
|--------|------------|
| Z17-18 | 107 400 kW |
| Z18-19 | 107 400 kW |



## ELECTRIC ENERGY GENERATED

|        |                 |
|--------|-----------------|
| Z17-18 | 367 003 698 kWh |
| Z18-19 | 372 551 553 kWh |



## ELECTRIC ENERGY SOLD

|        |                 |
|--------|-----------------|
| Z17-18 | 248 752 129 kWh |
| Z18-19 | 259 969 386 kWh |



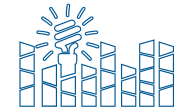
## NUMBER OF HOMES ILLUMINATED

|        |               |
|--------|---------------|
| Z17-18 | 216 585 homes |
| Z18-19 | 226 352 homes |



## TOTAL ENERGY CONSUMPTION

|        |                 |
|--------|-----------------|
| Z17-18 | 122 595 259 kWh |
| Z18-19 | 112 586 592 kWh |



## % CONSUMED FROM RENEWABLE RESOURCES

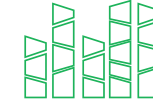
|        |        |
|--------|--------|
| Z17-18 | 99.29% |
| Z18-19 | 99.99% |



## INSTALLED CAPACITY

21 000 METRIC TONS  
OF CANE

|     |          |
|-----|----------|
| CI  | 13 000 t |
| CHP | 8000 t   |



## METRIC TONS OF CANE MILLED

2 874 238 t

|     |             |
|-----|-------------|
| CI  | 1 991 483 t |
| CHP | 882 754 t   |



## METRIC TONS OF SUGAR

333 688 t

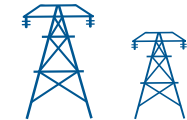
|     |           |
|-----|-----------|
| CI  | 230 310 t |
| CHP | 103 378 t |



## METRIC TONS OF MOLASSES

123 374 t

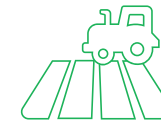
|     |          |
|-----|----------|
| CI  | 84 054 t |
| CHP | 39 320 t |



## ELECTRIC ENERGY

372 551 553 kWh

|     |                 |
|-----|-----------------|
| CI  | 139 366 000 kWh |
| CHP | 233 185 553 kWh |



## HECTARES OF CANE HARVESTED

34 696 ha

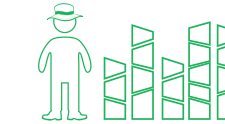
|     |           |
|-----|-----------|
| CI  | 19 132 ha |
| CHP | 15 564 ha |



## DIRECT EMPLOYMENT DURING HARVEST

13 406

|     |        |
|-----|--------|
| CI  | 10 567 |
| CHP | 2839   |



## SUGARCANE PRODUCERS

3065

1151 independents  
15 cooperatives that  
have 1914 associates



## BENEFICIARIES IN SUGARCANE COMMUNITIES

43 348  
Salvadorans

9079 families  
2300 volunteers



## ANNUAL BUSINESS VOLUME

US\$542 984 894.66

|     |                    |
|-----|--------------------|
| CI  | US\$320 206 975.63 |
| CHP | US\$222 777 919.03 |



# CORPORATE GOVERNANCE

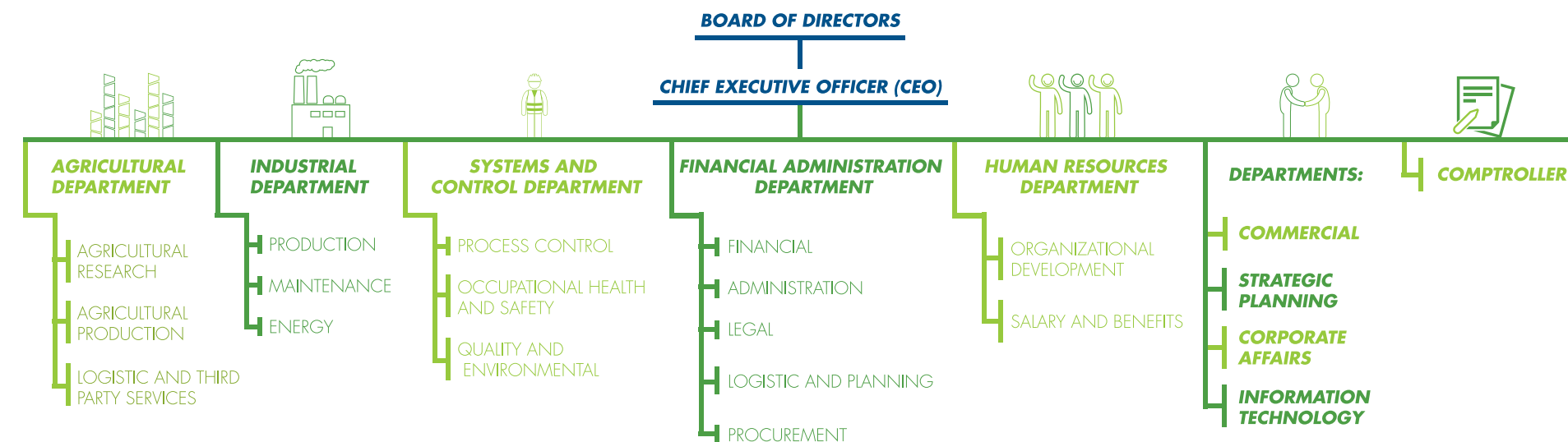
CASSA's organizational structure is comprised of a Board of Directors, Chief Executive Officer, Directors' Committee, Comptroller and Managers which are dependent of the directorates.

CASSA's Board of Directors seeks to protect the interests of the company, the shareholders, and other stakeholders with whom the company has a relationship. Likewise, the Board controls and supervises the efficient use of resources and the transparent management of information. In addition, it establishes the guidelines and strategies that govern the company, in order to ensure a sustainable business.

Furthermore, the directors and managers have implemented, in each of their areas, principles related to corporate social responsibility and sustainable development, through a best practice plan which orients the goals and the projects carried out by the company's team of professionals.

## BOARD OF DIRECTORS

|                       |                                                                                                   |
|-----------------------|---------------------------------------------------------------------------------------------------|
| Chairman:             | Marco Regalado Nottebohm                                                                          |
| Vice Chairman:        | Arturo Regalado O'Sullivan                                                                        |
| Secretary Director:   | Tomás Regalado Papini                                                                             |
| Propietary Directors: | Ricardo Lima Mena<br>Federico Rank Romero                                                         |
| Deputy Directors:     | Ricardo Chávez Caparroso<br>Ernesto Barrientos Zepeda<br>Joaquín Palomo Déneke<br>Salvador Rivera |
| Advisor:              | Juan José Goodall                                                                                 |



## EXECUTIVE OFFICERS 2018 HARVEST

|                                         |                              |                                         |                               |
|-----------------------------------------|------------------------------|-----------------------------------------|-------------------------------|
| Chief Executive Officer (CEO)           | Juan Eduardo Interiano López | Central Izalco Production Manager       | Edgard Armando José Amaya     |
| Industrial Director                     | Alvaro Moisés Arguello       | Chaparrastique Mill Production Manager  | Luis Ernesto Villalobos Girón |
| Agricultural Director                   | Wilfredo Márquez Salazar     | Central Izalco Maintenance Manager      | Diego Ricardo Sales           |
| Management and Control Systems Director | Jorge Mejía Zetino           | Chaparrastique Mill Maintenance Manager | Douglas Vladimir Mezquita     |
| Administrative and Finance Director     | Gregorio Zelaya Arango       | Administrative Manager                  | Alejandro Duque Girón         |
| Commercial Director                     | Emely Villacorta de Salazar  | Agricultural Production Manager         | Juan Antonio Palomo Pacas     |
| Human Resources Director                | Guadalupe Lucha de González  | Legal Manager                           | Rafael Gómez Salazar          |
| Information Technology Director         | René Alfaro Marchelli        | Energy Manager                          | Dany Reyes Núñez              |
| Corporate Affairs Director              | Fermina Cárdenas             | Process Control Manager                 | Adán Anaya Zepeda             |
| Strategic Planning Director             | Julio Noltinius Catani       | General Accountant                      | César Retana                  |
| Comptroller                             | Enrique Suárez Mantilla      |                                         |                               |



# CODE OF ETHICS

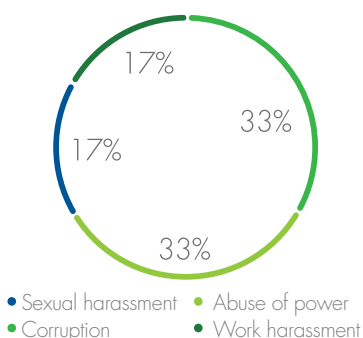
The objective of CASSA Group's Code of Ethics is to strengthen corporate governance with a guide that formalizes the ethical and transparent means of interaction between the company and its stakeholders.

The code is founded on the six values that guide the company. Through these values and principles, we seek to maintain mutual respect between colleagues, clients, suppliers and communities where we have a presence. Additionally, the code expresses our commitment to environmental protection, occupational health and safety, responsible marketing practices, and maintaining relationships with the government based on respect, dialogue, transparency and professionalism.

The ways to report an incident are the following:

Email:  
[linea.etica@grupocassa.com](mailto:linea.etica@grupocassa.com)

"Siembra tu Idea" (Plant your Idea) Mailboxes, located in strategic points of CASSA Group's sugar mills.



Code of Ethics has been shared with and given to  
**100 %**  
of CASSA's permanent employees

**6**  
reports received in 2019 –  
a reduction of 54% as  
compared to 2018

**5**  
reports resolved in 2019

**1**  
report in the resolution process

# AWARDS

## ED&F MAN LIQUID PRODUCTS (MLP) MAS PROGRAM COMPETITIVE FUNDING



The Community Allies program won the MAS Program funding competition from ED&F Man Liquid Products (MLP), a CASSA client and the United Kingdom's principal supplier of products based on molasses.

The funds won amount to \$75,000 and will be invested in a project with great social impact in the sugarcane communities.

The objective of the MAS Program is to contribute to the social development of communities where ED&F Man Liquid Products (MLP) acquires molasses.

Water 10, based on UNICEF's WASH model, will invest the acquired funds in access to potable water, basic sanitation, and hygiene education for public schools in Sonsonate, benefitting more than 600 people.

## 3M AWARD

3M El Salvador, in collaboration with the Ministry of Labor and Social Welfare of the Salvadoran Social Security Institute (ISSS), the Salvadoran Standards Organization (OSN) and the occupational safety and health companies APROSI and CIADE, carried out the XXV 3M Occupational Health Awards, which seeks to promote and recognize businesses' efforts in occupational health.

To commemorate the 25 years of the award, the evaluation committee recognized CASSA Group with the following awards:

Central Izalco, special recognition for an extensive track record having won 8 awards and Chaparrastique Mill was recognized for having won 5 awards in the past 10 years.

These awards are a result of the organization's commitment to continuous improvement and sustainability.





# COMMUNICATION MECHANISMS WITH STAKEHOLDERS

The company has many spaces and channels to communicate with its stakeholders, where they can access information about the company. These channels allow CASSA to identify expectations, suggestions and/or relevant matters from the different groups, as well as formulate answers or improvement plans based on the issues shared.



## INVESTORS

- Shareholders' General Assembly
- Board of Directors meetings
- Sustainability and Management report
- Financial reports



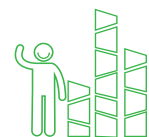
## CLIENTS

- Visits to the sugar production plants
- Client satisfaction survey
- Web page / Social media
- Email



## EMPLOYEES

- Plant your Idea Program (suggestion box)
- Meetings
- Bulletins and news boards
- Performance evaluation system



## SUGARCANE PRODUCERS

- Meetings
- Field days
- Web page / Social media



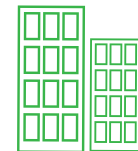
## SUPPLIERS OF GOODS AND SERVICES

- Meetings
- Web page / Social media
- Visits to the sugar production plants



## SECTOR PARTNERS

- Meetings



## GOVERNMENT

- Meetings
- Operations reports
- Environmental management reports



## COMMUNITIES

- Plant your Idea Program (Community complaint mechanism)
- Community dialogue (Working groups)
- Visits to the sugar productions plants

# ASSOCIATIONS AND ORGANIZATIONS IN WHICH **CASSA** PARTICIPATES

- Sugar Association of El Salvador
- Salvadoran Sugar Agro-Industry Council (CONSAA)
- Sugar Foundation (FUNDAZÚCAR)
- Salvadoran Industrial Association (ASI)
- National Association of Private Enterprise (ANEP)
- Salvadoran Chamber of Commerce and Industry
- Business Foundation for Social Action (FUNDEMÁS)
- Salvadoran Foundation for Economic and Social Development (FUSADES)
- El Salvador Business Council for Sustainable Development (CEDES)
- Private Institute for Climate Change Research (ICC)
- Sugar Producers of the Central American Isthmus (AICA)
- Foundation for Social and Economic Development of San Miguel (FUNDESSAM)\*

\*Only Chaparrastique Mill participates

You can find this report in the Sustainability Reports section of our web site [www.grupocassa.com](http://www.grupocassa.com)  
You can send your comments and suggestions about this report or any other matter.

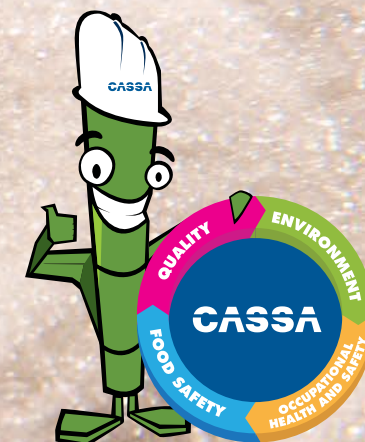








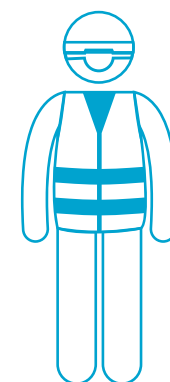
# QUALITY AND FOOD SAFETY SYSTEMS



## CASSA'S QUALITY AND FOOD SAFETY POLICY

In CASSA, we are committed to satisfying our clients' needs by delivering products that comply with their quality and safety requirements, thus guaranteeing reliable relationships built on transparency and respect for applicable legal regulations.

To that effect, we count on competent personnel, who identify with the organizational objectives which emphasize best practices based on effectiveness, efficiency, timely communication with stakeholders and continuous improvement of processes, while promoting respect for the environment, safety and sustainability



## QUALITY AND FOOD SAFETY GOALS

- 1) Maintain and increase the productivity in our operations through effective processes.
- 2) Make avenues into new domestic and international markets.
- 3) Continuously improve our processes.
- 4) Maintain and improve the Quality Management System to ensure client satisfaction.
- 5) Comply with current legal regulations applicable to the sugar agro-industry.
- 6) Satisfy internal and external clients.
- 7) Guarantee the safety of sugar destined for direct human consumption through the effectiveness of the Food Safety System.
- 8) Comply with market demands, satisfying the requirements of all clients.

CASSA, through its Central Izalco and Chaparrastique Mill, represents an engine that contributes to activate the national economy, given that



through the sales of sugar, molasses, commercial services to third parties, purchase of raw materials (sugarcane), industrial and agricultural supplies, commercial and financial costs, as well as taxes paid to the central and local governments, among others.





# CERTIFICATIONS



# EMPLOYEES: KEY ENGINE FOR GROWTH



| CERTIFICATION                                                                                                          | SCOPE                                                                                                                                                                    | ISSUING INSTITUTION                                              |
|------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|
| <b>FSSC 22000</b><br>FSSC 22000 Version 4.1<br>ISO 22000:2005<br>ISO/TS 22002-1:2009<br>Food safety and quality system | Manufacture, storage and dispatch of packaged Direct Consumption (DC) raw sugar, standard white, 150s and refined sugar.                                                 | Lloyd's Register LRQA                                            |
| <b>ISO 9001:2015</b><br>Quality management system                                                                      | Manufacture, storage and dispatch of Direct Consumption (DC) raw sugar, standard white, 150s and refined sugar, as well as the cogeneration and sale of electric energy. | Lloyd's Register LRQA                                            |
| <b>NTS ISO/IEC 17025:2005</b>                                                                                          | Central Izalco Process Control Laboratory<br>Certified areas: physicochemical analysis of sugar and its by-products.                                                     | Salvadoran Accreditation Organization, OSA                       |
| <b>BONSUCRO</b><br>Sustainability good practices standard.                                                             | Direct Consumption (DC) raw sugar, standard white, 150s, refined sugar and molasses.                                                                                     | SGS ICS Certified Ltda                                           |
| <b>FAIRTRADE</b><br>Fairtrade                                                                                          | Direct Consumption (DC) raw sugar, standard white, 150s, refined sugar and molasses.                                                                                     | FLO-CERT                                                         |
| <b>KOSHER</b> Jewish Market Standard                                                                                   | Direct Consumption (DC) raw sugar, standard White, 150s and refined sugar.                                                                                               | Rabbi Hersh Spalter, Beit Menachem Chabad Lubavitch Congregation |
| <b>HALAL</b><br>Muslim Market Standard                                                                                 | Direct Consumption (DC) raw sugar and refined sugar.                                                                                                                     | Islamic Church of El Salvador                                    |

# EMPLOYMENT GENERATION

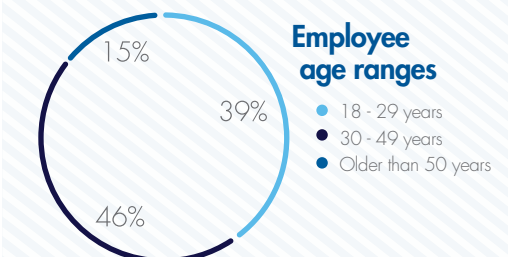
| MILL                     | GENDER    | PERMANENT  |                | TEMPORARY                 |               | GENERAL TOTAL |
|--------------------------|-----------|------------|----------------|---------------------------|---------------|---------------|
|                          |           | INDUSTRIAL | ADMINISTRATION | ADMINISTRATION OPERATIONS | AGRICULTURAL  |               |
| Central Izalco           | Feminine  | 44         | 64             | 50                        | 1 114         | 1 272         |
|                          | Masculine | 559        | 235            | 821                       | 7 680         | 9 295         |
|                          | Total     | 603        | 299            | 871                       | 8 794         | 10 567        |
| Chaparrastique Mill      | Feminine  | 7          | 29             | 21                        | 104           | 161           |
|                          | Masculine | 286        | 104            | 411                       | 1 877         | 2 678         |
|                          | Total     | 293        | 133            | 432                       | 1 981         | 2 839         |
| <b>CASSA GROUP TOTAL</b> |           | <b>896</b> | <b>432</b>     | <b>1 303</b>              | <b>10 775</b> | <b>13 406</b> |



**13 406**  
Direct employment  
during harvest season

**11%**  
Feminine

**89%**  
Masculine





# HUMAN TALENT DEVELOPMENT

CASSA Group's main challenge is to promote initiatives aimed at supporting the comprehensive development of its human resources, as well as working conditions. By providing an extensive training plan, employees strengthen their skills and are guided toward the advancement of a competitive company.

Likewise, CASSA seeks to form not only professionals, but citizens committed to the health development of their environment, and also their workplace, family and community.

**19%**  
of permanent CASSA Group  
employees are evaluated through  
the Performance Management System

## TRAININGS

|                                                   | CENTRAL<br>IZALCO | CHAPARRASTIQUE<br>MILL | TOTAL  |
|---------------------------------------------------|-------------------|------------------------|--------|
| Trainings held, including open and closed courses | 594               | 260                    | 854    |
| Employees benefited                               | 1 576             | 632                    | 2 208  |
| Hours of training                                 | 44 849            | 18 366                 | 63 215 |
| Hours of training per employee, on average        | 28                | 29                     | 29     |

## MAIN TRAININGS CARRIED OUT IN 2018-2019

- CASSA Leaders Program II and III.
- Technical Industrial Schools.
- Industrial Pre-Harvest Schools.
- Fleet Administration Certificate Program.
- Institutional Program of:
  - 1) Sustainability, Values and Ethics.
  - 2) Quality and Food Safety Management System (ISO 9001:2015 and FSSC 22000:2018).
  - 3) Occupational Safety and Health.
  - 4) Environmental Management System – Environmental Management according to BONSUCRO.
- Agricultural Specialization Schools.
- Tax Certificate Program.
- Operational Reliability Engineer Certificate Program.

# CASSA LISTEN TO YOU

**SIEMBRA  
TU IDEA**  
CASSA TE ESCUCHA

## ORGANIZATIONAL CLIMATE SURVEY

**92.4%**  
Global score

During the month of March, 2019 a workplace environment survey was carried out where employees ranked the Group with 92.4% positive responses (PRP), in the following dimensions:

- Satisfaction on the job and with conditions.
- Supervision and leadership.
- Training and development.
- Communication.
- Work relationships and teamwork.
- Organization.
- Compensation.
- Feeling of belonging and commitment.
- Quality of the products and image.
- Benefits and services.
- Values.

**1 810**  
permanent and temporary  
employees of the Group  
were interviewed

The survey results were given to each area so that they can proceed to develop action plans that respond to the needs, suggestions and expectations of the employees.

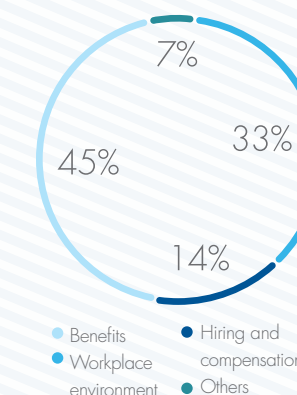
## PLANT YOUR IDEA

El programa Siembra tu Idea tiene el objetivo principal de brindar un espacio directo a los colaboradores para que puedan expresar y recomendar cambios o mejoras para la empresa y para el ambiente laboral.

**97** suggestions  
received in 2019

**86%** of the suggestions  
were closed in 2019

**14%** of the suggestions  
are still being resolved







# BENEFITS



**ENTRY-LEVEL MINIMUM WAGE**  
25 % above the legal minimum wage.



**VACATION**  
15 days required by law, plus  
an additional 4 days.



**COOPERATIVES**  
CASSA provides annual support  
of US\$12 000, in addition to  
covering water, electricity,  
telephone and other services.



**HOUSING**  
If the work performed by the  
employee requires that he/she  
resides on the premises.

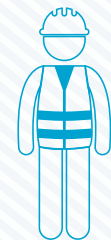
Housing for skilled sugarcane  
harvesters during the harvest period  
campsites equipped to house  
workers; with food service and  
recreational areas.



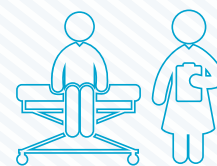
**ANNUAL COMPENSATION**  
Bonus/reward.



**RECOGNITION**  
For years of service.



**UNIFORMS/SHOES**  
Three shirts, three pairs of pants  
and, when applicable, industrial  
safety shoes.



**DISABILITY PAYMENT**  
Provides coverage for the first  
three days not included by the  
Salvadoran Social Security  
Institute (ISSS), and covers the  
disabled employee's full wage  
(beyond the legal requirement,  
for up to nine months). Temporary  
staff is provided with coverage  
through the end of their contract.

# BENEFITS



**CAFETERIA SERVICE**  
Breakfast, lunch and  
dinner (during harvest  
period).



**LIFE INSURANCE**  
For all personnel.



**RATION PACKAGES**  
4000 packages delivered to  
the agricultural harvest workers.



**RECREATION EVENTS:**  
2300 supermarket gift cards  
were given out and 260 prizes  
were given out in various  
raffles. 5200 Christmas gifts  
and 4000 school kits were  
given to children of the  
agricultural workers.



**SCHOLARSHIPS**  
301 educational scholarships  
were given to the children of  
employees who earn a monthly  
salary of less than or equal to  
\$750.00, based on the crite-  
ria of academic achievement  
and conduct.



**TRANSPORTATION**  
950 coworkers benefitted

- Sonsonate and surrounding areas.
- San Miguel and surrounding areas.
- San Salvador to Sonsonate and surrounding areas (Monday to Saturday).



**SPORT**  
More than 350 employees  
signed up for tournaments  
in sports such as basketball,  
soccer and volleyball.



**HEALTH**  
The company clinics provided more than  
7000 consultations to employees and  
carried out prevention and recovery ac-  
tivities, principally among them: more than  
70 educational campaigns regarding the  
occupational health programs, focused on  
risks from heat stress, noise and particulate  
matter. 3 health fairs were carried out and  
a healthy living program that includes  
exercise was started in both mills. The  
Visual Health Program gave 150 eyeglass  
subsidies and the Heat Related Sickness  
Prevention Program, aimed at sugarcane  
harvesters, continued carrying out edu-  
cation and vigilance activities regarding  
workers' hydration, rest and use of personal  
proactive equipment.





MESSAGE FROM  
THE CHAIRMAN



COMPANY  
PROFILE



ENGINE FOR  
DEVELOPMENT



AGRICULTURAL  
PARTNERS



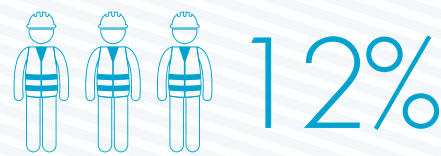
COMMUNITY  
ALLIES



GRI G4  
INDEX

# OCCUPATIONAL HEALTH AND SAFETY PROGRAM (OHS) INDUSTRY

# OCCUPATIONAL HEALTH AND SAFETY PROGRAM (OHS) INDUSTRY



**12%**  
Of CASSA Group employees  
collaborate on Occupational Health  
and Safety-related topics

OHS Committee, emergency response teams,  
health workers and OHS department



**14 969**  
Hours of training on OHS

CASSA is committed to -and has prioritized- providing a safe and secure work environment, by controlling risks to reduce work incidents and occupational illnesses that could affect associates, contractors, suppliers and the general public.

That is why the Occupational Health and Safety (OHS) unit focused their work plan on training and carrying out studies that allowed for the development of general guidelines in good occupational health and safety practices, in the industrial as well as agricultural areas.

## TRAINING, PREVENTION AND CONTROL ACTIONS

| CASSA                                                                                                     | NUMBER OF<br>EMPLOYEES | MAN-HOURS     |
|-----------------------------------------------------------------------------------------------------------|------------------------|---------------|
|  Central Izalco      | 5303                   | 12 123        |
|  Chaparrastique Mill | 1995                   | 2846          |
| <b>TOTAL</b>                                                                                              | <b>7298</b>            | <b>14 969</b> |

## VOLUNTEER BRIGADE AND EMERGENCY DRILLS

CASSA Group has organized a group of volunteers, with skills acquired during trainings and practice sessions, who support the emergency plan through prevention and control of risks that could cause unfavorable events in the company's installations. Their principle role is to safeguard the wellbeing of all employees.

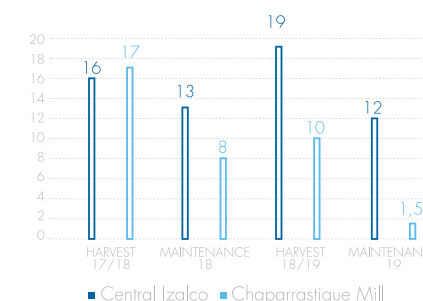
Also, seeking the organization's effective response to any type of emergency event, **6 drill exercises were carried out in 2019, including announced and unannounced drills, of which the principal emergency covered was seismic activity.**

## INDUSTRIAL ACCIDENT INDICATORS

Keeping record of work accidents allows for the establishment of indicators that measure the performance of the OHS Management System, according to the ANSI Z.16.1 standard. CASSA has directed the calculation of these rates as a consistent procedure for the industrial department.

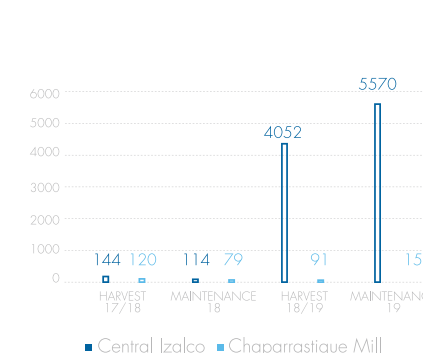
According to good occupational safety and health practices, the indicators are used to compare the behavior of accident rates over different periods.

The following graphs show the results from these indicators from the last three periods.



**INCIDENT RATE (IR)**  
Is the number of accidents x 1,000,000 / number of hours worked in that period.

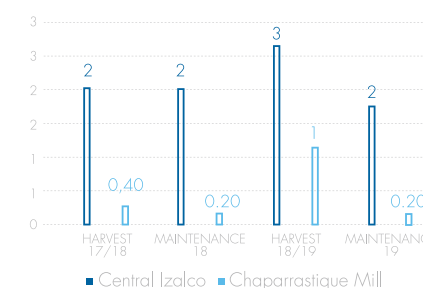
Established IR: no greater than 15.



**SEVERITY RATE (SR)**  
Is the number of lost workdays x 1,000,000 / number of hours worked in the period.

Established SR: less than 100.

Central Izalco's severity rate increased in the last period due to two fatal accidents. Both accidents have been investigated and preventative action has been taken and new strategies implemented to avoid similar accidents in the future.



**INJURY RATE (IR)**  
Is the number of accidents x 100 employees / number of employees in that period.

Established IR: less than 3.





# HUMAN RIGHTS

## POLICY OF ZERO TOLERANCE FOR CHILD LABOR

CASSA is a relentless defender of the rights of children, which is why the eradication of child labor in the sugarcane harvest is a priority.

With a firm conviction to achieve this objective, CASSA implemented a [Zero Tolerance for Child Labor policy along the production chain and carried out activities to raise awareness and share information regarding the applicable legislation and the policy to all actors that play a role in the sugarcane planting and harvest.](#)

This effort is carried out in coordination with FUNZADUCAR (the social arm of the sugarcane sector), the Sugar Industry Association of El Salvador and the Ministry of Work and Social Welfare (MTPS) with the objective to strengthen and integrate best practices in the field to ensure compliance with the Zero Tolerance for Child Labor policy.

# SUPPLIERS



1104

**Suppliers of industrial, agricultural  
and administrative goods and services**

Suppliers are an important stakeholder for our operations because they strengthen the vision of the business in an integrated and sustained manner. [They are an essential part of our value chain because they determine the quality of the products that we produce to fulfill the needs of domestic and international clients.](#)

The goal of the company regarding suppliers is to help them become sustainable in time, and build transparent, fair, competitive and long-term working relationships with them, so that everyone benefits.

# ENVIRONMENTAL MANAGEMENT

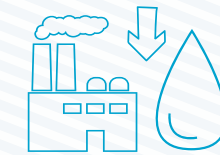


The good practices and efforts to carry out projects that are environmentally effective have allowed CASSA Group to maintain clearance, by receiving our [Environmental Permits for Functions and Operations](#), as well as our [Health Permit for Functions](#), given by the Ministry of Environment and Natural Resources (MARN), and the Ministry of Public Health and Social Assistance (MINSAL), respectively, to both Chaparrastique Mill and Central Izalco.

In addition, as part of a responsible environmental management, CASSA carries out permanent monitoring programs to measure the environmental performance of the processes; aligned with applicable laws, international standards and the requirements of clients.

The industrial production activities of Central Izalco and Chaparrastique Mill are located in areas where productive agricultural systems prevail and are outside Natural Protected Areas or sites that have other types of environmental protection rules.

## WATER



53%

**Reduction in industrial  
water use in the last 4 years**

To conserve and protect natural water sources is one of the material topics identified within the materiality analysis that makes up the sustainability strategy. That is why [we recycle and reuse water, reduce the use of freshwater, and eliminate the dumping of wastewater into surface water bodies.](#)

[Central Izalco](#) has implemented the use of a closed circuit of water, and the reuse of water for agricultural irrigation. No wastewater is discharged into surface water bodies.



97.8%

**Of all water used in the industrial  
process was recycled during the  
18-19 period**

In this same way, [Chaparrastique Mill does not discharge wastewater into surface water bodies because this mill has a system of specialized lagoons \(natural wastewater treatment systems\), where water quality monitoring takes place.](#) This resource provides favorable conditions for the reproduction and nesting of bird species that recognize these lagoons as artificial wetlands, which contribute to their natural habitat.

[We estimate that on average 0.62 cubic meters of freshwater are consumed per metric ton of sugarcane processed.](#)



# ENVIRONMENTAL MANAGEMENT



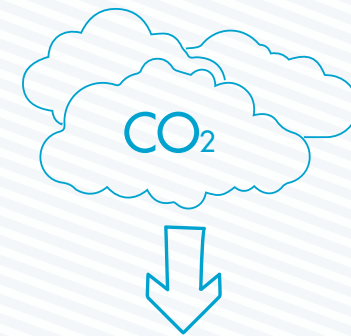
## ATMOSPHERIC EMISSIONS

The production of electric energy in the thermo-electric plants using combustible biomass has contributed to the **reduction of 257 284 tons of CO<sub>2</sub> during the 2018 – 2019 period.**

The thermoelectric plants have an automated control system which contributes to improving the bagasse combustion efficiency, and optimizes the essential operations of energy generation and distribution.

Before the combustion gases leave the bagasse boiler chimneys **in Central Izalco, the gases generated are mitigated by having them pass through wet scrubbers, and in Chaparrastique Mill, by way of an electrostatic precipitator.**

**Reduction of**  
**257 284**  
**tCO<sub>2</sub>e**  
**During the**  
**2018-2019 period**



**That's equivalent to substituting**  
**approximately 25,000,000**  
**gallons of diesel for a renewable**  
**energy source**

# ENVIRONMENTAL MANAGEMENT



To guarantee the bagasse boiler emissions control systems is working properly, as well as guarantee compliance with the requisite environmental legislation, and so as to not affect the neighboring communities, periodic monitoring of particulate concentration and combustion gas is carried out. In this way compliance with the following standard is achieved *(Proposal for the standard: Obligatory Salvadoran Standard NSO 13.11.02:11 Atmospheric Emission from Fixed Isolated Sources).*

**The intensity of greenhouse gas**  
**emissions in 2019 was**

**0.36**  
**tCO<sub>2</sub>e/for each**  
**ton of sugar produced**

**which is representative of the CASSA's efforts**  
**to reduce the effects of climate change.**

**According to Bonsucro sustainability stan-**  
**dards, emissions should remain below**  
**0.4 tCO<sub>2</sub>e/t sugar.**

## AIR QUALITY

Continuous monitoring and measurements are taken at different points in the neighboring areas to quantify the concentration of total suspended particles (TSP), **total particles with an average diameter less than 10 µm (PM10), and total particles with an average diameter less than 2.5 µm (PM2.5).** The purpose is to measure the scope and potential impact that the combustion of bagasse could cause in the neighboring communities. The results are evidence of compliance with the relevant environmental standards. *(Proposal for the standard: Obligatory Salvadoran Standard NSO 13.11.01:01 Environmental Air Quality, Atmospheric Immissions).*



## AMBIENT NOISE

CASSA carries out ambient noise measurements in different points located on the perimeter of the industrial areas of Central Izalco and Chaparrastique Mill. The measurements are taken during the day and at night so as to take immediate action if there are any signs of negative impact on the neighboring communities.

The results obtained are evidence of compliance with the international standards set by the World Health Organization (WHO) that apply to industrial and commercial areas, and internal and external transit.





# ENVIRONMENTAL MANAGEMENT



# ENVIRONMENTAL MANAGEMENT



## WASTE REDUCTION, REUTILIZATION AND RECYCLING

As part of the program to optimize processes, CASSA carries out different actions focused on the reduction, reuse and recycling of residues, and hazardous and non-hazardous waste.

These actions are centered on guaranteeing compliance with applicable environmental laws and in providing an appropriate disposal and final treatment of the waste generated.

By hiring waste management companies authorized by the Environmental and Natural Resources Ministry (MARN), the waste management processes take into consideration all regulatory elements established by national law, as well as international treaties and conventions signed by El Salvador.



84%

Waste recycling

| TYPES OF DISPOSAL | WASTE GENERATED METRIC TONS | %           |
|-------------------|-----------------------------|-------------|
| Recycling         | 668 113                     | 83.82%      |
| Reuse             | 47                          | 0.01%       |
| Co processing     | 21                          | 0.00%       |
| Compost           | 128 710                     | 16.15%      |
| Landfill          | 162                         | 0.02%       |
| <b>TOTAL</b>      | <b>797 053</b>              | <b>100%</b> |

## BIODIVERSITY

Conservation forests

371  
Hectares

Forestry plantations

1280  
Hectares  
17% more than the previous period

Trees grown in 2019

86 410  
2% more than the previous period

## FOREST NURSERY

CASSA has a forest nursery that has produced, to date, more than 1 731 915 wood producing trees, which have been donated to government institutions, schools, NGOs, sugarcane producers, and the general population.

Also in 2019, 5500 native trees were planted in the conservation areas of Central Izalco and Chaparrastique Mill. These activities are carried out as part of the annual reforestation campaign called "Take a breath...Plant a tree".

This environmental effort contributes to the improvement of watersheds, and to revitalize the lungs of the national territory, by planting trees in schools, green areas and micro-watersheds.



Forest nursery that  
has produced

1 731 915  
wood producing trees  
which have been donated to  
government institutions, schools,  
NGOs, sugarcane producers, and  
the general population.

Se plantaron

5500  
native trees were planted in  
the conservation areas of  
Central Izalco and  
Chaparrastique Mill.





# ENVIRONMENTAL MANAGEMENT



# ENVIRONMENTAL MANAGEMENT



## ENERGY FORESTS

The energy forests are plantations of trees that are used to generate clean energy and whose period of growth takes between 4 to 7 years. In 2019, 190 hectares were added to the energy forest area where 296 187 forest trees were planted. Currently more than 1 280 hectares in different areas of the country are planted with energy forests.

According to the United Nations Food and Agriculture Organization (FAO), these forest plantations generate environmental, social and economic benefits. They can be used to combat desertification, absorb or counteract carbon emissions, protect soil and water resources, and rehabilitate soil that has been worn out by other uses. Additionally, they provide rural employment, and, if planned correctly, can diversity the rural landscape and help maintain biodiversity.

In 2019

**190**   
hectares were added to the  
energy forest area where  
**296 187**  
forest trees were planted

Currently more than

**1 280**   
hectares in different  
areas of the country are  
planted with energy forests.

## PROTECTED AREAS

CASSA, in alliance with the Environmental and Natural Resources Ministry (MARN), protects and conserves 371 81 hectares in the Natural Protected Areas of Chilanguera (Chirilagua, San Miguel). This area is important for the capture and recharge of water in the Rio Grande watershed of San Miguel.

The activities that are carried out are approved and supervised by the MARN. Among these activities, we can mention:

- Plant reproduction and reforestation activities to restore the area. In 2019, 15 000 trees were planted, totaling 91 000 trees to date. This has incremented by 20% the native species in the areas replanted, in relation to the previous period.

- Train and form six CASSA park rangers, who carry out activities that guarantee the conservation of the natural resources in the area, by monitoring and caring for the Natural Protected Area.
- Carry out awareness raising and training activities with neighboring communities about the importance of caring for and preserving the natural resources (flora and fauna) within the limits of the Natural Protected Area. This activity is carried out in coordination with MARN technicians, local schools and the Chilanguera Cooperative Board of Directors.

CASSA, in alliance with the  
Environmental and Natural  
Resources Ministry (MARN),  
protects and conserves

**371** 

hectares in the Natural Protected Areas  
of Chilanguera (Chirilagua, San Miguel).

This area is important for the capture and  
recharge of water in the Rio Grande  
watershed of San Miguel.









# SUSTAINABLE AGRICULTURE

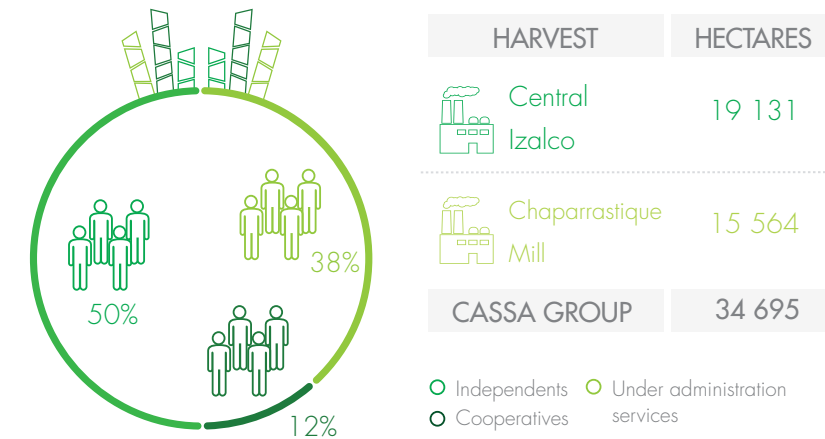


**3065**  
Associates or owners of  
sugarcane plantations

**34 695**  
Hectares of sugarcane  
harvested in the 2018-2019  
season

**56%**  
of the income from the sale of  
sugar and molasses is distributed  
to the sugarcane producers

## DISTRIBUTION OF PRODUCERS IN THE SUGARCANE FIELD



The reformed sector cooperatives and the independent sugarcane producers are CASSA's main partners, with whom we work hand in hand to ensure their comprehensive development, as well as high standards of competitiveness and productivity in their sugarcane crops, through good operational practices. In addition, CASSA has a property administration model which offers land owners the opportunity to participate in the production of sugarcane, through our subsidiary COAGRI (Agroindustrial El Paraisal S.A. de C.V.) in different administrative alternatives:

- Fixed model
- Variable model

CASSA's Agricultural Vision consists in maximizing the potential of the production units, guaranteeing raw materials, profitability and sustainability of the system, through four strategic pillars:

**SUGARCANE/  
SUGAR VOLUME**

**SUSTAINABILITY**

**RELATIONSHIPS WITH  
THE PRODUCERS**

**OPERATIONAL  
EFFICIENCY**

This sustainable agricultural model is based on a plan of continuous improvement through the implementation of good practices – agricultural, environmental, labor and occupational safety and health – along the agricultural valor chain.







# GOOD PRODUCTION PRACTICES

## BONSUCRO

CASSA Group, aware of the role that the sugarcane industry has in the achievement of the Sustainable Development Goals (SDG) established by the United Nations Development Program (UNDP), has adopted the Agricultural Good Practices established by the Bonsucro production standard.

Bonsucro operates under the principle of "that which is measured, can be improved". The transparent and solid use of this standard, which promotes improvements commensurate to the social and environmental impacts that are key to the production of sugarcane, helps to mitigate the negative impacts of production in all areas of the supply chain.

The implementation of this standard guarantees that all agricultural activities intrinsically include the care for employees, the environment and profitability for all involved in the sugarcane production value chain.



## 2018-2019 AGRICULTURAL PRODUCTION RESULTS

|                                        | CENTRAL<br>IZALCO | CHAPARRASTIQUE<br>MILL |
|----------------------------------------|-------------------|------------------------|
| Plant yield<br>(kg/t)                  | 115.63            | 116.75                 |
| Field productivity<br>(t/ha)           | 91.71             | 79.56                  |
| Agroindustrial yield<br>(t/sugar / ha) | 10.60             | 9.29                   |

# GOOD PRODUCTION PRACTICES

## TECHNICAL ASSISTANCE AND PRODUCER SUPPORT

CASSA supports the sugarcane producers by focusing on their producing in a sustainable manner and by forming, over time, their technical capacity through field visits.



### CENTRAL IZALCO



Comprehensive  
field visits

43 sugarcane producers on 116 sugarcane plantations (6487) hectares in the Ahuachapan, Sonsonate, La Libertad and La Paz departments.



### CHAPARRASTIQUE MILL

48 sugarcane producers on 82 sugarcane plantations (3446) hectares in San Miguel, Usulután and San Vicente departments.

The visits allowed for various activities to be carried out, which yielded the following results:



Renewal and  
new areas

77 hectares of new area and 934 hectares renewed.

65 hectares of new area and 544 hectares renewed.



Yield

633,354 t of sugarcane in the program, with an average yield of 97.63 t/ha.

277,787 t of sugarcane in the program, with an average yield of 80.43 t/ha.



Production of  
semi-commercial  
sugarcane seed

10,187 t of semi-commercial sugarcane seed.

4,931 t of semi-commercial sugarcane seed.



Irrigation

3,032 hectares irrigated by gravity and sprinklers.

1,641 hectares irrigated by gravity and sprinklers.





# GOOD PRODUCTION PRACTICES

## FINANCING

CASSA designed a sustainability strategy for the producers, based on technical and financial assistance to obtain a diagnostic of needs and investments of the client. To that end, CASSA established the following lines of credit:



**SOWING**  
1<sup>ST</sup> YEAR

**LINE OF CREDIT FOR FARMS DURING THE FIRST HARVESTING CYCLE**

- Soil adequacy and preparation for planting
- Replanting



**MAINTENANCE**  
2<sup>ND</sup> YEAR OR + YEARS

**LINE OF CREDIT FOR FARMS DURING THE FIRST HARVESTING CYCLE**

- Crop maintenance



**WORKING CAPITAL**

**LINE OF CREDIT FOR FARMS DURING THE FIRST HARVESTING CYCLE**

- Administrative expenses
- Rent
- Other expenses



**LAND PURCHASES**

**LAND FOR SUGARCANE PLANTING**



**INVESTMENTS**

**INVESTMENTS IN AGRICULTURAL EQUIPMENT**

- Irrigation equipment
- Agricultural equipment



**BRIDGE LOAN**

**ADVANCE OF UP TO 20% THE AUTHORIZED AMOUNT WHILE THE WORKING CAPITAL LINE OF CREDIT IS FINALIZED**

In addition, the Chaparrastique Mill and Central Izalco sugarcane producers have agricultural insurance that covers nonscheduled burns before the harvest begins.

# GOOD PRODUCTION PRACTICES

## AGRICULTURAL SERVICES

As part of the support given to producers, CASSA offers agricultural services using machinery of the highest standards and thereby guaranteeing quality work. These activities include:



**SUGARCANE SEED**



**PERIMETER MAPPING**



**CLT:**  
**CUTTING SUGARCANE (HARVEST)**



**LOADING SUGARCANE (LOADING CUT SUGARCANE INTO TRAILERS)**



**SUGARCANE TRANSPORTATION**



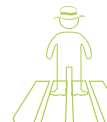
**AERIAL APPLICATIONS**



**AGRICULTURAL MECHANIZATION**



**MAINTENANCE OF AGRICULTURAL MACHINERY**



**MAINTENANCE OF ACCESS ROADS TO COLLECT RAW MATERIAL**



**PROPERTY MANAGEMENT**

## CLT SERVICE PROVIDERS

| PROVIDERS                        | TONS OF SUGARCANE | %           |
|----------------------------------|-------------------|-------------|
| Third party sugarcane cutters    | 119 911           | 4%          |
| Cooperatives                     | 277 234           | 10%         |
| CASSA's manual cutting crews     | 1 684 019         | 58%         |
| CASSA's mechanized cutting crews | 793 073           | 28%         |
| <b>TOTAL</b>                     | <b>2 874 237</b>  | <b>100%</b> |





# GOOD PRODUCTION PRACTICES

## AGRICULTURAL INVESTIGATION

### INTEGRATED NUTRITION MANAGEMENT

With the objective to provide the crop with the necessary elements for its development without depleting the soil elements, as well as prevent nitrate and phosphate contamination, an annual fertilization plan is developed. This is based on the nutrient content according to soil analysis, the crop requirements and the expected yield for the plot; then the nutrient balance is determined that will guarantee the greatest use of the nutrients while also avoiding applying more fertilizer than required.

### INTEGRATED PEST MANAGEMENT

Guarantees the suppression of potential pests to thresholds that ensure sustainable production, leaving the use of agrochemicals as a last alternative. To facilitate the real-time collection of monitoring data from the field, and also to speed up the analysis and decision-making process, a cellphone application was developed and implemented.

### VARIETY INTRODUCTION

As part of the search for commercial varieties that comply not only with the production and quality requirements, but also environmental requirements, 50 promising varieties from the Guatemalan Center for Sugarcane Research and Training (CENGICAÑA) were introduced. Of these 50, five are already commercially available in the Guatemalan sugarcane region.

These varieties will be evaluated under the conditions of the Salvadoran sugarcane region, hoping they show the following characteristics: climate change adaptation, easy straw removal, and can withstand mechanized harvest, water stress, pests and disease. The varieties were introduced in October 2018 and are currently in the open quarantine phase.

# GOOD PRODUCTION PRACTICES

### TRAININGS

Committed to developing skills in the agricultural technicians and sugarcane producers, a five-year training plan has been developed which includes the following topics of agricultural importance:

- Good Agricultural Practices (GAP) implementation for producers and managers.

- Integrated Weed Management with emphasis in the pre-emergence stage (field visits to mills in Guatemala).

- Workshop on proper nozzle use.

- Sugarcane nutrition.

- Fertilizer and equipment calibration for agrochemical applications.

- Sugarcane varieties.

- Integrated Pest Management (IPM).

- Safe agrochemical use and management, and the use of personal protective equipment (PPE).

- Construction, maintenance and appropriate use of biobeds.

- Soil conservation and water resources.

- Exchange of successful experiences with managing the stubble from green harvest.

- Compliance criteria for Fair Trade.

- Bonsucro standard.

## SUGARCANE TRANSPORTATION

The sugarcane loading and transportation service is carried out by contracting with the transportation sector specialized in loading and transporting sugarcane. However, to contract with said sector, CASSA has a school to transform the sugarcane transportation sector into competitive businesses. To achieve this objective, training is provided in three strategic areas:

1. Compliance with the contracting policy.

2. Business development.

3. Strategic alliances with the Vice Ministry of Transportation, National Civil Police, Ministry of Public Works, General Superintendent of Electricity and Telecommunications, Mayors' offices, and clean-up crews from the Salvadoran Sugar Association.



# GOOD ENVIRONMENTAL PRACTICES



## GREEN HARVEST AND SUGARCANE STUBBLE MANAGEMENT

**8906 ha.**  
Harvested green

Which represents an increase of 13%  
compared to 2017-2018 harvest

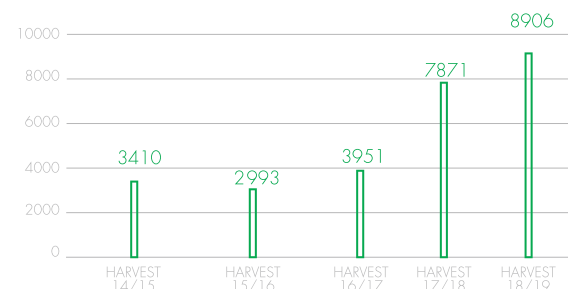
“Green Harvest” is a vitally important project for CASSA because of our commitment with our communities and the environment. Annually we gradually increased the green sugarcane harvest and stubble management plan, in coordination with the Salvadoran Sugar Agroindustry, the Ministry of Environment and Natural Resources (MARN), and the Ministry of Agriculture and Livestock (MAG). Through the implementation of these two practices, as a comprehensive green harvest system, we have achieved a variety of benefits in three main areas:

**1) Environmental:** reduction of gas emissions from burns, wildlife conservation, soil improvement from the organic material and nutrient recycling, erosion reduction, and reduction in herbicide use.

**2) Social:** reduction in air contamination, and reduction in the risk to communities from the burns.

**3) Economic:** reduction in irrigation costs, reduction in the cost of weed control, and long term improvement in production.

The following shows the increase in the area harvested in the last 5 seasons:



# GOOD ENVIRONMENTAL PRACTICES

## RESPONSIBLE AGROCHEMICAL USE



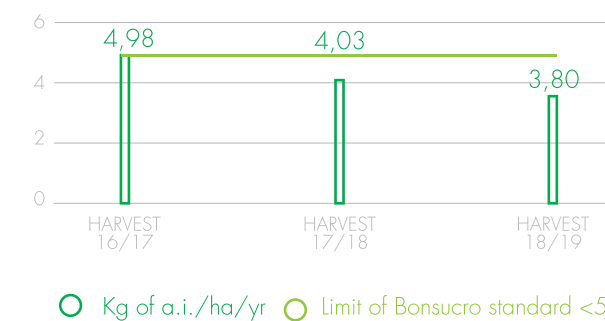
**0.23**  
kg/ha

Reduction in active ingredient

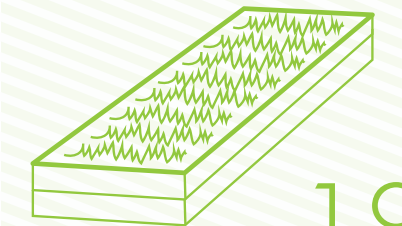
CASSA Group uses agrochemical products permitted according to national law and international conventions. We guarantee that products prohibited by the World Health Organization (WHO), Stockholm Convention, Rotterdam Convention and the Montreal Protocol are not used.

During the 2018-2019 harvest, with the objective to reduce the quantity of active ingredient applied, CASSA Group established a reference based on the limit indicated by the Bonsucro standard: <5 kg of active ingredient/hectare/year.

KILOGRAM OF ACTIVE INGREDIENT/HECTARE/YEAR



## BIOBEDS TO PROTECT SOIL AND WATER RESOURCES



**183**  
Biobeds

In order to prevent the contamination of soil, as well as underground and surface water sources, 183 biobeds were installed to prepare agrochemical mixes and wash empty containers.

The commitment is to increase the number of biobeds that are needed to cover all the areas of influence.



# GOOD ENVIRONMENTAL PRACTICES



## PROPER AGROCHEMICAL CONTAINER MANAGEMENT



CASSA Group promotes, and trains about, the use and final disposal of agrochemical containers in compliance with the national environmental legislation, with the objective to be able to trace all of the containers of products that are applied in the field, and ensure that they are processed or destroyed by specialized companies, authorized by MARN, thereby mitigating the effects of these containers on environmental and human health.

The steps for proper container management from the field to their final disposal:

### 1. TRIPLE WASH

- The agrochemical containers are triple washed and the necessary personal protective equipment is given to those who carry out this job.
- The containers are punctured to prevent their reuse.

### 2. COLLECTION AND TRANSPORT TO THE CONTAINMENT CENTERS

The containers are gathered in collection centers and agricultural supply stores to be organized and classified, guaranteeing that they are properly disposed of.

### 3. SHIPMENT AND DESTRUCTION

CASSA Group has an alliance with a specialized company, authorized by the national authorities to properly dispose of agrochemical containers.



# GOOD ENVIRONMENTAL PRACTICES

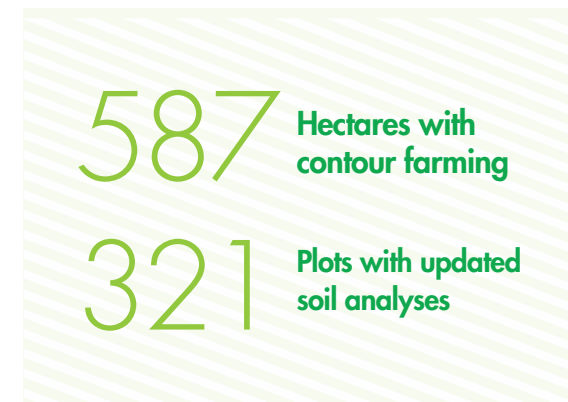
## RATIONAL IRRIGATION WATER MANAGEMENT

Aware of the need for a rational and efficient use of water for irrigation, CASSA Group began using the Bonsucro standard indicator for water use per unit of mass of sugar produced during the 2017-2018 harvest. The baseline is less than 130 kg of water/ kg of sugarcane produced. At the same time, CASSA Group has implemented the following good practices during the irrigation process in the sugarcane plantations where this service is offered:

- Creation and implementation of the Annual Irrigation Plan.
- Use of drip and sprinkler irrigation systems under the optimum conditions.
- Watershed measurements to ensure resource extraction.

During 2018, 9919 hectares of properties administered by CASSA Group were irrigated.

## SOIL CONSERVATION AND RESTAURATION



With the purpose of reducing nutrient loss caused by slopes, superficial runoff, and also promote soil water infiltration, CASSA Group is implementing contour farming on all agricultural production plots that require it.

With the objective of guaranteeing that acceptable soil pH levels (pH 5-8) are maintained for sugarcane cultivation; and obtaining information regarding quantity and quality of nutrients available in the soil, and with this information elaborate

the Nutrition Plan, CASSA Group carries out soil sampling and analyses every 5 years, or each time a plot is renewed. For the 2018-2019 harvest, 321 soil analyses were carried out.

## CLIMATE CHANGE

CASSA Group, facing the high climatic variability that affects the region, and that directly affects the cultivation of sugarcane, took the initiative to establish a relationship with the Private Institute for Climate Change Research (ICC). The ICC is a private institution, leader in research and the development of projects to mitigate and adapt to climate change in communities and productive systems in the region.

This relationship was formalized with the signing of a memorandum of understanding that recognizes points in common to work for climate change mitigation in the cultivation of sugarcane in El Salvador, as well as establishing a field office in this country.





# GOOD ENVIRONMENTAL PRACTICES

## TECHNOLOGICAL INNOVATION

### AGRICULTURAL DRONES



The implementation of this new technology allows for:

- The application of products to grow and maintain the crop in small areas, where before it was impossible to apply products with conventional airplanes, thereby guaranteeing more control and precision.
- Crop supervision to identify the state of the same, and to opportunely carry out agricultural tasks, based on periodic monitoring. The principle benefit of the use of these new technologies is that they allow us to be economically profitable, socially responsible and environmentally sustainable.

## GOOD AGRICULTURAL PRACTICES MANUAL



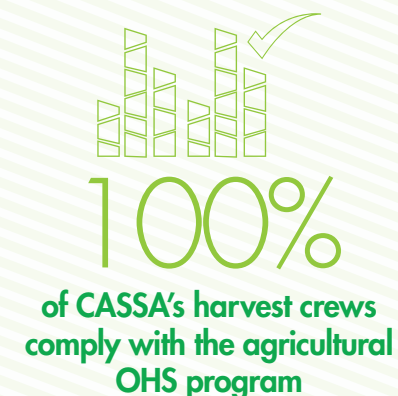
In alliance with the Salvadoran Sugar Foundation (FUNDAZUCAR), we continue working on the circulation of, and training in, the Good Agricultural Practices (GAP) Manual for sugarcane production.

### GAP IN ACTION WETLANDS PROJECT

Chaparrastique Mill, in alliance with FUNDAZUCAR, the Japanese International Cooperation Agency (JICA), and the Ministry of Environment and Natural Resources (MARN), concluded the MARN/JICA Wetlands Projects for the integrated management of the wetlands in the Olomega and Jocotal lagoons in the eastern part of the country. 70 sugarcane producers from the area were also involved in the project, and the organizations in charge verified the producers' compliance with 55 good agricultural practices for sugarcane cultivation.

# GOOD LABOR AND OCCUPATIONAL HEALTH AND SAFETY PRACTICES

## OCCUPATIONAL HEALTH AND SAFETY (OHS) PROGRAM



Compliance with the OHS program is obligatory in order to prevent occupational diseases and injuries, as well as reduce the risks involved in the agricultural activities, such as: cutting, loading and transportation (CLT), land renewal and preparation, planting, aerial applications, and crop maintenance, among others.

### OCCUPATIONAL HEALTH



**Health promoters:** responsible for supervising the agricultural activities to ensure the health and physical integrity of the workers on the harvest crews.



Provide shaded areas for resting, and bathrooms and mobile wash stations for agricultural workers in all areas – harvest, loading and transportation teams.



Programmed rest periods (morning and afternoon) for all harvest crews.



Insulated water bottles given to 100% of agricultural employees.



Water supply in transportation vehicles.



Isotonic beverages given and provided.

First Aid kit given to health promoters.

### OCCUPATIONAL SAFETY



**Personal protective equipment given out:** glasses, gloves, leather boots, metal shin guards, protective hat with neck cover, arm protectors, machete cover, reflective vest, etc.



Safety equipment installed in 100% of the agricultural machinery (tractors, harvesters and loaders): alarms for backing up, rear view mirrors, safety belt, fire extinguishers.



Transportation to work site



Life insurance



**Sugarcane transportation:** insurance for third party damages, blood alcohol test for drivers, GPS installed, 2 technical vehicle inspections per year, etc.





# GOOD LABOR AND OCCUPATIONAL HEALTH AND SAFETY PRACTICES

# GOOD LABOR AND OCCUPATIONAL HEALTH AND SAFETY PRACTICES

## OCCUPATIONAL HEALTH AND SAFETY (AERIAL APPLICATIONS)



**Personal protective equipment given out:** overalls, industrial shoes, ear protection, rubber boots for runway workers, masks, etc.



**Cholinesterase exams** given to workers who prepare the mixes and work on the runway, and pilots.



**GPS and satellite marshalling** installed on agricultural airplanes. These tools are of great importance to apply the products with greater precision.



**Runway signage**



**Safety equipment installed on runways:** first aid kit, fire extinguishers, anti-spill kit (shovel, metal broom, container with sawdust or sand, and plastic bags).



**Impermeable mixing areas** with containment walls to avoid spills and soil infiltration.



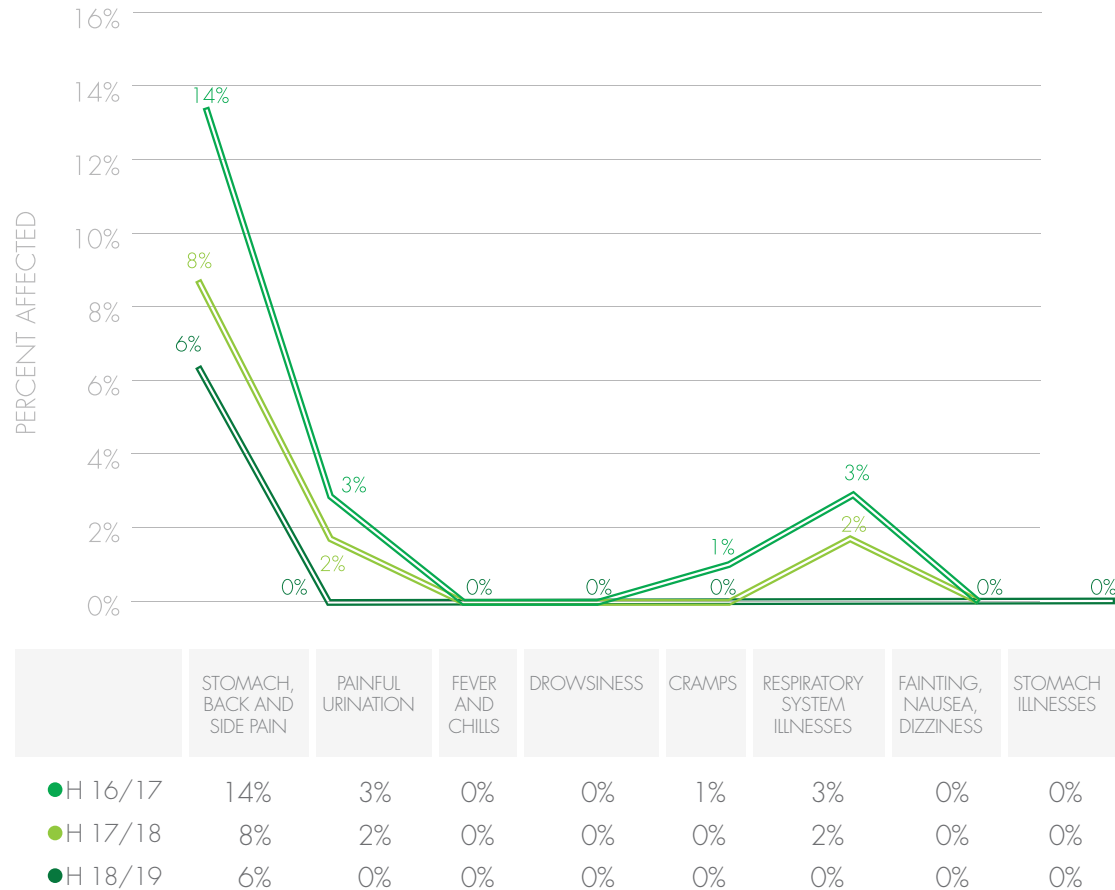
**Ministry of Agriculture and Livestock (MAG) Certification** of CASSA runways, pilots and airplanes.

## HEAT STRESS STUDY

With the objective to determine the risk factors for the health of sugarcane harvesters, CASSA Group carries out measures to prevent heat related illnesses.

Since the 2012-2013 season, CASSA Group has carried out heat stress studies on the harvest crews. The importance of these studies is to understand the different factors that contribute to workers' suffering from heat stress. This allows us to implement good agricultural practices related to OHS, contributing to a reduction in, and control of, the symptoms presented by the workers (see graph).

## SYMPTOMS PRESENTED BY WORKERS DURING HARVEST



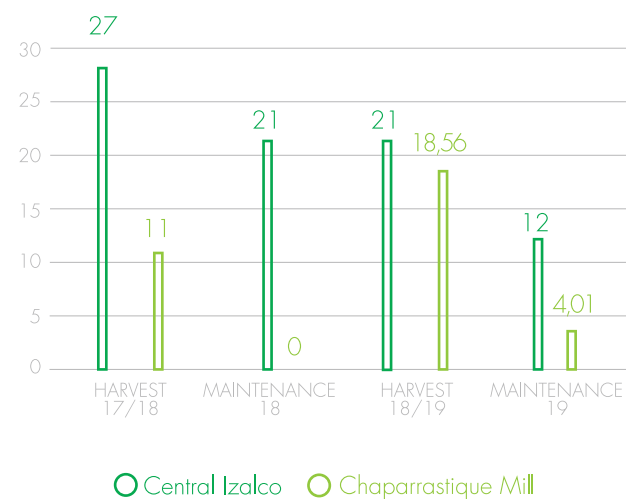




# GOOD LABOR AND OCCUPATIONAL HEALTH AND SAFETY PRACTICES

## AGRICULTURAL ACCIDENT INDICATORS

According to good occupational safety and health practices, indicators are used to compare the behavior of agricultural labor accidents over a period of time.



### INCIDENCE RATE (AIR)

Is the number of accidents x 1 000 000 / number of hours worked in the period.

According to the BONSUCRO standard, the AIR should not be greater than 45.



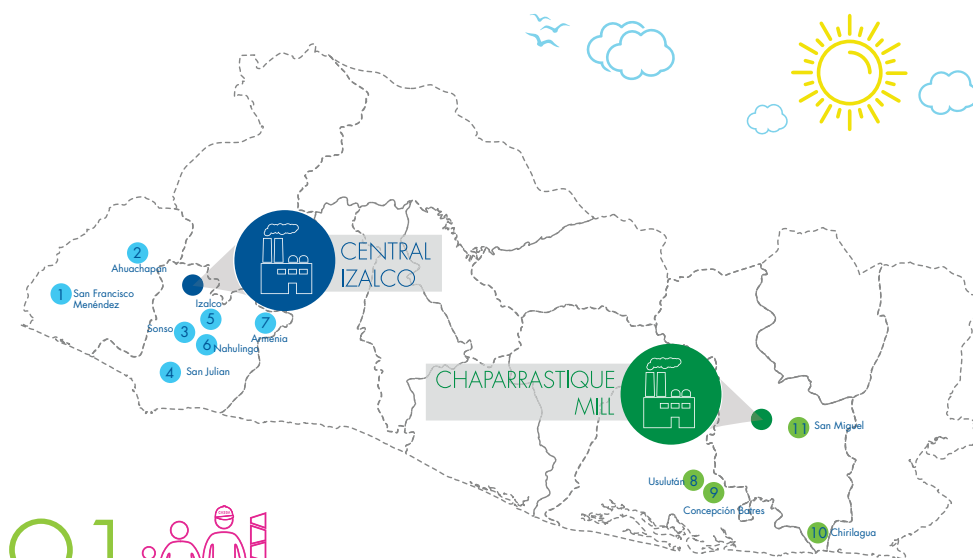






# CASSA Community Allies

CASSA Group's Community Allies program promotes the sustainability of the agricultural operation along the value chain, through the promotion of agricultural good practices, generating win-win relationships and improving the quality of life of neighboring communities in harmony with social, economic and environmental considerations.



**43 348**  
People benefited

**9079**  
Families benefited

**2300**  
CASSA Volunteer network

**28**  
Public schools benefited

## INTERVENTION MODEL

The model is centered on the relation between community sustainability and human development. It's carried out through three components:



Contribution to

**SUSTAINABLE  
DEVELOPMENT  
GOALS**





# COMPONENTS



Spaces are generated to build positive and sustainable relationships with neighboring communities and to guarantee that the agricultural operation is carried out in a responsible way, based on the respect for human rights and the environment.



Contributes to improve the educational quality of children from kindergarten through grade school in rural public schools through activities that seek to promote:

- **A**prendizaje (learning) and development of cognitive and motor skills related to abilities such as reading and writing, mathematics and logic, motricity and other.

- **B**ienestar (well-being): promote socio-emotional development, hygiene habits, agency, self-esteem, resource care, prevention of patterns of violence and illness

- **C**are and protection of children's rights through training in positive child-rearing habits with parents, caregivers and teachers.



CASSA provides access to potable water, adequate sanitation and hygiene education to guarantee that schools have a complete water cycle, from extraction to final disposition in the environment, with the objective to prevent gastrointestinal illnesses, diarrhea, prevent absenteeism or school drop outs, and generate improved conditions for development and learning.

Based on UNICEF's WASH model



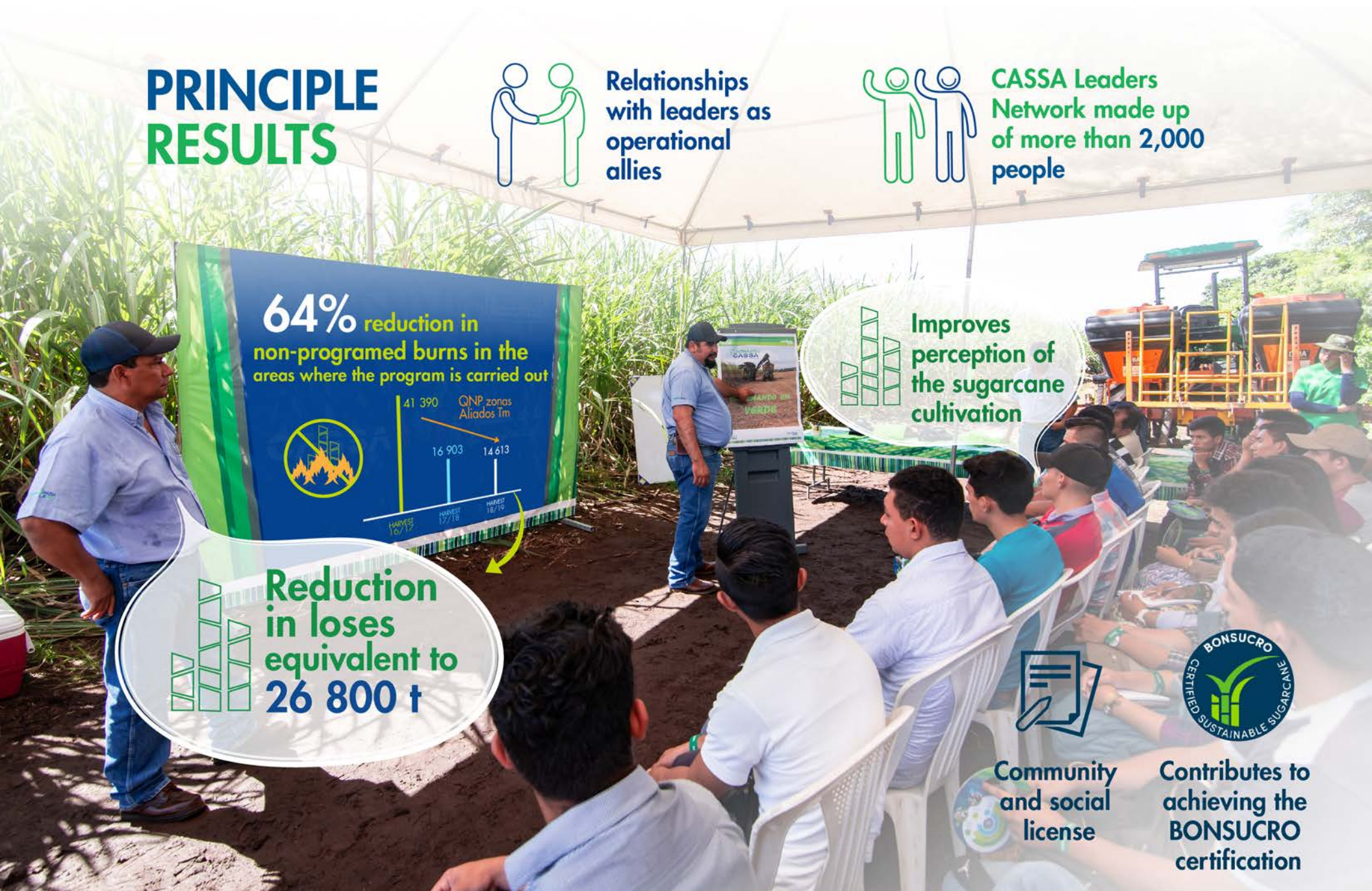
## PRINCIPLE RESULTS



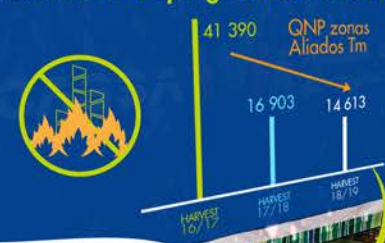
**Relationships with leaders as operational allies**



**CASSA Leaders Network made up of more than 2,000 people**



**64% reduction in non-programed burns in the areas where the program is carried out**



**Reduction in loses equivalent to 26 800 t**



**Improves perception of the sugarcane cultivation**



**Community and social license**



**Contributes to achieving the BONSUCRO certification**



## ACTIVITIES AND ACHIEVEMENTS



## ACTIVITIES AND ACHIEVEMENTS



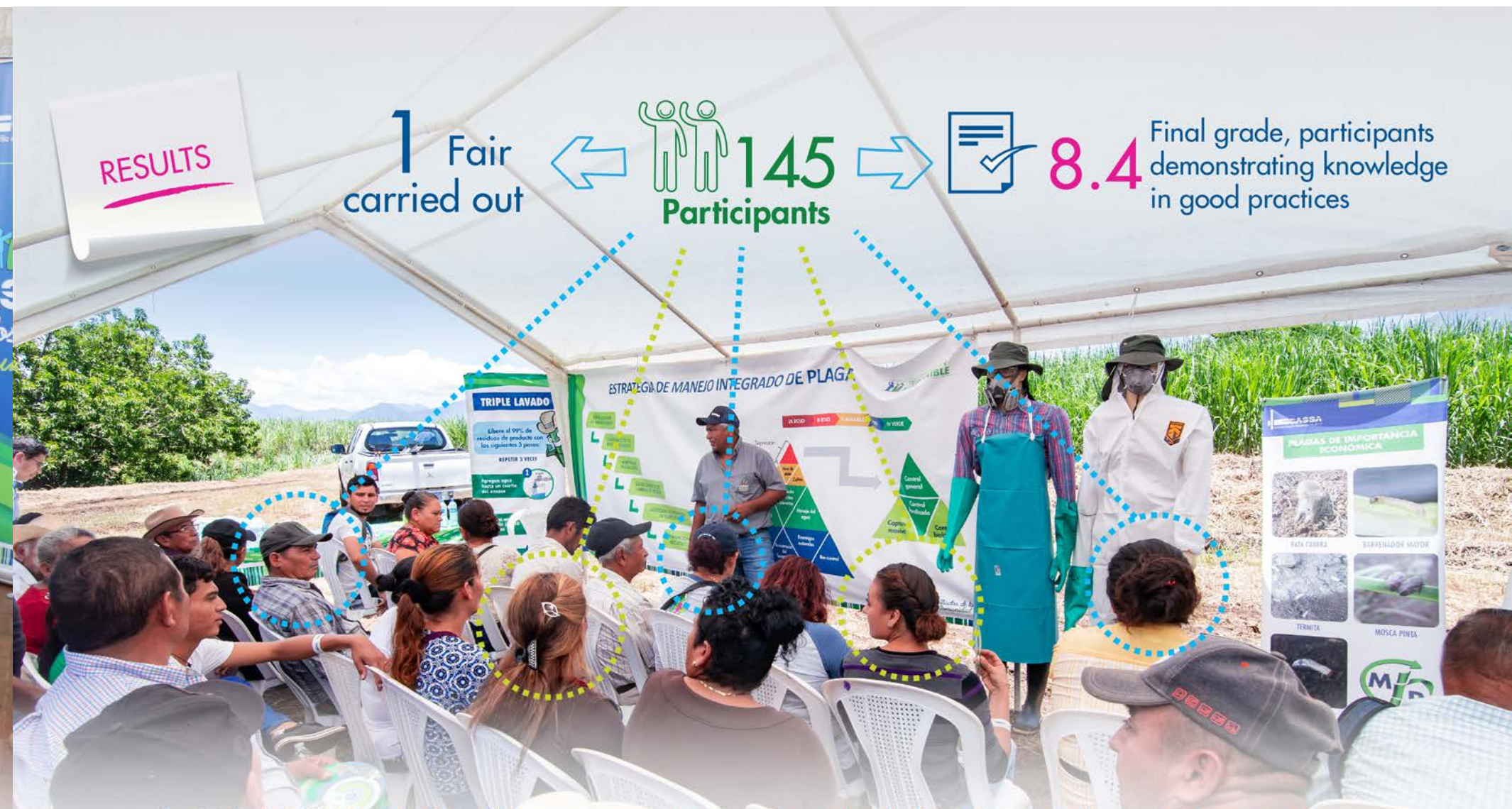




# IMPACT DIAGNOSTICS



**Analysis exercises** between the **company** and the **communities** are carried out to identify **positive impacts**, and those that should be prevented to protect the **community**, the **natural resources** and the **crops**.



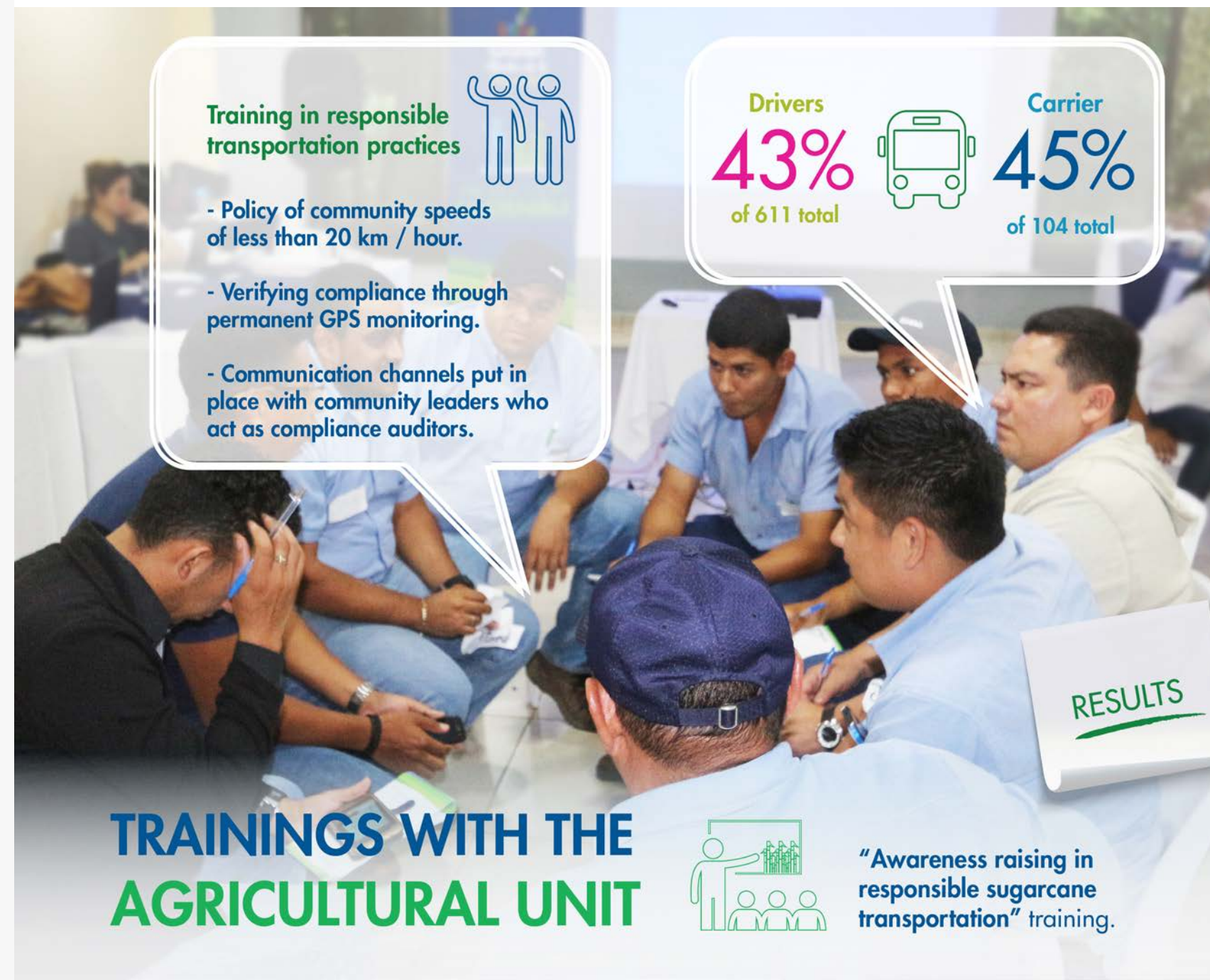
# AGRICULTURAL ALLIES FAIR



**Open school where CASSA and sugarcane community leaders exchange knowledge to promote good agricultural practices in the operations and in the community, and prevent risks and illnesses.**



## ACTIVITIES AND ACHIEVEMENTS



## ACTIVITIES AND ACHIEVEMENTS



### INTRODUCTION OF POTABLE WATER, CONSTRUCTION OF HYDRATION POINTS AND BASIC SANITATION

Water conditions in public schools are improved, in such a way that the distribution network complies with national and international standards, as well as guaranteeing **water potability** by carrying out physical, chemical, bacteriological and heavy metal tests on the water.



The water analyses before the project demonstrated many deficiencies in: quality, quantity, storage capacity and insufficient pressure for the schools. After the project, compliance with water quality standards was achieved.

**16**  
Public  
schools with  
potable water

**RESULTS**



**4805**  
Students and teachers  
with improved  
potable water  
conditions



## ACTIVITIES AND ACHIEVEMENTS



## ACTIVITIES AND ACHIEVEMENTS



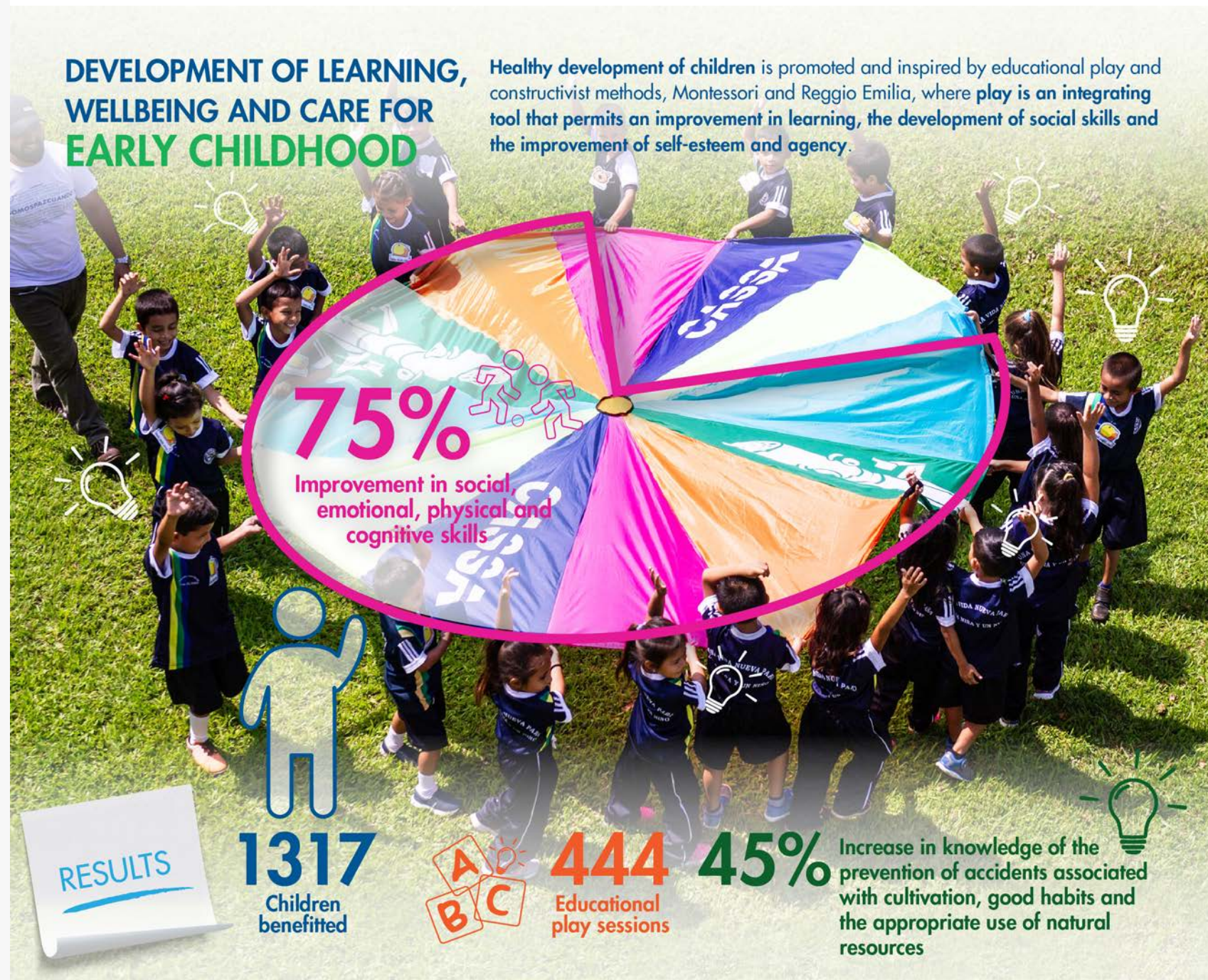


## ACTIVITIES AND ACHIEVEMENTS



### DEVELOPMENT OF LEARNING, WELLBEING AND CARE FOR EARLY CHILDHOOD

Healthy development of children is promoted and inspired by educational play and constructivist methods, Montessori and Reggio Emilia, where play is an integrating tool that permits an improvement in learning, the development of social skills and the improvement of self-esteem and agency.



## ACTIVITIES AND ACHIEVEMENTS



### PROMOTION OF THE SUGARCANE IDENTITY

Different elements are created to promote the sugarcane identity, to familiarize the community with the sugarcane production process, promote good habits, prevent illnesses and accidents, among others, in a way that is different, attractive and fun.





## ACTIVITIES AND ACHIEVEMENTS





# AGREEMENTS CASSA-EDUCATIONAL INSTITUTIONS

# AGREEMENTS CASSA-EDUCATIONAL INSTITUTIONS



## CASSA – ADEN INTERNATIONAL BUSINESS SCHOOL AGREEMENT

The purpose of this agreement is to promote academic training and professional continuing education for CASSA employees, through benefits that allow for the use of ADEN training services.



## CHAPARRASTIQUE MILL – EASTERN UNIVERSITY (UNIVO) AGREEMENT

The objective of this agreement is to strengthen and increase the relationship between both institutions to establish the base for activities that move towards academic achievement, professional training; scientific and technological development; and the sharing of knowledge through collaborative actions and mutual exchange. Some clauses are:

- a) Academic benefits for employees of Chaparrastique Mill.
- b) Research.
- c) Distribution and extension.
- d) Social and professional practices.
- e) Professional academic services.



## CASSA-CENTRAL AMERICAN UNIVERSITY JOSÉ SIMEÓN CAÑAS (UCA) AGREEMENT FOR THE DEVELOPMENT OF SCIENTIFIC AND TECHNOLOGICAL RESEARCH (SINCE 2007)

The objective is to identify projects directed at finding alternatives that promote the sustainable development of the country in environmental, economic, social and cultural areas, through responsible environmental practices. The research proposals are evaluated and selected by both parties. The teamwork between CASSA and the UCA functions as a tool to identify opportunities for improvement, to guarantee the food safety of sugar, as well as improve productivity and the operating and environmental conditions of the business.



## CASSA – CENTRAL AMERICAN TECHNOLOGICAL INSTITUTE (ITCA) AGREEMENT

CASSA has maintained an educational agreement with ITCA-FEPADE for professional development in technical careers, specifically for students in the Mechatronic Technical program and the Chemical Engineer Technical program, under a dual learning system. Within this system, students alternate between 2 months in the classroom and 2 months in practical experiences, which are carried out in the mills. The tasks assigned in the mills are according to the knowledge, skills and abilities of each student. As a part of the agreement, CASSA provides fees for training, logistical expenses and tutoring for students selected for the project.





# GRI G4 TABLE OF INDICATORS

This report includes some general standard disclosures as detailed in the G4 Sustainability Reporting Guidelines from GRI. Below, a list of these disclosures and a page number for reference in the report.

## GENERAL STANDARD DISCLOSURES

| GRI INDICATOR                                          | DETAILS OF THE INDICATOR                                                                                                                                                                             | LEVEL OF DISCLOSURE | SECTION OF THE REPORT                                  | PAGE    |
|--------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--------------------------------------------------------|---------|
| <strong>STRATEGY AND ANALYSIS</strong>                 |                                                                                                                                                                                                      |                     |                                                        |         |
| G4-1                                                   | Provide a statement from the most senior decision-maker of the organization about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability. | Complete            | Message from the Chairman.                             | 4 - 6   |
| <strong>ORGANIZATIONAL PROFILE</strong>                |                                                                                                                                                                                                      |                     |                                                        |         |
| G4-3                                                   | Name of the organization.                                                                                                                                                                            | Complete            | Profile of the organization.                           | 6       |
| G4-4                                                   | Primary brands, products and services.                                                                                                                                                               | Complete            | Profile of the organization and Agricultural Partners. | 10 - 11 |
| G4-5                                                   | Location of the organization's headquarters.                                                                                                                                                         | Complete            | Profile of the organization.                           | 6       |
| G4-6                                                   | Countries where the organization operates.                                                                                                                                                           | Complete            | Profile of the organization.                           | 6       |
| G4-8                                                   | Markets served.                                                                                                                                                                                      | Complete            | Export destinations.                                   | 14      |
| G4-10                                                  | Employees.                                                                                                                                                                                           | Partial             | Engine for development - employees.                    | 29      |
| <strong>PARTICIPATION IN EXTERNAL INITIATIVES</strong> |                                                                                                                                                                                                      |                     |                                                        |         |
| G4-16                                                  | Memberships of associations and national or international advocacy organizations.                                                                                                                    | Complete            | Profile of the organization.                           | 23      |

# GRI G4 TABLE OF INDICATORS

| GRI INDICATOR                                               | DETAILS OF THE INDICATOR                                                                                                                                                                                                                    | LEVEL OF DISCLOSURE | SECTION OF THE REPORT       | PAGE    |
|-------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-----------------------------|---------|
| <strong>IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES</strong> |                                                                                                                                                                                                                                             |                     |                             |         |
| G4 - 19                                                     | List of all the material aspects identified in the process for defining report content.                                                                                                                                                     | Complete            | Materiality.                | 9       |
| <strong>STAKEHOLDER ENGAGEMENT</strong>                     |                                                                                                                                                                                                                                             |                     |                             |         |
| G4 - 24                                                     | List of stakeholder groups engaged by the organization.                                                                                                                                                                                     | Complete            | Stakeholders.               | 22      |
| <strong>REPORT PROFILE</strong>                             |                                                                                                                                                                                                                                             |                     |                             |         |
| G4 - 28                                                     | Reporting period for information provided.                                                                                                                                                                                                  | Complete            | Message from the Chairman.  | 4       |
| G4 - 32                                                     | GRI content index.                                                                                                                                                                                                                          | Partial             | GRI Content Index.          | 84 - 87 |
| <strong>CORPORATE GOVERNANCE</strong>                       |                                                                                                                                                                                                                                             |                     |                             |         |
| G4-34                                                       | Governance structure of the organization, including committees and any committees responsible for decision-making on economic, environmental and social impacts.                                                                            | Partial             | Corporate Governance.       | 18 - 19 |
| G4-35                                                       | Describe the process by which the highest governing body of the organization delegates authority to senior executives and other employees for economic, environmental and social topics.                                                    | Partial             | Corporate Governance.       | 18      |
| <strong>ETHICS AND INTEGRITY</strong>                       |                                                                                                                                                                                                                                             |                     |                             |         |
| G4-56                                                       | Describe the organization's values, principles, standards and norms of behavior.                                                                                                                                                            | Complete            | Values, Mission and Vision. | 7       |
| G4-58                                                       | Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines. | Complete            | Code of Ethics.             | 20      |





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## SPECIFIC STANDARD DISCLOSURES

| MATERIAL ASPECTS      | GRI INDICATOR | DETAILS OF THE INDICATOR                                                                                                                   | LEVEL OF DISCLOSURE | SECTION OF THE REPORT                           | PAGE |
|-----------------------|---------------|--------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-------------------------------------------------|------|
| CATEGORY: ECONOMICS   |               |                                                                                                                                            |                     |                                                 |      |
| Economic performance  | G4-EC1        | Direct economic value generated and distributed.                                                                                           | Partial             | Engine for development Business volume.         | 26   |
| CATEGORY: ENVIRONMENT |               |                                                                                                                                            |                     |                                                 |      |
| Energy                | G4-EN3        | Internal energy consumption.                                                                                                               | Partial             | Profile of the organization Energy Markets.     | 16   |
| Effluents and Waste   | G4-EN22       | Total water discharge by quality and destination.                                                                                          | Partial             | Engine for development Environmental management | 37   |
| Biodiversity          | G4-EN11       | Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas. | Partial             | Engine for development Biodiversity.            | 41   |
|                       | G4-EN13       | Habitats protected or restored.                                                                                                            | Partial             | Engine for development Biodiversity.            | 43   |

# GRI G4 TABLE OF INDICATORS

| MATERIAL ASPECTS                              | GRI INDICATOR | DETAILS OF THE INDICATOR                                                                                                                                                          | LEVEL OF DISCLOSURE | SECTION OF THE REPORT                                        | PAGE    |
|-----------------------------------------------|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--------------------------------------------------------------|---------|
| CATEGORY: SOCIAL PERFORMANCE                  |               |                                                                                                                                                                                   |                     |                                                              |         |
| Sub-category: labor practices and decent work |               |                                                                                                                                                                                   |                     |                                                              |         |
| Employment                                    | G4-LA2        | Benefits provided to fulltime employees that are not provided to temporary or parttime employees, by significant locations of operation.                                          | Partial             | Engine for development Benefits.                             | 32 - 33 |
| Occupational Health and Safety                | G4-LA5        | Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs. | Complete            | Engine for development Employees - OHS.                      | 34      |
| Training and education                        | G4-LA9        | Average hours of training per year per employee.                                                                                                                                  | Partial             | Engine for development Employees - Human talent development. | 30      |
| Sub-category: human rights                    |               |                                                                                                                                                                                   |                     |                                                              |         |
| Child labor                                   | G4-HR5        | Operations and suppliers identified as having significant risk for incidents of child labor and measures taken to contribute to the effective abolition of child labor.           | Complete            | Engine for development Child labor.                          | 36      |
| Sub-category: society                         |               |                                                                                                                                                                                   |                     |                                                              |         |
| Local Communities                             | G4-SO1        | Percentage of operations with implemented local community engagement, impact assessments and development programs.                                                                | Partial             | Community Allies.                                            | 66 - 80 |





# CREDITS

**TEXT AND PRODUCTION CORPORATE COORDINATION**  
Corporate Affairs Management

## TECHNICAL COLLABORATION

Chief Executive Officer  
Chief Operations Officer  
Industrial Directorship  
Management Systems and Control Directorship  
Administration and Finance Director  
Human Capital Directorship  
Commercial Directorship

## DESIGN

Eugenia Cervellón

## PHOTOGRAPHS

CASSA Communications Area  
Diego Flores







2019 MANAGEMENT  
AND SUSTAINABILITY  
REPORT

[www.grupocassa.com](http://www.grupocassa.com)



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