



**2021  
SUSTAINABILITY  
REPORT**

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# LETTER FROM THE CEO



I'm pleased to introduce Alico's inaugural 2021 Sustainability Report. While this is the first time that we have produced a report detailing our environmental, social and governance (ESG) performance, sustainability is not a new concept for us. Instead, this report is the natural outcome of

treating the land as a precious resource, and of always remembering our obligations to, and connection with, the local communities in which we operate. Alico is a steward of more than five million citrus trees, and we take seriously our role in supporting a healthy environment that will thrive for generations to come.

Despite a challenging year with the COVID-19 global pandemic, our team has taken significant steps to advance our sustainability strategy, including:

- Creating a new position, Director of Sustainability, and filling it through internal promotion. This role is responsible for implementing our sustainability strategy, coordinating with dozens of team members across every facet of Alico's business,

and ensuring we are constantly moving forward. Together with Alico's Sustainability Steering Council and the Sustainability and Corporate Responsibility Committee of the Board of Directors, we now have robust mechanisms for sustainability management and oversight at all levels of the company.

- Completing our first carbon footprint to evaluate Alico's greenhouse gas (GHG) emissions in our operations and our farm management practices. This analysis lays the groundwork for the development of emissions reductions goals next year.
- Joining the UN Global Compact, an international initiative founded on universal sustainability principles of labor and human rights, environmental responsibility, and anti-corruption. Membership in the UN Global Compact signals Alico's commitment to operate with the highest level of integrity and respect for people and the environment.

I'm proud of the work that Alico has done to date, even as we recognize that the journey is far from over. In the coming year, we will continue to advance our sustainability agenda with human rights

training for all employees, new trials for regenerative agriculture practices, and the creation of an employee-led Diversity Committee.

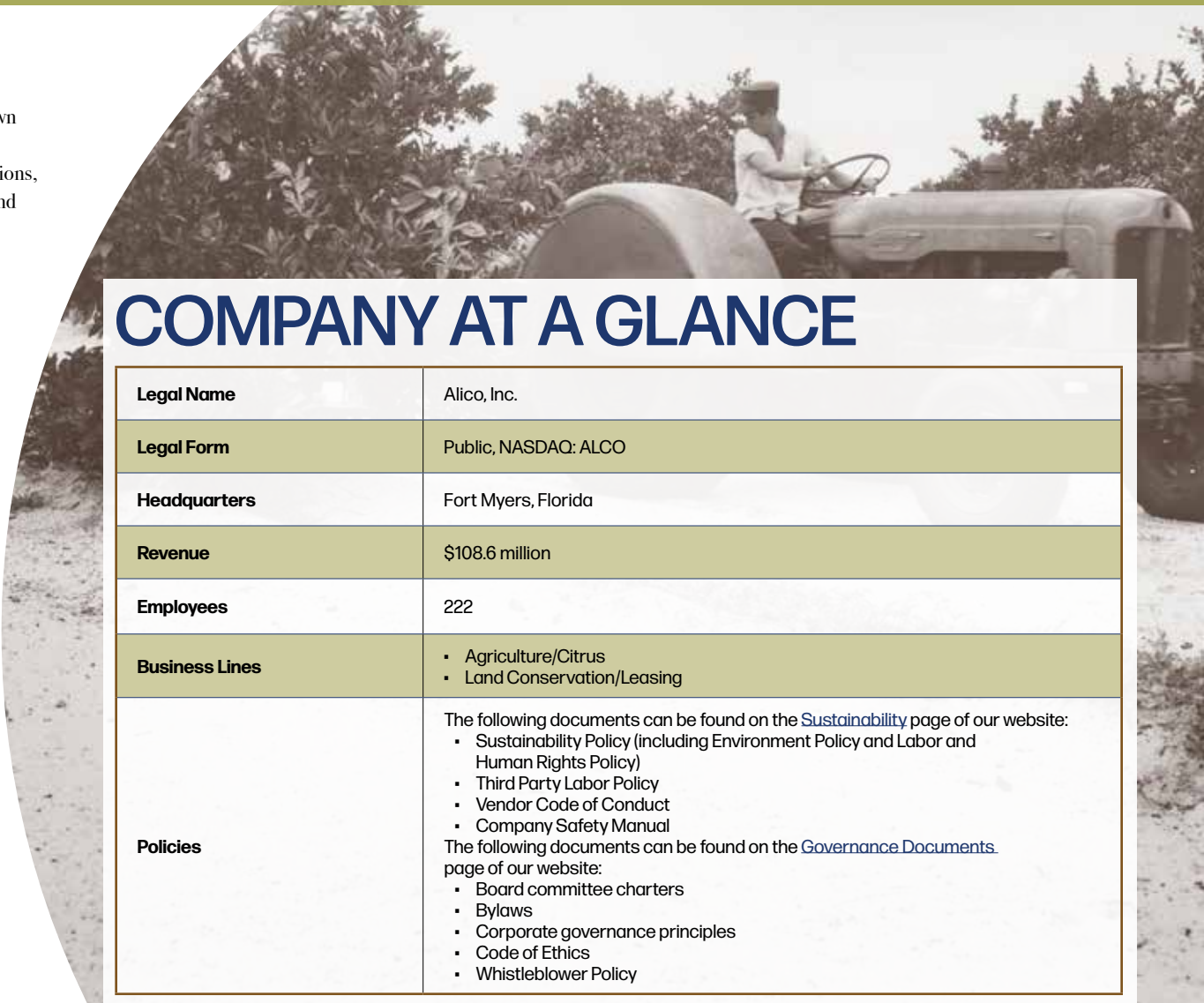
We know that sustainability cannot be achieved in isolation, and we are eager to continue—or in some cases, to create—partnerships with suppliers, customers, industry groups and academic institutions to tackle the most challenging environmental issues that face our industry. Together, I am confident that we can achieve our ambitious sustainability goals. I invite readers to join us on that journey.

John E. Kiernan  
President and Chief Executive Officer

# ABOUT ALICO

Alico, Inc. is one of the largest citrus growers in the United States. As an agribusiness company with a legacy of achievement and innovation, we own approximately 83,000 acres of land across seven Florida counties. Our strategy is based on best management practices of our agricultural operations, as well as environmental and conservation stewardship of our rural land and natural resources.

## WHERE WE OPERATE



## COMPANY AT A GLANCE

<b>Legal Name</b>	Alico, Inc.
<b>Legal Form</b>	Public, NASDAQ: ALCO
<b>Headquarters</b>	Fort Myers, Florida
<b>Revenue</b>	\$108.6 million
<b>Employees</b>	222
<b>Business Lines</b>	<ul style="list-style-type: none"> <li>• Agriculture/Citrus</li> <li>• Land Conservation/Leasing</li> </ul>
<b>Policies</b>	<p>The following documents can be found on the <a href="#">Sustainability</a> page of our website:</p> <ul style="list-style-type: none"> <li>• Sustainability Policy (including Environment Policy and Labor and Human Rights Policy)</li> <li>• Third Party Labor Policy</li> <li>• Vendor Code of Conduct</li> <li>• Company Safety Manual</li> </ul> <p>The following documents can be found on the <a href="#">Governance Documents</a> page of our website:</p> <ul style="list-style-type: none"> <li>• Board committee charters</li> <li>• Bylaws</li> <li>• Corporate governance principles</li> <li>• Code of Ethics</li> <li>• Whistleblower Policy</li> </ul>

# CORPORATE GOVERNANCE

Alico, Inc. is led by a nine-member Board of Directors and four Board committees:

- The Audit Committee** provides oversight for Alico’s accounting and financial reporting practices, internal controls, the audit process, and compliance with laws and regulations and our code of conduct.
- The Compensation Committee** establishes remuneration plans for directors, executive and senior officers and oversees the annual evaluation process of our executive and senior management.
- The Nominating and Corporate Governance Committee** identifies qualified candidates for Board Directors and Board

committees, leads an annual review of the Board’s performance, and develops and recommends corporate governance guidelines.

- The Sustainability and Corporate Responsibility Committee** provides oversight for environmental and social policies, strategies and programs.

Alico is committed to creating value through the highest standards of ethical and legal conduct while operating sustainably to create shareholder value over the long-term. Our Board of Directors’, sound corporate governance structure and values-driven integrity culture support us in delivering on this commitment. The table to the right summarizes certain key qualifications, attributes, and skills for each of our Board of Directors.

## A HIGHLY SKILLED, QUALIFIED BOARD







# BUSINESS ETHICS

Alico is guided by a Code of Business Conduct and Ethics and Whistleblower Policy that sets out expectations for all employees and the Board of Directors regarding business ethics and integrity. Provisions of the Code include compliance with relevant laws and regulations, conflicts of interest, confidentiality and protection and use of company assets. Our policies related to prevention of bribery and corruption in our operations are detailed in this Code and in our supply chain through our Vendor Code of Conduct.

Every person is required to abide by the provisions of the Code as a condition of their relationship with Alico. Known or suspected

violations may be reported through a confidential, third-party whistleblower compliance hotline or email, or via a letter sent directly to the Chair of the Audit Committee. The Whistleblower Policy prohibits any retaliation against individuals who make a report of known or suspected violations in good faith.

More information about Alico’s Corporate Governance, including Board committee charters, corporate governance principles, stock information and SEC filings may be found at our Investors page on our corporate website.

## GOVERNANCE PERFORMANCE

Indicator	Unit	FY 2021
Inquiries, complaints, or issues received by the legal or compliance office	Number (#)	0
Public policy spending	\$ USD	25,000
<i>Lobbying</i>	\$ USD	0
<i>Campaign contributions</i>	\$ USD	0
<i>Contributions to trade associations</i>	\$ USD	25,000*

\*Alico is a member of Florida Citrus Mutual, a trade organization representing nearly 2,500 grower members.





## GIVING BACK

At Alico, it is important for us to give back to the communities in which we operate. Our philanthropy and community engagement are focused on three key areas:

### NEXT GENERATION AGRICULTURE

- Alico frequently provides tours to youth interested in learning more about the citrus industry. For example, in June 2021 a group from the Youth Leadership Collier joined us in the groves to learn more about agricultural production.
- We are active supporters of the Gulf Citrus Growers Association Scholarship Foundation, providing financial assistance to college students pursuing citrus-related degrees and related areas of study.
- Other agriculture-focused programs we support include the Florida's Natural Growers Foundation, benefiting health, education and youth in the Central Florida area; the Warner University in Lake Wales - Agricultural Studies Program; and the Glades Education Foundation.

### YOUTH

- We often support back-to-school community initiatives. In 2021, we helped Lipman Family Farms with their annual backpack event in the Immokalee area. Over 2,000 backpacks and 700 shoes were given out to the community. The Alico team also volunteered at the Big Backpack Event '21 at the Multicultural Centre in Fort Myers, where backpacks filled with essential school supplies and bags of food were distributed to each participating family.
- We regularly support The Boys and Girls Club and the Arcadia Rotary Club. This year, we sponsored a new classroom at the Louis and Gloria Flanzer Boys and Girls Club in Arcadia, Florida, and helped the Rotary Club's elementary school reading program.
- Other youth-focused activities in 2021 included support of high school sports programs, which allowed them to continue and provide students the opportunity to participate.

### COMMUNITY SPIRIT

- Alico employees participate in events to raise money for charitable causes, including the Step Up for Down Syndrome Walk, SWFL Make-A-Wish Foundation, ALS Walk, Southeast Police Motorcycle Rodeo, American Cancer Society – Making Strides Against Breast Cancer, Susan G. Komen Foundation and Christy's Cause, an organization fighting sex trafficking in southwest Florida.
- We honor our military and first responders by supporting initiatives including the Vietnam Wall of SWFL, the Cape Coral Fraternal Order of Police #33, and the Southeastern Guide Dogs organization, which trains service dogs for people with vision loss, veterans, and children.
- We contribute to the fight against food insecurity by supporting local food banks, including the Harry Chapin Food Bank of SWFL and the Midwest Food Bank.

# OUR APPROACH TO SUSTAINABILITY

Sustainability issues at Alico are governed by a Sustainability Steering Council, consisting of a cross-functional team of senior leaders across the company, and headed by the Chief Executive Officer. In FY 2021, topics discussed at these meetings included:

- Development and publication of key sustainability-related policies.
- Hiring a sustainability consultant to conduct our first carbon footprint.
- Alignment of the sustainability report with the Sustainability Accounting Standards Board (SASB).
- Reviewing carbon offset credit opportunities.

The Sustainability Steering Council reports to the Sustainability and Corporate Responsibility Committee of the Board of Directors, which was formed in May 2021 and has met twice in FY 2021 with 100 percent attendance of all members. The Committee, chaired by independent Board Member Adam Putnam, has the following responsibilities:

- 1. Sustainability and Corporate Responsibility Policies, Strategies and Programs.** Oversees and provides input to management on the Company's policies, strategies and programs related to matters of sustainability and corporate responsibility, including, but not limited to, environment, health and safety, social risks, diversity and inclusion goals, and charitable giving policies.
- 2. External Trends.** Considers, analyzes, and provides input to management on social, political, and environmental trends in public debate, public policy, regulation, and legislation and consider additional corporate social responsibility actions in response to such issues.
- 3. Performance Goals.** Assesses the goals the Company may establish from time to time for its performance with respect to matters of sustainability and corporate social responsibility and monitor the Company's progress against those goals.
- 4. Reputation and Relationships with Stakeholders.** Receives periodic reports from the Company's management regarding relationships with key external stakeholders that may have a significant impact on the Company's business activities and performance.
- 5. Risk Management.** Supervises and provides input to the management team on the Company's identification, assessment and management of risks associated with sustainability and corporate responsibility issues, including, but not limited to, climate change and food safety.
- 6. Philanthropy.** Reviews the Company's charitable giving policies and programs and receive reports from management on charitable contributions made by the Company, directly and through its foundations.
- 7. Reporting and Disclosure.** Evaluates sustainability and corporate responsibility reports issued from time to time by the Company.
- 8. Shareholder Proposals.** Analyzes shareholder proposals relating to public policy, sustainability or corporate responsibility issues and recommend a response to the Nominating and Corporate Governance Committee of the Board.



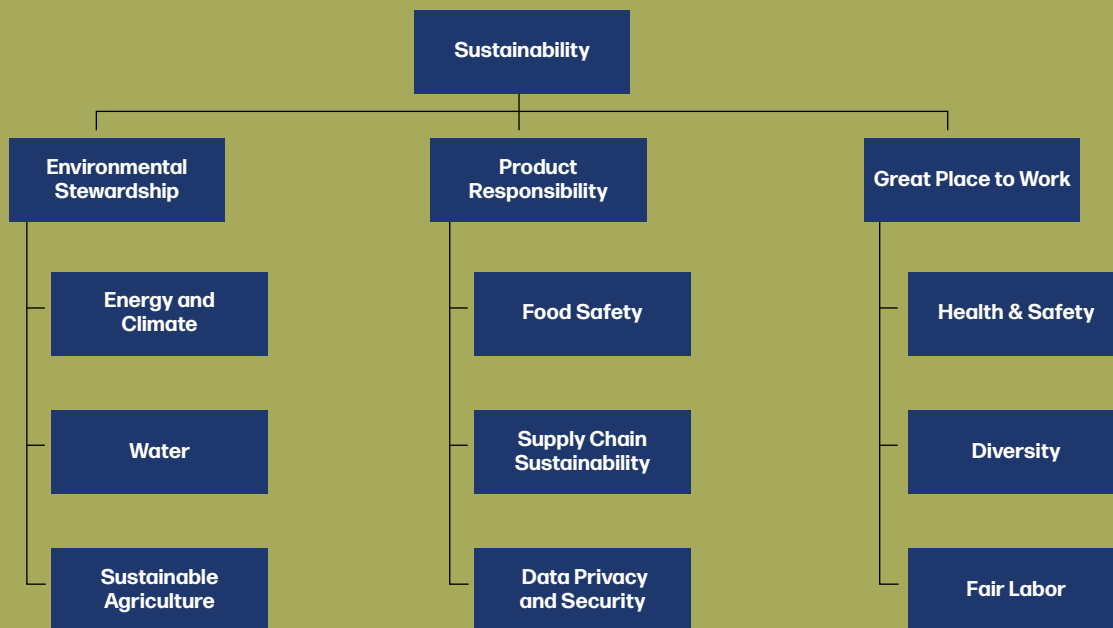


# MATERIALITY

In FY 2021, Alico undertook its first formal materiality assessment to determine the best way to organize and prioritize sustainability efforts. We interviewed key subject matter experts from around the company, examined sustainability disclosures from other agriculture companies and analyzed questionnaires, audits, and inquiries from investors and customers.

Using the SASB Five Factor Test for materiality, we identified nine material topics across three workstreams: Environmental Stewardship, Product Responsibility and Great Place to Work. These nine topics are the most important environmental, social and governance issues for our business and to our stakeholders.

In addition to guiding our internal sustainability strategy, this framework also maps to this sustainability report, with chapters for each of the major workstreams and separate pages for each material topic.



## LEADERSHIP

Sustainability isn't just something we do to protect our reputation and satisfy stakeholders; it is an issue our leaders care deeply about. Even in the midst of the uncertainty caused by the COVID-19 pandemic, this commitment to ethical conduct and sustainable value creation remains unwavering. Our top executive and board members bring a wealth of corporate governance and environmental experience to the table, and are committed to creating shareholder value while operating sustainably. Alico is proud of their ongoing collective impact on our industry and in our communities.

### JOHN KIERNAN ALICO CEO AND BOARD MEMBER



John Kiernan is a lifelong outdoorsman who has spent more than 54 weeks camping and fishing. As a member of Scouting BSA organization since 1975, he embraced the Outdoor Code and Leave No Trace principles as he earned his Eagle Scout rank and later served as a local unit leader and Executive

Board member of his local BSA council for 18 years, including three years as President. He is now currently the President of the not-for-profit Camp Fire Conservation Fund, which is dedicated to the safeguarding of wildlife and its habitat. This multi-million dollar 501(c)(3) organization raises awareness about the importance of preserving natural resources, organizes and funds conservation and wildlife management projects, coordinates the efforts of sportsmen's and conservation organizations, and supports wildlife conservation and land use research, including The Camp Fire Program in Wildlife Conservation. That program is an interdisciplinary team of graduate students, post-doctoral scholars, and faculty at the State University of New York College of Environmental Science and Forestry in Syracuse, New York, which works at the nexus of conservation science and policy to address contemporary issues of national and international relevance in wildlife conservation.

*Conservation and sustainable agriculture are synonyms in my mind. The future of conservation is largely in the hands of the working landowners around the world, beginning here at home. Farmers and ranchers, as well as hunters and anglers, are the original environmentalists. Farmers and ranchers have the greatest financial incentive to be the best stewards of the land to preserve their livelihoods and those of future generations... Farmers and ranchers who manage their land with those other benefits in mind often are also the most profitable farmers.*

—Adam Putnam  
Interview with Leading Harvest

### ADAM PUTNAM ALICO BOARD MEMBER



Growing up on a third-generation family citrus and cattle operation, Adam Putnam's experience in conservation and habitat preservation informs Alico's perspective on land use. As the CEO of Ducks Unlimited, the world's leader in wetlands and waterfowl conservation, Adam oversees

the conservation, restoration, and management of millions of acres of wetlands and associated habitats for North America's waterfowl. Adam is also a founding member of Leading Harvest, a nonprofit that provides sustainability-focused assurance programs comprised of standards, audit procedures, training and education, and reporting and claim offerings that are optimized for flexibility, scalability, and impact.

### KATE ENGLISH ALICO BOARD MEMBER



Kate English is a leading voice on water and climate issues in Florida agriculture. She sits on the Wedgworth Leadership Institute Advisory Committee, which provides providing support and advice to a nationally recognized leadership training program housed at the University of Florida in the

Institute of Food and Agricultural Sciences. She is also a member of the Advisory Council for The Water School at Florida Gulf Coast University, addressing water and climate-related issues by building relationships among southwest Florida's diverse populations. In addition to leadership positions with the Florida Farm Bureau Federation and the Special Help for Agriculture Research and Education (SHARE) Council, Kate has also been active in charitable organizations like the United Way, Redlands Christian Migrant Association, and University of Florida Leadership and Education Foundation.



# UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

In June 2021, Alico became a participant in the United Nations Global Compact (UNGC) and is committed to its corporate responsibility initiative and principles in the areas of human rights, labor, the environment and anti-corruption.

As part of our participation in the UNGC, we have reviewed the United Nations Sustainable Development Goals (UNSDGs), a collection of 17 interlinked global goals designed to be a “blueprint to achieve a better and more sustainable future for all.” While Alico’s approach to sustainability overlaps with many of the UNSDGs, we have identified three where we can make the most impact.

**WE SUPPORT**



## 2 ZERO HUNGER

Alico is a major producer of citrus, a healthy and nutritious component of a well balanced diet. See more about our approach to responsible food production on page 19.



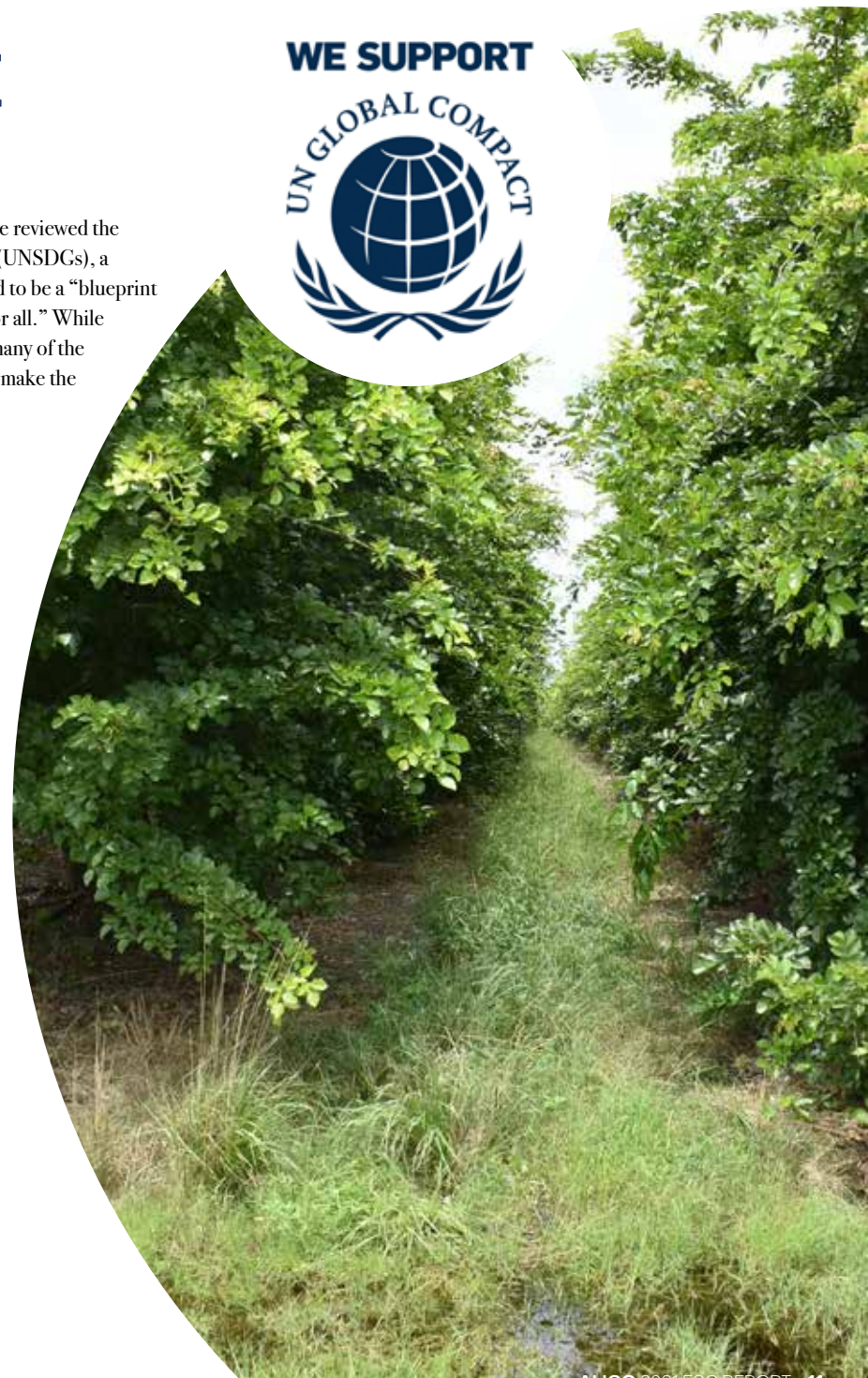
## 8 DECENT WORK AND ECONOMIC GROWTH

We provide good jobs with fair wages and opportunity for growth. Learn more about our employment practices on page 23.



## 15 LIFE ON LAND

Alico uses sustainable agriculture and land conservation practices to protect our ecosystem. Details about our sustainable agriculture practices are on page 18.



# ENVIRONMENTAL

# STEWARDSHIP

Over the last 125 years, Alico has built a legacy of responsible land use. With historical experience in timber, cattle, and sugar cane, we are now focused on citrus production and land leasing. Through it all, our commitment to the environment has never wavered.

Across our 49,000 acres of groves and 34,000 acres of ranchlands in near-pristine condition, we meet a strict set of environmental regulations and continually adapt our processes to new regulatory requirements. Environmental stewardship is also very important to our communities where we operate and is essential in maintaining the trust of local stakeholders. Strong environmental management also allows us to avoid regulatory fines and project delays, and helps us continuously improve efficiency and productivity.

## RESPONSIBLE LAND USE

Our business strategy is based on best management practices of our agricultural operations, as well as environmental and conservation stewardship of our rural land and natural resources. We manage our land in a sustainable manner and evaluate the effect of changing land uses while considering new opportunities.

In particular, Alico promotes and steers land purchases to conservation-minded buyers to ensure the land is protected. This includes the sale of over 22,000 acres over the past three years to the State of Florida under the Florida Forever program, Florida's premier conservation and recreation lands acquisition program focused on conserving the state's natural and cultural heritage.

We are regularly approached by buyers interested in land development. To date, however, we have entertained offers only when they met our standards for responsible land use and preservation. Currently, we have leases that include grazing for cattle and hunting for sportsmen under "fair chase" rules that



*A Florida Panther on the Alico Ranch.*

make sure hunters have no unfair advantage over wild game. While revenue from these leases is minimal, it covers the cost of maintenance and a caretaker to watch over the property.

## CREATING A NET POSITIVE IMPACT

With the northern edge of Everglades just 66 miles away, we are constantly cognizant of our responsibility and our privileges in protecting the land. We aim to be a net positive impact in our community and in our local ecosystem.

The following pages outline our direct environmental impacts for energy, waste and water use, as well as our efforts to responsibly manage fertilizers, pesticides and packaging. But the larger story requires a step back to consider our overall impact on the environment.

Alico is responsible for the health and wellbeing of more than five million citrus trees—trees which sequester carbon dioxide and produce oxygen, and our ranchlands provide habitat for endangered species like the Florida panther, the bonneted bat, indigo snakes, and cara-cara. We work regularly with wildlife experts to ensure that we provide a safe place for biodiversity to thrive, now and for generations to come.



# ENERGY AND CLIMATE

As an agriculture company, we are often at the mercy of the environment. Pumping water is one of the major drivers of energy use at Alico. Fuel to power our vehicles and equipment is another source of energy consumption, as is electricity to power our buildings. As we seek to optimize our energy use, we are looking at a variety of ways to be more efficient while still being ready to respond to the daily energy needs of a 49,000-acre citrus operation.

## LESSONS LEARNED FROM OUR FIRST CARBON FOOTPRINT

Alico undertook its first corporate carbon footprint this year, covering FY 2021 operations. Before starting, we knew Alico relies heavily on diesel for grove operations and that we also use a significant amount of gasoline, electricity and propane to power vehicles and equipment. We expected carbon reduction opportunities to be focused around electrification of our fleet and a transition to renewable and bio-based fuels.

The carbon footprint results showed us, however, that the vast amount of our greenhouse gas emissions are actually related to farming practices—specifically the use of nitrogen fertilizer, which has extremely high global warming potential. As a result, any substantive reduction in our carbon footprint will need to take into account the type of fertilizers we use and the amount we apply. Armed with this knowledge, we are well prepared to investigate alternative options that will help meet our environmental goals.

## CLIMATE RISK TRAINING

In August 2021, Alico undertook a two-part climate risk training exercise with key executives and the Sustainability and Corporate Responsibility Committee of the Board. The training included a synthesis of key carbon and climate terminology, accounting standards and reporting platforms. The team analyzed key drivers of agricultural carbon footprints and reviewed components of a climate risk management process. This training provided a foundation to understand Alico's baseline carbon footprint this year and a springboard for future climate targets and adaptation strategies.

## ENERGY PERFORMANCE

Indicator	Unit	FY 2021 Data
Total Energy Use	Gigajoules (GJ)	93,162.86
<i>Electricity</i>	Gigajoules (GJ)	4,964.20
<i>Diesel*</i>	Gigajoules (GJ)	72,169.26
<i>Propane</i>	Gigajoules (GJ)	214.64
<i>Gasoline**</i>	Gigajoules (GJ)	15,814.76
Percentage electricity from grid	Percent (%)	100
Percentage renewable energy in existing electricity grid mix	Percent (%)	3.90
<i>Biomass</i>	Percent (%)	2.30
<i>Solar</i>	Percent (%)	1.50
<i>Hydro</i>	Percent (%)	0.10
Percentage renewable electricity (additional)	Percent (%)	0
Scope 1 emissions	Metric tons CO <sub>2</sub> e (tCO <sub>2</sub> e)	54,960.25
<i>Non-Mechanical Field Management Emissions***</i>	Metric tons CO <sub>2</sub> e (tCO <sub>2</sub> e)	48,334.47
<i>Stationary Combustion</i>	Metric tons CO <sub>2</sub> e (tCO <sub>2</sub> e)	3,807.97
<i>Mobile Combustion</i>	Metric tons CO <sub>2</sub> e (tCO <sub>2</sub> e)	2,759.43
<i>Refrigerants</i>	Metric tons CO <sub>2</sub> e (tCO <sub>2</sub> e)	58.38
Scope 2 emissions	Metric tons CO <sub>2</sub> e (tCO <sub>2</sub> e)	537.79

\* Includes fleet fuel consumed, including vehicles and equipment, as well as non-mobile machinery.

\*\* Fleet fuel consumed for vehicles and equipment.

\*\*\* Fertilizer

## TCFD DISCLOSURES

Alico uses the Taskforce on Climate-Related Financial Disclosures (TCFD) framework to align our communications about climate-related risks and opportunities—and how we’re responding to the climate change imperative.

### GOVERNANCE

The Sustainability and Corporate Responsibility Committee of the Board of Directors provides oversight for climate risks and opportunities. The committee has ultimate responsibility for the direction of Alico’s climate-related policies, strategies and programs, including the disclosure of greenhouse gas emissions and the setting of carbon reduction targets.

Alico’s Sustainability Steering Council, consisting of a cross-functional team of senior leaders across the company and headed by the Chief Executive Officer, is responsible for the management of climate-related risks and opportunities, including the decision in FY 2021 to undertake the company’s first carbon footprint and to begin the development of a carbon reduction roadmap aligned with science-based targets.

To prepare and respond to these risks, Alico is using the information gathered during our baseline carbon footprint project to estimate the potential cost of carbon regulations, examining opportunities to reduce reliance on fossil fuels and constantly testing new varieties of citrus trees to prepare for changing climate conditions. Positioned to quickly act on climate-related opportunities, Alico is actively engaged in the evolving voluntary agriculture-based carbon credit market.

### RISK MANAGEMENT

While we are in the early stages of climate risk management, we are guided by external standards like the International Panel on Climate Change (IPCC) climate risk scenarios, TCFD guidance on conducting climate risk assessments and the Network for Greening the Financial System (NGFS) climate scenario data bank. In the coming year, we plan to conduct a more detailed climate risk assessment based on these resources, including the integration of climate risks into our existing risk management system.

## STRATEGY

	Climate Risks	Climate Opportunities
Short Term (1-5 years)	<ul style="list-style-type: none"> <li>Growth in global trade and warming conditions may increase the likelihood of more and/or different invasive pests and introduce new viral and bacterial threats to citrus trees and products.</li> </ul>	<ul style="list-style-type: none"> <li>Alico may find competitive advantage as a “first mover” on climate, including preferential treatment from customers and investors</li> <li>Introduction of voluntary agriculture-based carbon credit markets may create new revenue sources for companies like Alico.</li> </ul>
Medium Term (6-14 years)	<ul style="list-style-type: none"> <li>Financial impact of carbon regulations, including carbon taxes, may become a significant budget consideration.</li> <li>Changes in weather conditions and atmospheric carbon levels may begin to impact productivity of citrus trees, requiring new strains to be planted that are better equipped to local conditions.</li> </ul>	<ul style="list-style-type: none"> <li>As carbon becomes regulated, the price of carbon credits is expected to rise significantly, potentially providing a material revenue source for Alico in both citrus operations and land management.</li> </ul>
Long Term (15+ years)	<ul style="list-style-type: none"> <li>Significant increase in chronic and acute physical climate risks, including higher temperatures, changes in rainfall patterns and sea-level rise, may disrupt operations and impact profitability.</li> </ul>	<ul style="list-style-type: none"> <li>As biodiversity thresholds are established and integrated into science-based targets, Alico may be well positioned to participate in biodiversity offset programs, creating yet another revenue source for the company.</li> </ul>

### METRICS AND TARGETS

Our focus on FY 2021 was the completion of our first carbon footprint (see page 13) to better understand our baseline GHG emissions-generating activities. Using this data, we expect to continue to calculate our annual carbon footprint so that we can generate a rolling 5-year average, which is recommended by the GHG Protocol Agriculture Guidance for agriculture companies to “even out” variances in temperature, rainfall, and overall weather patterns—which in turn affect irrigation requirements, fertilizer and pesticide application, and the appropriateness of regenerative agriculture practices. This approach allows us to more effectively chart our progress and communicate trends over time.

In the coming months, we will also be developing carbon intensity metrics that will allow us to understand our emissions in relation to production and revenue data. This process will enable us to more effectively integrate carbon risk into our business strategy and risk management processes. Ultimately, we expect to set science-based targets aligned with the IPCC recommended 1.5 °C global warming threshold, including a glide path to net-zero emissions by 2050.



# WATER

Alico has groves across Florida, in both the flatwoods, characterized by sandy soils and high water tables on mostly flat land, and along the Central Florida Ridge, characterized by very sandy soils and low water tables. What this means in practice is that we must adapt our water management practices to deal with different irrigation, erosion and nutrient run-off challenges. Algae growth, excess organic matter buildup (biosolids) and sedimentation are threats that we carefully navigate with a team of grove managers with unparalleled experience.

## WATER PERFORMANCE

Indicator	Unit	FY 2021 Data
Total water withdrawn	Thousand cubic meters (m3)	2,640
<i>Percentage in regions with high or extremely high water risk</i>	Percent (%)	48
Total water consumed	Thousand cubic meters (m3)	2,640
<i>Percentage in regions with high or extremely high water risk</i>	Percent (%)	48
Number of incidents of water-related non-compliance	Number (#)	0

*Total water withdrawn includes groundwater and rainwater, which both falls directly on the groves and is captured in lagoons and used as tailwater for additional irrigation where needed. All water withdrawn is applied to the land and so is considered consumed. Using WRI's Aqueduct tool, we have determined that 48% of our groves are in areas of high baseline water stress.*



## BEST MANAGEMENT PRACTICES (BMPS)

We follow the Florida Department of Agriculture and Consumer Service's "Water Quality/Quantity Best Management Practices (BMP) for Florida Citrus" to ensure that our agricultural practices

stay within permitted levels and do not adversely affect local ecosystem and waterways. BMPs are individual practices or combinations of practices that, based on research, field-testing, and

expert review, have been determined to be the most effective and practicable means for maintaining and/or improving water quality. Our BMPs are broken into seven categories:

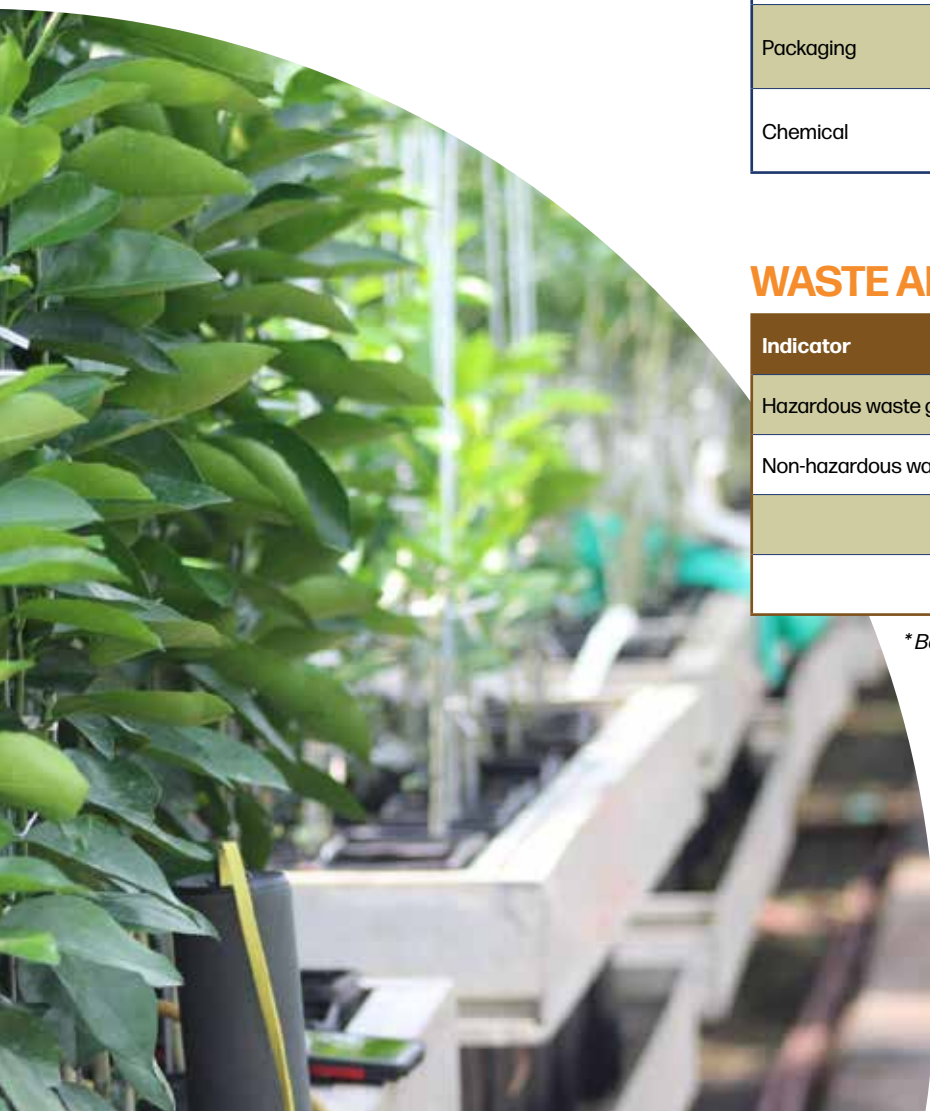
## BMPS USED AT ALICO

BMP	Description	Examples
Grove Development and Renovation	Measures to incorporate upfront design features when developing new groves or renovating existing groves affected by catastrophic disease.	<ul style="list-style-type: none"> <li>Sedimentation and erosion control measures</li> <li>Stabilization of all bare soil areas (except tree rows) with grass or other desirable vegetation</li> <li>Non-fertilized vegetated buffers between water sources and citrus grove production areas</li> </ul>
Nutrient Management	The control of the source, rate, placement, and timing of nutrient applications and soil amendments to ensure sufficient soil fertility for citrus tree production and minimize impacts to water quality.	<ul style="list-style-type: none"> <li>Use formulations of fertilizer based on nutritional needs, season (rainy vs. dry), and anticipated weather conditions</li> <li>Use leaf tissue test results to determine the need for and appropriate rates of supplemental fertilizer applications</li> <li>Protect stored fertilizer from wind and rainfall, and ensure that fertilizer spilled on the ground during loading is immediately collected and handled properly</li> </ul>
Irrigation Management	Selecting and maintaining the appropriate irrigation system, based on monitoring soil, plant, and weather conditions.	<ul style="list-style-type: none"> <li>Use available tools and data to assist in making irrigation decisions, including water table observation wells, on-site soil moisture sensors, crop water use information and weather data</li> <li>Minimize evaporation and wind drift by appropriate irrigation scheduling, such as when cloud cover is abundant and wind speed is minimal</li> <li>Design or retrofit irrigation systems to handle reclaimed water, taking into account source water quality and delivery pressures</li> </ul>
Drainage Management	The ability to manipulate and control the water table, runoff, and/or rate of discharge to ensure adequate citrus tree health and production while minimizing impacts to water quantity and quality.	<ul style="list-style-type: none"> <li>Install and use water table observation wells and inspect them periodically for any needed repairs</li> <li>Keep water velocities near drainage structures slow enough to reduce potential for soil particles to enter the drainage system</li> </ul>
Sediment and Erosion Control Measures	Temporary or permanent practices to prevent sediment loss, slow water flow, and/or trap or collect debris and sediments in runoff.	<ul style="list-style-type: none"> <li>Stabilize water furrows and ditch and canal banks by encouraging a good coverage of noninvasive vegetation</li> <li>Protect ditch and canal banks from erosion using rip-rap, concrete, headwalls, or other materials that buffer against turbulence</li> </ul>
Water Resources Protection	Distinct hydrologic features, including wetlands, springs, streams, and aquifers.	<ul style="list-style-type: none"> <li>Install and maintain non-fertilized vegetated buffers upland of the landward boundary of all wetlands and lakes</li> <li>Locate and size any stream crossings to minimize impacts to riparian buffer vegetation and function</li> </ul>
Integrated Pest Management	The monitoring of pest and environmental conditions and the judicious use of cultural, biological, physical, and chemical controls to manage pest problems.	<ul style="list-style-type: none"> <li>Store pesticides in an enclosed, roofed structure with an impervious floor and lockable door, at least 100 feet from wetlands or other waterbodies</li> <li>Use biological control agents that have a narrow range and are specific to the targeted aquatic weed species</li> </ul>



# WASTE AND RECYCLING

Relative to other agriculture companies, we generate little waste. We're proud of our efforts to close the loop on production waste and are continuously seeking opportunities to divert other sources of waste from the landfill.



## WASTE MITIGATION STRATEGIES

Waste Type	Examples	Alico Practices
Production	Tree waste, clippings, dropped fruit	Dropped fruit is left in place to compost in the groves
Business	Paper, toner cartridges, old computer equipment, furniture	Office furniture and computer equipment donated to community organizations
Packaging	Fertilizer and nutrient bags	Follow local and county laws for packaging and incineration laws
Chemical	Leftover pesticides and insecticides	Return unused chemicals to vendors in a timely manner

## WASTE AND RECYCLING PERFORMANCE\*

Indicator	Unit	FY 2021 Data
Hazardous waste generated	Metric tons (mt)	57
Non-hazardous waste generated	Metric tons (mt)	341
<i>Landfilled</i>	Metric tons (mt)	330
<i>Recycled</i>	Metric tons (mt)	11

\*Based on estimated calculations.

# SUSTAINABLE AGRICULTURE

Alico is committed to operating its citrus groves and surrounding land with an eye to sustainable and regenerative agriculture practices. Over the last four years, we planted an average of 375,000 trees a year and cared for each tree over its 25-year lifespan with precision agriculture techniques to optimize the application of fertilizers and pest management chemicals. Regular soil sampling ensures that we can track and manage nutrient levels and avoid over-application of materials that can compromise overall ecosystem balance. We collaborate with local partners to ensure that we have an ongoing pipeline of innovative opportunities to explore.

## GENETICALLY MODIFIED ORGANISMS (GMOS)

Alico does not use genetic modification in any of its citrus products, and we have no plans to do so in the future.

## COLLABORATION AND INNOVATION

Alico has long partnered with the University of Florida Institute of Food and Agricultural Sciences (UF/IFAS), whose mission is to develop knowledge in agricultural, human, and natural resources, and to make that knowledge accessible to sustain and enhance the quality of human life. Each year, Alico works with UF/IFAS on onsite agricultural trials that explore ways to improve crop yields, manage pests and improve the environmental impact of farm management practices.

## SUPPORTING BEE HEALTH

For more than forty years, Alico has partnered with local apiaries to provide a safe place for honeybees to overwinter. By providing a free home for the winter months, not only do the hives have an opportunity to replenish themselves in Florida's tropical and sub-tropical climate, but the bees also provide a pollination boost for Alico's citrus groves during the blooming season. Then, when the season turns, the bees are redeployed to other areas of the country where farmers need supplemental pollination support. As an added bonus, Alico employees get to keep some of the harvested honey for a sweet treat throughout the year.

## NUTRIENT MANAGEMENT

The single most important factor in the health of an agricultural enterprise is the condition of the soil. Healthy soil contains the right mix of nutrients, trace elements, bacteria and moisture. That's why Alico has a robust soil sampling program based on "nutrient boxes." Several times a year, Alico employees go into the groves to pull samples from the soil, as well as the tree leaves and tissue. These materials are sent to a third-party lab, which creates detailed reports that guide future applications of nitrogen, phosphorous and potassium, magnesium, copper, zinc and other nutrients—designed to give each block of trees exactly what the need and nothing more.





# PRODUCT RESPONSIBILITY

Alico has a very straightforward business model: we grow oranges on our 49,000 acres of citrus groves. Workers pick the fruit from the tree and load it into a tractor trailer, where it is transported to customers who manage quality control and processing.

We don't have storage or processing facilities. We don't need to maintain refrigeration units to keep our citrus fresh, and we don't have to worry about food waste. We don't outsource or use contract growers to meet any of our production needs. We don't add any food ingredients to our products. Instead, we focus on growing healthy trees with great quality fruit. It's that simple.

## CUSTOMER COLLABORATION

We work closely with customers to understand and meet their social and environmental goals. We routinely participate in sustainability audits that examine our growing practices, energy and water consumption, fair labor protections, governance and oversight mechanisms and food safety protocols. While we do not currently participate in any third-party product sustainability certifications, like USDA Organic or Fair Trade Certified, it is something we are open to considering, based on customer demand.

## CUSTOMER SATISFACTION PERFORMANCE

Indicator	Unit	FY 2021 Data
Customer Retention	Percent	100
Notices of violations for regulatory labeling and/or marketing codes	Number	0

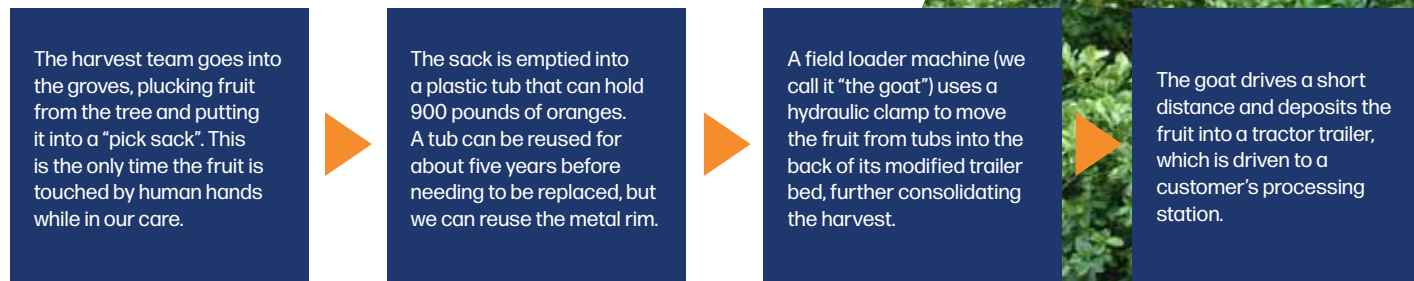


# FOOD SAFETY

Alico’s success depends on satisfied customers and consumers. Food safety and quality are nonnegotiable ingredients in our contracts with them. We pride ourselves on our comprehensive food safety and quality policies and procedures and outstanding performance, which underpin our responsibility and commitment to deliver high quality products to the markets we serve. Despite COVID-19 constraints in 2021, we reached our target of 1.7 billion oranges per year, with more than 99 percent of our volume meeting customer specifications.

## MINIMAL HANDLING

While in our care, citrus fruit spends the vast majority of its time untouched on the tree, handled only for a few minutes when it is harvested and loaded for transport. As an added bonus, there is no product packaging and therefore no environmental concerns with excess or non-recyclable packaging. Here’s how it works:



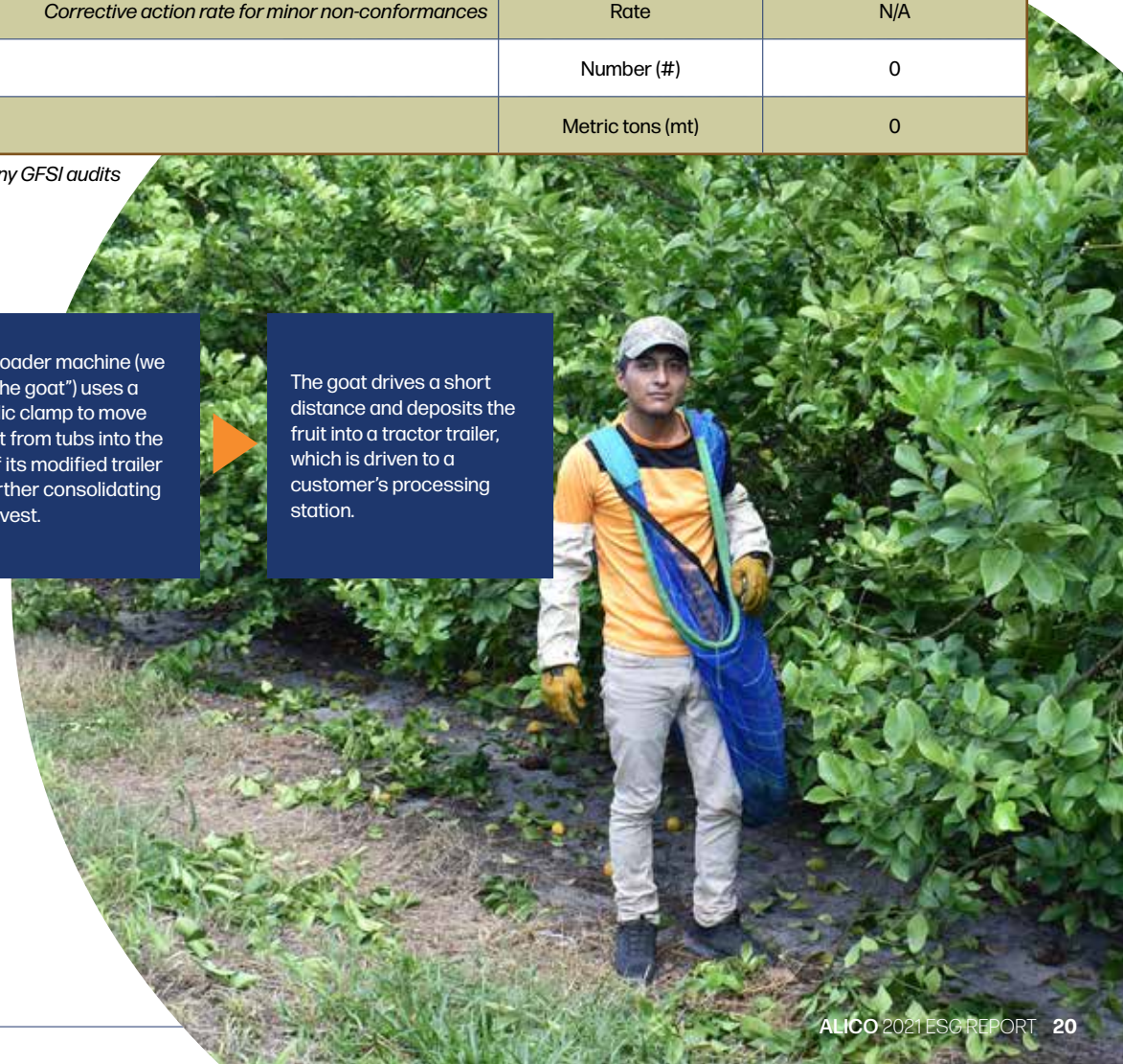
## TRACEABILITY

Traceability is a key element of our product responsibility program, allowing us to quickly identify the location where the fruit was grown, the date it was picked, the crew responsible for the harvest, and the trucking company that transported the fruit to the customer. This system is fully electronic and updated in real time during harvest and transit. We periodically test the system for quality control, with the most recent test in September 2021 taking two minutes to trace a customer load ticket number back to the grove.

## FOOD SAFETY PERFORMANCE

Indicator	Unit	FY 2021 Data
Global Food Safety Initiative (GFSI) audit non-conformance rate	Rate	0*
<i>Corrective action rate for major non-conformances</i>	Rate	N/A
<i>Corrective action rate for minor non-conformances</i>	Rate	N/A
Number of recalls	Number (#)	0
Volume of recalls	Metric tons (mt)	0

\*Alico did not have any GFSI audits in FY 2021.





# SUPPLY CHAIN RESPONSIBILITY

Alico is committed to conducting our business in a lawful and ethical manner, including engaging with suppliers who respect human rights, providing safe and inclusive workplaces, and promoting a sustainable future. Our teams work closely with suppliers to communicate our standards through a Vendor Code of Conduct and help suppliers build their capacity to provide working environments that are safe and respectful for all. Supplier categories include:

## SUPPLY CHAIN RISK MITIGATION

Supplier Category	Critical Suppliers	Key Sustainability Issues	How We Manage Risk
Materials	Fertilizers & nutrients	Quality, Environment, Health and Safety	<ul style="list-style-type: none"> <li>Vendor Code of Conduct tied to purchase and contract terms</li> </ul>
Harvest & Haul Trucking	Farm labor contractors	Environment, Health and Safety Labor and Human Rights	<ul style="list-style-type: none"> <li>Supplier diversification to provide redundancy</li> </ul>
Services	Land management labor	Environment, Health and Safety	<ul style="list-style-type: none"> <li>Compliance and certification reviews</li> </ul>

## MANAGING HAZARDOUS CHEMICALS

As part of managing our operations, we keep fertilizers, pesticides, nutrients, oil and solvents onsite. To ensure that these materials of concern are carefully managed, they are kept in designated, locked areas with limited accessibility. Chemicals are ordered on a “just in time” basis so that we don’t need to store them over long periods. In addition, every supervisor has access to a Material Data Safety Sheet book with information on the properties of each chemical; the physical, health, and environmental health hazards; protective measures; and safety precautions for handling, storing, and transporting the chemical. All Alico grove managers and certain supervisors maintain Pesticide Applicator Licenses, with annual continuing education, to ensure that we use pesticides in a safe and responsible way. For more information, read our Environmental Policy.

## SUPPLY CHAIN PERFORMANCE

Indicator	Unit	FY 2021 Data
Percentage of agricultural products sourced that are certified to a third-party environmental and/or social standard	Percent (%) by cost	0
Suppliers’ social and environmental responsibility audit non-conformance rate	Rate	N/A
<i>Corrective action rate for major non-conformances</i>	Rate	N/A
<i>Corrective action rate for minor non-conformances</i>	Rate	N/A



# DATA PRIVACY AND SECURITY

Key to Alico's business success is the emerging issue of cybersecurity and employing the latest technological tools to protect our customers and our equipment against data privacy and security threats. We work continuously to minimize the risk of data breaches by 24/7 monitoring of our environment and the marketplace to immediately identify and rectify any data security issues.

Led by our Chief Information Officer, we work with our security vendors to identify and apply the latest protocols to ensure data security across our value chain and make headway in new areas such as AI ("Artificial Intelligence").

## MAINTAINING HIGH STANDARDS

Our data-protection efforts also include vulnerability assessments, employee education, regular drills and phishing tests, and close cooperation with government and industry partners. We consistently earn passing grades on audits that assess our cybersecurity and data-protection standards.

## ESTABLISHING A DATA CULTURE

Alico data responsibility involves more than just data protection. We employ a holistic approach that includes security profiling, perimeter firewalls, multi-layer password authentication to access internal systems, as well as cloud-based security access models. Additionally, we construct compliance with relevant laws and regulations; this also involves cultural and organizational aspects that we refer to as "data governance." In FY 2021, some of our activities included:

1. Advanced Phishing awareness training and testing.
2. Perimeter access and penetration testing.
3. Remodeling of internal firewall and endpoint management environment.
4. Implementation of security patches across all company devices (ongoing).
5. Review of critical alerts (ongoing, daily).
6. Participation in industry/peer working groups.

## DATA PRIVACY AND PERFORMANCE

For security reasons, we do not publish detailed cybersecurity metrics, as this information may be used by people with malicious intent. Our team is continuously tracking and improving our data security performance. In 2021, Alico had no data security incidents or complaints of substantiated incident concerning customer data or data security.



# GREAT PLACE TO WORK

Alico recognizes the important role that a great workplace culture plays in performance and competitive advantage. We have implemented recruitment and retention practices to meet the professional and personal needs of our employees and their families.

## COMPENSATION AND BENEFITS

Our remuneration package rewards talent from the beginning and sets us apart from others in the industry, including:

- Full-time employees start with three weeks of vacation.
- Paid Internships to support the next generation of farmers and growers.
- As of September 30th, 2021 the State of Florida increased the minimum wage to \$10.00. Subsequently, Alico increased entry wage to \$11.00.
- Through our 401k plan, Alico matches the first 3% of eligible earnings and the subsequent 2% of eligible earnings are matched at 50 percent.
- Signing bonus for field workers and new hire referrals.
- Paying 94.6% of employee medical premiums, which is above the industry average.
- Supporting work/life flexibility.

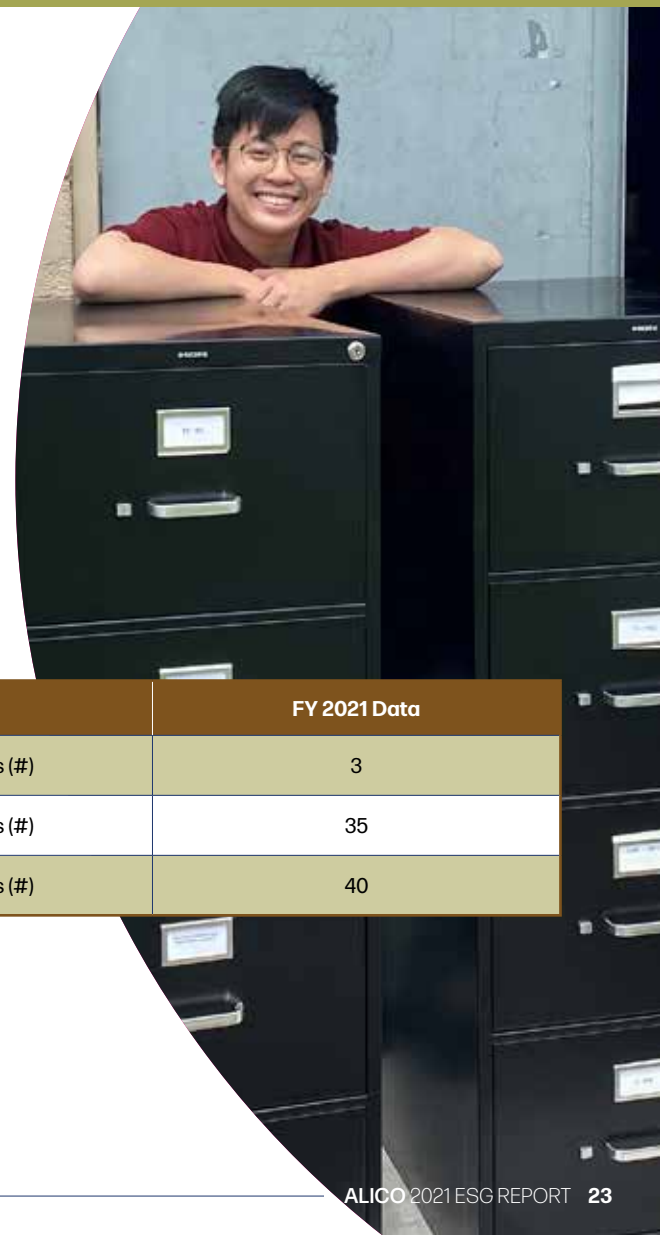
## TRAINING AND DEVELOPMENT

We invest in our people at every level of seniority, providing opportunities to build job skills and leadership capacity through a structured training program designed to balance flexibility and opportunity. Our Safety Policy outlines our personnel training, job responsibilities and job operations, methods and procedures used.

In FY 2021, we offered employees a variety of courses through our online learning management system, including goal setting, team communication and collaboration, situational leadership, unconscious bias and inclusive leadership, and how to have powerful conversations. In addition, three employees received tuition reimbursement upon completing college-level coursework for accounting, information technology, and agriculture management.

## AVERAGE TRAINING PER EMPLOYEE

Indicator	Unit	FY 2021 Data
Executives	Number of hours (#)	3
Management	Number of hours (#)	35
Permanent Workforce	Number of hours (#)	40



# HEALTH & SAFETY

At Alico, our health and safety program is designed to ensure that every person goes home safely each night. We are guided by a comprehensive Safety Manual, which covers topics including safe operations, emergency preparedness, and hazard identification and mitigation. We expect our suppliers to abide by these same safety practices, as set out in our Vendor Code of Conduct. The Alico Health and Safety Committee, which consists of both managers and staff, works with employees and third-party labor contract service providers to ensure a safe workplace. The Committee meets monthly and provides valuable feedback and recommendations to our executive team on a number of different topics such as roles and responsibilities of the Safety Committee, locations of wash-out and hydration locations, cellphone usage and Alico’s COVID-19 Policy.

## COVID-19 RESPONSE

In March 2020, COVID-19 forced communities across the country to lock down, businesses to close, and people to stay home. As an essential business, we were able to continue providing products and delivery, and our entire team pulled together to serve our customers. Our top priority continues to be safeguarding the health and safety of our employees, contractors, customers. We’re proud to report that we had no confirmed COVID-19 transmission at the workplace through a comprehensive approach to safety that includes:

- Enabling office staff to work remotely.
- Designing a comprehensive plan to encompass social distancing among workers and vendors.
- Providing COVID-19 safety/PPE equipment, supplies and signs.
- Conducting site checks and random inspections for COVID-19 protocols.
- Offering four hours PTO for COVID vaccination.
- Sponsoring a COVID-19 vaccination fair in a nearby community.
- \$500 cash incentive offered to voluntarily vaccinated employees.

## ALICO'S HEALTH AND SAFETY STRATEGIES

Track and report our safety rates, so that we can measure progress over time	<p>We track all health and safety metrics at the corporate level for a clear understanding of issues, trends and opportunities for improvement. As part of our health and safety program, we monitor workplace injuries, including critical injuries, lost time, healthcare and first aid injuries.</p> <p>We also participate in regulatory inspections, and mandatory training in compliance with the State of Florida's requirements.</p>
Train and equip people to do their jobs safety	<p>We provide uniforms, PPE, annual respirator fit tests to ensure our operational staff have the necessary tools to do their jobs safely and effectively.</p> <p>Alico holds quarterly meetings with employees to review risks and opportunities for improvement for common incidents including slips, falls, bee stings, and finger lacerations. Regardless of the incident, employees must report any accidents and injuries using the official incident report and include a corrective action plan.</p> <p>We are mandated to provide necessary health and safety training for those team members, including new hires, who are required by the State of Florida to complete Worker Protection Standards Training (hazardous chemicals), an 8-hour OSHA Level 2 class each year, commercial training for pesticide licensing, driver safety and CPR training. We also provide Office Safety and Active Shooters training.</p>
Focus holistically on wellbeing	<p>Safety Pays™ is our safety incentive program that encourages Alico employees to practice safety every day through a daily safety reminder and new BINGO number. The longer the company goes without a workplace injury, the more money accrues in the pot until an employee hits BINGO!</p> <p>Alico has an array of healthy lifestyle programs, benefits and incentives including the Women’s Group Walking Club, Employee Assistance Program (“EAP”), a Weight-Loss Challenge, a Virtual 4K, and flexible health spending account. We also provide onsite health risk assessment, biometric screening, flu shots, and a blood drive.</p>

## SAFETY PERFORMANCE

Indicator	Unit	FY 2021 Data
Total recordable incident rate (TRIR)	Rate	2.06
Fatalities	Rate	0
Near miss frequency rate (NMFR)	Rate	0.04



# DIVERSITY

Alico makes diversity, equity and inclusion a priority throughout our workplace. Guided by our Sustainability Policy’s labor and human rights commitments, we believe that building and supporting a culture of respect enables all of our employees to perform at their best. Working as a unified team, we improve our business, increase productivity and position ourselves for long-term success in a competitive marketplace. Our strategy is based on three components:

- Enact policies and programs that create a welcoming workplace, based on respect and inclusion.
- Proactively seek to recruit and retain a diverse workforce at all levels of the company.
- Track and report our diversity numbers, so that we can measure progress over time.

## ALICO WOMEN’S GROUP

This year, Alico created a women’s employee resource group to help foster diversity and inclusion. This group, made up of female employees from various ethnic, racial and religious backgrounds, is a place to discuss and provide ideas and mutual support on topics like wellness, balancing work/life commitments, the challenges of being a working mother, and career advancement opportunities. In addition, the group’s “Pay It Forward” initiative supports community volunteer activities.

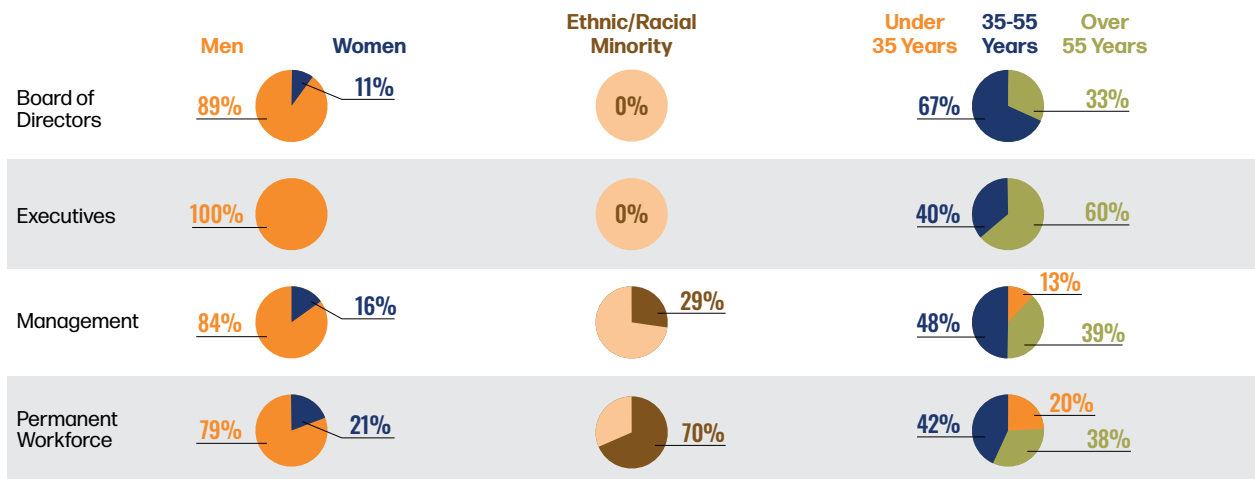
## SUPPORTING SPANISH SPEAKERS

Located in highly-populated Latino and Hispanic communities in Florida, Alico is working to ensure that language is no barrier to successful employment. We’ve made significant progress in translating our policies, procedures, and employee training and development classes into Spanish, including:

- Employee Handbook.
- Benefits and compensation packages.
- Payroll and salary deposit website.
- Employment application online training for core skills and leadership development.



## WORKPLACE DIVERSITY PERFORMANCE



# FAIR LABOR

Alico, Inc. is committed to ensuring that labor and human rights are respected throughout our workforce, including our temporary and contingent employees. Our commitments, outlined in more detail in our Sustainability Policy, include:

- Providing healthy working conditions, open communication, professional growth, and development, fair work hours, and competitive wages and benefits.
- Defending the right to equality and freedom from discrimination and harassment.
- Respecting the rights of employees to join organizations or bargaining groups for representation and to engage in collective bargaining.
- Providing a safe and healthy workplace and minimizing the risk of accidents, injury, and exposure to health risks.
- Opposing all forms of slavery, child labor, servitude, forced labor, and human trafficking.
- Engaging with employees and communities, including vulnerable and disadvantaged groups, on human rights matters that are important to them such as land rights, access to water and health.

We have a grievance process that includes the option for anonymous and confidential reporting directly to the Chair of the Audit Committee of the Alico Board of Directors. Our Whistleblower Protection Policy prohibits any retaliation against individuals who report a concern in good faith. Finally, we have contracted with a recognized human rights consultancy to develop a mandatory human rights training video (in English and Spanish) that will be shared with all Alico employees before the end of the calendar year.

## WORKING WITH FARM LABOR CONTRACTORS

Alico uses farm labor contractors (“FLCs”) to supplement our permanent workforce. In the agriculture industry, these contractors are often the most vulnerable to labor abuses. To minimize risk to workers and to Alico’s reputation, we are committed to ensuring our compliance with all applicable laws, regulations, and other employment standards when dealing with FLC service providers.

Our Third-Party Labor Policy, created in FY 2021, outlines our requirements for labor brokers including, but limited to, provisions on minimum legal working age, proper work permits and documentation, prohibition on recruitment fees and bonds, prohibitions on discrimination and harassment, restrictions

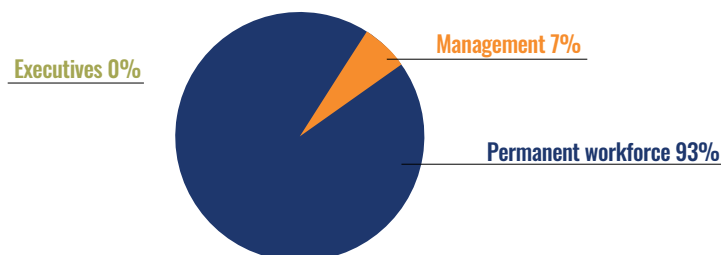
on holding worker documents, prohibitions on corruption and bribery, and grievance procedures and corrective action processes. Most importantly, these provisions must be enforced throughout the entire recruitment process, from initial solicitation to final employment. During the annual contracting process, Alico uses a variety of methods to confirm that each FLC meets our standards for ethical conduct, including:

- Confirming current license and good standing by the United States Department of Labor.
- Reviewing supporting documentation directly from the broker proper compensation of its employees and compliance with the terms of its written job offers.
- Receiving a written acknowledgement of the policy from the contractor to abide by this policy document.

## EMPLOYEE TURNOVER PERFORMANCE

Indicator	Unit	FY 2021 Data
Total turnover	Percent (%)	37
<i>Voluntary</i>	Percent (%)	32
<i>Involuntary</i>	Percent (%)	5

## PERCENT OF TOTAL TURNOVER BY JOB FUNCTION





# ABOUT THIS REPORT

## BOUNDARIES AND SCOPE

This is Alico's first ESG report. It covers our policies, practices and performance data on a range of environmental, social and governance issues for fiscal year 2021 (October 1, 2020 to September 30, 2021). Unless otherwise specified, boundaries are based on operational control, including the grove operations and land operations. It excludes land that has been leased to third parties.

## ASSURANCE AND VERIFICATION

We have engaged Strategic Sustainability Consulting ("SSC"), an independent party, to support our sustainability reporting efforts. We believe that this report contains information that is accurate, timely, and balanced. In preparing the material for this report, we have completed an internal assessment process in conjunction with SSC to review the contents for clarity, but the report is not externally assured and the data within this report has not been third-party verified.

## RESTATEMENTS

There are no restatements from prior disclosures.

## FOR MORE INFORMATION

We welcome your feedback, comments and questions on this report and other ESG matters.

Carisa Keller  
Director of Sustainability  
239-266-2000  
alicoesg@alicoinc.com

## CAUTIONARY STATEMENT ABOUT FORWARD-LOOKING STATEMENTS

This report contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. These forward-looking statements are based on Alico's current expectations about future events and can be identified by terms such as "plans," "expect," "may," "anticipate," "intend," "should be," "will be," "is likely to," "believes," and similar expressions referring to future periods.

Alico believes the expectations reflected in the forward-looking statements are reasonable but cannot guarantee future results, level of activity, performance, or achievements. Actual results may differ materially from those expressed or implied in the forward-looking statements. Therefore, Alico cautions you against relying on any of these forward-looking statements. Factors which may cause future outcomes to differ materially from those foreseen in forward-looking statements include, but are not limited to: changes in laws, regulation and rules, including tax laws and tax rates; climate change; weather conditions that affect production, transportation, storage, demand, import and export of fresh product and their by-products; increased pressure from diseases including citrus greening and citrus canker, as well as insects and other pests; disruption of water supplies or changes in water allocations; market pricing of citrus; pricing and supply of raw materials and products; market responses to industry volume pressures; pricing and supply of energy; changes in interest rates; availability of refinancing; availability of financing for land development activities and other growth and corporate opportunities; onetime events; acquisitions and divestitures; ability to make strategic acquisitions or divestitures; ability to redeploy proceeds from divestitures; ability to consummate selected land acquisitions; ability to take advantage of tax deferral options; seasonality; labor disruptions; inability to pay debt obligations; inability to engage in certain transactions due to restrictive covenants in debt instruments; government restrictions on land use; changes in agricultural land values; impact of the COVID-19 outbreak and coronavirus pandemic on our agriculture operations, including without limitation demand for product, supply chain, health and availability of our labor force, the labor force of contractors we engage, and the labor force of our competitors; other risks related to the duration and

severity of the COVID-19 outbreak and coronavirus pandemic and its impact on Alico's business; the impact of the COVID-19 outbreak and coronavirus pandemic on the U.S. and global economies and financial markets, including without limitation related legislative and regulatory initiatives; access to governmental loans and incentives; any reduction in the public float resulting from repurchases of common stock by Alico; changes in equity awards to employees; whether the Company's dividend policy, including its recent significantly increased dividend amounts, is continued; whether the Company's cash flow can support and sustain the Company's dividend policy, including any future increases in dividend amounts; expressed desire of certain of our stockholders to liquidate their shareholdings by virtue of past market sales of common stock, by sales of common stock or by way of future transactions designed to consummate such expressed desire; political changes and economic crises; ability to implement ESG initiatives; competitive actions by other companies; increased competition from international companies; changes in environmental regulations and their impact on farming practices; the land ownership policies of governments; changes in government farm programs and policies and international reaction to such programs; changes in pricing calculations with our customers; fluctuations in the value of the U.S. dollar, interest rates, inflation and deflation rates; length of terms of contracts with customers; impact of concentration of sales to one customer; changes in and effects of crop insurance programs, global trade agreements, trade restrictions and tariffs; soil conditions, harvest yields, prices for commodities, and crop production expenses. Other risks and uncertainties include those that are described in Alico's SEC filings, which are available on the SEC's website at <http://www.sec.gov>. Alico undertakes no obligation to subsequently update or revise the forward-looking statements made in this report, except as required by law.

This report also contains financial projections that are necessarily based upon a variety of estimates and assumptions which may not be realized and are inherently subject, in addition to the risks identified in the forward-looking statement disclaimer, to business, economic, competitive, industry, regulatory, market and financial uncertainties, many of which are beyond the Company's control.

# ESG TEARSHEET

SASB Reference	Indicator	Unit	2021 Data
FB-AG-110a.1	Scope 1 emissions	Metric tons CO2e (tCO2e)	54,960.25
	<i>Non-Mechanical Field Management Emissions</i>	Metric tons CO2e (tCO2e)	48,334.47*
	<i>Stationary Combustion</i>	Metric tons CO2e (tCO2e)	3,807.97
	<i>Mobile Combustion</i>	Metric tons CO2e (tCO2e)	2,759.43
	<i>Refrigerants</i>	Metric tons CO2e (tCO2e)	58.38
	Scope 2 emissions	Metric tons CO2e (tCO2e)	537.79
FB-AG-110a.2	Strategy to manage Scope 1 emissions and performance against targets	Discussion	See page 13
FB-AG-110a.3	Fleet fuel consumed	Gigajoules (GJ)	15,814.76**
	<i>Percentage renewable</i>	Percent (%)	0
FB-AG-130a.1	Operational energy consumed	Gigajoules (GJ)	93,162.86
	<i>Electricity</i>	Gigajoules (GJ)	4,964.20
	<i>Diesel</i>	Gigajoules (GJ)	72,169.26***
	<i>Propane</i>	Gigajoules (GJ)	214.64
	<i>Gasoline</i>	Gigajoules (GJ)	15,814.76****
	Percentage electricity from the grid	Percent (%)	100
	<i>Percentage renewable</i>	Percent (%)	3.90
	Percentage renewable electricity (additional)	Percent (%)	0

\* Fertilizer

\*\* Gasoline powered fleet only.

\*\*\* Includes fleet fuel consumed, including vehicles and equipment, as well as non-mobile machinery.

\*\*\*\* Fleet fuel consumed for vehicles and equipment.



SASB Reference	Indicator	Unit	2021 Data
FB-AG-140a.1	Total water withdrawn	Thousand cubic meters (m3)	2,640
	<i>Percentage in regions with high or extremely high water risk</i>	Percent (%)	48
	Total water consumed	Thousand cubic meters (m3)	2,640
	<i>Percentage in regions with high or extremely high water risk</i>	Percent (%)	48
FB-AG-140a.2	Water management risks and efforts to mitigate risk	Discussion	See page 15-16
FB-AG-140a.3	Number of incidents of water-related non-compliance	Number (#)	0
	Hazardous waste generated	Metric tons (mt)	57
	Non-hazardous waste generated	Metric tons (mt)	341
	<i>Landfilled</i>	Metric tons (mt)	330
	<i>Recycled</i>	Metric tons (mt)	11
FB-AG-250a.1	Global Food Safety Initiative (GFSI) audit non-conformance rate	Rate	0*
	<i>Corrective action rate for major non-conformances</i>	Rate	N/A
	<i>Corrective action rate for minor non-conformances</i>	Rate	N/A
	Number of recalls	Number (#)	0
	Volume of recalls	Metric tons (mt)	0
FB-AG-320a.1	Total recordable incident rate (TRIR)	Rate	2.06
	Fatality rate	Rate	0
	Near miss frequency rate (NMFR)	Rate	0.04
	Average training: executives	Number of hours (#)	3
	Average training: management	Number of hours (#)	35
	Average training: permanent workforce	Number of hours (#)	40

\*Alico did not have any GFSI audits in FY 2021.

SASB Reference	Indicator	Unit	2021 Data
	Gender diversity: Board of Directors	Percent women (%)	11
	Gender diversity: executives	Percent women (%)	0
	Gender diversity: management	Percent women (%)	16
	Gender diversity: permanent workforce	Percent women (%)	21
	Racial/ethnic diversity: Board of Directors	Percent minority (%)	0
	Racial/ethnic diversity: executives	Percent minority (%)	0
	Racial/ethnic diversity: management	Percent minority (%)	29
	Racial/ethnic diversity: permanent workforce	Percent minority (%)	70
	Age diversity: Board of Directors	Percent (%) under 35, 35-55, over 55	0, 67, 33
	Age diversity: executives	Percent (%) under 35, 35-55, over 55	0, 40, 60
	Age diversity: management	Percent (%) under 35, 35-55, over 55	13, 48, 39
	Age diversity: permanent workforce	Percent (%) under 35, 35-55, over 55	20, 42, 38
	Total turnover	Percent (%)	37
	<i>Voluntary</i>	Percent (%)	32
	<i>Involuntary</i>	Percent (%)	5
FB-AG-430a.1	Percentage of agricultural products sourced that are certified to a third-party environmental and/or social standard	Percent (%) by cost	0
	Suppliers' social and environmental responsibility audit non-conformance rate	Rate	N/A
	<i>Corrective action rate for major non-conformances</i>	Rate	N/A
	<i>Corrective action rate for minor non-conformances</i>	Rate	N/A
FB-AG-430a.3	Strategy to manage environmental and social risks arising from contract growing and commodity sourcing	N/A: Alico does not use contract growers or commodity sourcing	Discussion

SASB Reference	Indicator	Unit	2021 Data
FB-AG-430b.1	Strategies to manage the use of genetically modified organisms (GMOs)	Discussion	See page 18
FB-AG-440a.1	Principal crops and climate-related risks and opportunities	Discussion	See page 14
FB-AG-440a.2	Agriculture products sourced from regions with high or extremely high baseline water stress	N/A: Alico does not use contract growers or commodity sourcing	N/A
	Inquiries, complaints, or issues received by the legal or compliance office	Number (#)	0
	Customer retention	Percent	100
	Notices of violations for regulatory labeling and/or marketing codes	Number	0
	Public policy spending	\$ USD	25,000
	<i>Lobbying</i>	\$ USD	0
	<i>Campaign contributions</i>	\$ USD	0
	<i>Contributions to trade associations</i>	\$ USD	25,000
FB-AG-000.A	Citrus production	Metric tons (t)	261,485
FB-AG-000.B	Number of processing facilities	Number (#)	0
FB-AG-000.C	Total land area under active production	Hectares (ha)	19,830
FB-AG-000.D	Cost of agricultural products sourced externally	\$ USD	0





# ALICO

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