



NON-FINANCIAL STATEMENTS

EBRO FOODS, S.A.

2020

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1. ABOUT THIS REPORT

This report (the “**Report**”) contains the Non-Financial Statements of Ebro Foods, S.A. (the “**Company**”) and is part of the Management Report in the Consolidated Annual Accounts of the Company, as parent of the Ebro multinational group (the “**Ebro Group**” or the “**Group**”).

Reporting Period

2020

Reporting Framework

In this statement we report on the social, environmental and/or economic aspects that are important for the Ebro Group. The report has been prepared, in all material aspects, in accordance with the stipulations of prevailing commercial law and following the criteria of the selected GRI standards, as well as other criteria described according to the relevant provisions in the “Index of contents required by Act 11/2018 of 28 December on non-financial information and diversity”.

Scope and Coverage of the Report

The report presents on a consolidated level the non-financial indicators of all the companies operating the core businesses of the Ebro Group and their respective industrial sites at year-end 2020 (see Annex 1), except the energy consumption of five of the twelve offices leased by the Ebro Group, as we do not have consistent quantitative data. The tenants of those offices are: Ebro Foods (Granada), Herba Ricemills Romania (Bucharest), La Loma Alimentos (Buenos Aires, Argentina) and two of Tilda (India and Dubai). The global consumption by all twelve offices represents less than 1% of the group’s total energy consumption.

Changes in the reporting perimeter

The changes in respect of 2019 in the perimeter for consolidated reporting are:

1. The incorporation of Tilda Ltd., acquired on 28 August 2019, which completed its total integration within the Group (for the purpose of non-financial reporting) at the end of that year.
2. Inclusion of the environmental indicators of the three industrial plants of La Loma Alimentos, S.A. (Argentina). The other non-financial indicators were included in the 2019 Report.

Significant corporate operations during 2020

The Group announced divestments in the USA and Canada in October and November 2020.

Firstly, on 28/10/2020 the company announced the agreement reached with the Barilla Group for the sale of our dry pasta business “Catelli” in Canada, comprising the brands

Catelli®, Lancia® and Splendor® and the plant in Montreal (Quebec) for CAD 165 million. This divestment was concluded on 29/01/2021.

Secondly, on 5/11/2020 the Ebro Group announced the agreement reached with American Italian Pasta Company (owned by TreeHouse Foods, Inc.) for the sale of certain assets of our dry pasta and noodles business in the United States. The perimeter of the business sold comprises the brands Skinner®, Healthy Harvest®, American Beauty®, San Giorgio®, Splendor®, Lancia®, No Yolks® and Wacky Mac® and the St. Louis plant. The transaction was concluded on 11/12/2020 for USD 242.5 million.

All the non-financial indicators of both businesses have been included for the purpose of this Report. The financial figures are presented in accordance with the information reported in the Consolidated Annual Accounts.

Contact point for issues regarding the report or its contents

Ebro Foods, S.A.

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2. RESPONSE BY THE EBRO GROUP TO COVID-19

The response by the Ebro Group to the needs of the company and its stakeholders during the pandemic has been fast and effective.

Our first responsibility was to protect our employees' health and keep close to our customers and consumers, guaranteeing an adequate supply of our products in all the markets in which we operate. Moreover, as a socially responsible enterprise, we have endeavoured to contribute towards mitigating the negative impacts of the pandemic.

Our international scope gave us the chance to observe the consequences of COVID-19 in other countries, so we started to prepare our contingency plan before the crisis really set in.

The main measures implemented within this plan were:

1. Protection of our plants, building up our stocks of spare parts for machinery and the different production lines.
2. Reorganisation and bolstering of production, giving priority to the products in greatest demand.
3. Buying in personal protection equipment (PPE) and medical supplies to guarantee the health and safety of our employees.
4. Stepping up the already stringent safety protocol at our plants, with specific measures for entry, exit and inside the facilities.
5. Establishment of flexible working hours, giving priority to home working for office staff ("home office").
6. Doing tests and overseeing employee health.

Overall, we have spent EUR 12.2 million on maintaining these health and safety measures.

Through this contingency plan, together with diversification of sourcing and the engagement of our team, we have been able to give a full response, in due time and form, to the disproportionate, unforeseeable surges in demand during the initial lockdown and the successive waves of COVID.

The Group has also maintained all jobs, without any redundancy plans (ERE) or temporary lay-off plans (ERTE) in any of our subsidiaries.

At the same time, the Ebro Foundation and the different subsidiaries of our Group embarked on a number of global social initiatives to combat the effects of the coronavirus. These measures have consisted mainly of buying medical supplies for nursing homes and hospitals and making donations of food. The overall value of these aids was EUR 5.7 million.

In addition, in view of the complicated economic context and in our desire to support our shareholders, the Group has also distributed an extraordinary dividend of EUR 298.5 million, which, together with the ordinary dividend of EUR 87 million, brings the total dividend to EUR 386 million.

3. BUSINESS MODEL

The Ebro Group is the leading food group in Spain, global leader in the rice sector and the second fresh and dry pasta producer worldwide. Through a network of 33 subsidiaries, it operates in the principal rice and pasta markets in Europe, North America and South-East Asia, with a growing presence in other countries.

The main mission of the Ebro Group is to research, create, produce and put on the market high value-added foods that satisfy people's nutritional needs while improving their health and well-being, endeavouring at the same time to secure a transparent, efficient, sustainable business model.

The Group has a multi-company, multi-country and multi-brand business model. It has a decentralised culture in each of its subsidiaries for certain management areas, such as Commercial and Marketing, Logistics, Procurements, Human Resources and Environment, with a clear focus on the business while taking account of the specific idiosyncrasies, laws, etc. of each country. At a higher level, the parent company (Ebro Foods, S.A.), with a light, dynamic structure, is responsible for defining the Group's overall strategy and management guidelines. Decision-making is prompted by the parent's board of directors.

The Ebro Foods Group is managed by business areas that combine the type of activity they perform and their geographical location. Our core business areas are:

- Rice: This covers the production and distribution of different rice varieties and their by-products and culinary supplements. The industrial and brand business follows a multi-brand model. It is present throughout Europe, the Mediterranean Arc, India and Thailand through companies in the Herba Group, and in North and Central America, the Caribbean and the Middle East through the Riviana Group.
- Pasta: This includes the production and marketing of dry and fresh pasta, sauces, semolina and their by-products and culinary supplements, through the Riviana Foods Canada Corporation Group (formerly Catelli Foods Corporation), the Panzani Group (France, French-speaking countries and Italy, through its fresh pasta specialist subsidiary Bertagni) and Garofalo (Italy and rest of world).

Global Presence

The Ebro Group operates worldwide through a portfolio of over 64 brands, in 81 countries, with industrial and commercial facilities in 15 of them. In the remaining 66 countries, we only engage in commercial activity. Our industrial park comprises some 83 sites, including production plants, offices and warehouses.

List of countries with commercial and industrial presence

Germany	France
Belgium	Netherlands
Cambodia	India
Canada	Italy
Denmark	Morocco
Portugal	UK
Spain	Thailand
USA	

List of countries with only commercial presence

Angola	Estonia	Libya	Saint Lucia
Saudi Arabia	Finland	Lithuania	Senegal
Algeria	Gabon	Madagascar	South Africa
Austria	Ghana	Mauritius	Sweden
Bahamas	Greece	Mauritania	Switzerland
Bahrein	Guinea	Mexico	Taiwan
Barbados	Haiti	Mozambique	Trinidad & Tobago
Belize	Hungary	Niger	Tunisia
Benin	Indonesia	Oman	Turkey
Brazil	Ireland	Panama	Ukraine
Cambodia	Reunion Island	Peru	Yemen
Chile	Iceland	Poland	Djibouti
Colombia	Israel	Qatar	
South Korea	Jamaica	DR Congo	
Ivory Coast	Japan	Czech Republic	
Curazao	Jordan	Romania	
United Arab Emirates	Kuwait	Russia	
Slovakia	Lebanon	Saint Martin	

Financial metrics

In 2020, the Ebro Group's net turnover grew by 15.4% year on year to EUR 2,897.5 million, boosted by the positive evolution of our businesses during the pandemic and an efficient organisation of production to meet peak demand. Its Adjusted EBITDA was EUR 364.2 million, up 18.8% on 2019. Net profit totalled EUR 192.4 million, up 35.7% year on year, while net debt was reduced by EUR 49 million to EUR 951 million.

At 31 December 2020, the company had a market capitalisation of EUR 2,914 million.

Environment and trends

2020 was a turning point in our recent history owing to the appearance of COVID-19, a virus that has shown us just how vulnerable our world is, causing a health and social-economic crisis that still continues one year later. The most direct effects of the pandemic on society are a severe economic crisis and a strong feeling of defencelessness, insecurity and uncertainty until an effective treatment is found.

In the food sector, the different COVID waves and successive lockdowns have led to a significant increase in home consumption to the detriment of the HORECA channel, which has been extremely hard hit by the continuous closures of the hospitality sector. In this context, in the first stage of the pandemic consumers were exceedingly concerned with stocking their pantries mainly with basic necessities, without paying much attention to differentiation. As the pandemic continued and the fear of shortages subsided, they started buying higher value-added products to make up for leisure time previously enjoyed in bars and restaurants and reverted to more normal quantities.

The pandemic has also accelerated the change that had been announced many times in certain consumption patterns, including an extraordinary growth in online shopping, new consumer experiences and consolidation of the consumer preference for local supermarkets for their in-person shopping.

Against this backdrop, the general trends are towards:

Increased personal consumer experience, sustainability, health and pleasure

Consumers now have greater decision-making capacity, more information and more shopping tools, and they are willing to pay more for products they can relate to. This is associated with:

- a. Demand for quality products that are easy to prepare and immediately satisfy their wishes.
- b. Preference for natural, healthy, organic products. The increased consumption of fresh products and the importance given to small companies and start-ups that make consumers feel in touch with nature are very much in tune with this sentiment.
- c. Search for sustainable products corresponding to the circular economy that include different players in their preparation and sale.
- d. Desire for a wider choice. Quality private label brands have broadened their customer base, spanning practically all social classes and segments of population.

Social changes

- a. Ageing population, increased power of older generations. The baby boomers have transformed this segment of the population; their purchasing power has increased and their aspirations and needs (activity and health) differ from those traditionally associated with this social group.

- b. Smaller families, with a constant growth in the number of single-member households; new formats and customised goods and services.
- c. The younger generations are more concerned about social and environmental issues and sustainability.
- d. Increased mobility and immigration in many developed countries, accompanied by new tastes and ways of preparing food.

New channels and services

- a. On-line shopping and connectivity (possibility of shopping through traditional operators, who offer easy use, fast deliveries, etc.).
- b. Growth of local supermarkets, with more frequent shopping and increased availability (24-hour opening, alliances with filling stations or other high-traffic points).
- c. Consolidation of virtual stores (such as Amazon) on the distribution market along with the new consumer trends and use of technology.
- d. New ways of cooking or consuming food (by order, through vending machines, snacks as meal substitutes, etc.).

At the date of closing this report, consumers are extremely concerned about the economic crisis, many of them struggling with unemployment and weary of the excessively drawn-out health situation. Brands will have to take on a highly significant role in this respect, bringing the confidence, security and calm that consumers need. We are also witnessing a recovery of competition, with price wars among distributors and intense promotion activity as rivals vie to be picked as consumers' first choice.

All these changes have brought new challenges for distributors and producers, making it essential to convert both physical and digital points of sale into strategic centres. Adequate visibility and range is key to success. Investments in advertising are shifting towards digital media, characterised by their agility, that currently account for over 50% of the Group's publicity actions. This includes permanent listening to consumers up to the launching of products, which shortens times and enables us to react swiftly. Finally, our commitment to sustainability throughout the value chain is fundamental for continuing to play an important role: Convenience + Health + Sustainability are the drivers of innovation.

Strategy

The Group's strategy focuses on becoming a major player in the rice, pasta and healthy grains markets, and in other cross categories defined as "meal solutions". Within that strategy, the Group has the following goals:

- ✚ Reach a global position open to the incorporation of related products (such as value-added pulses).
- ✚ Consolidate our status as a benchmark business group in our different business areas.

- ✚ Lead innovation in the geographical areas in which we are present.
- ✚ And establish ourselves as a responsible enterprise, committed to social well-being, environmental balance and economic progress.

To refine our strategy, the Group is underpinned by general principles of conduct and growth levers that are considered vital to raise the value of our business and step up our firm commitment to sustainable development.

Principles of conduct

- ✚ Foster ethical management based on good governance practices and fair competition.
- ✚ Comply with the laws in place, acting at all times with a view to preventing and minimising economic risks, including tax risks, as well as social and environmental risks.
- ✚ Seek a return on investment while guaranteeing the operational and financial soundness of its business activities. Uphold business profit as one of the bases for the future sustainability of the business and the large groups of agents directly and indirectly related with the Group.
- ✚ Generate a framework of labour relations that favours training and personal and professional development, respects the principles of equal opportunities and diversity and promotes a safe, healthy working environment.
- ✚ Reject any form of abuse or violation of the fundamental and universal rights, in accordance with international law and practice.
- ✚ Promote a relationship of mutual benefit with the communities in which the Group is present, proving ourselves sensitive to their cultures, contexts and needs.
- ✚ Satisfy and anticipate the needs of our customers and end consumers, offering a broad array of products and healthy, differentiated food.
- ✚ Steer our processes, activities and decisions not only to generate profits, but also to protect the environment, prevent and minimise environmental impact, optimise the use of natural resources and preserve biodiversity.
- ✚ Develop a framework of responsible, true, transparent dialogue and communication with stakeholders, establishing stable communication channels and providing stakeholders regularly and transparently with rigorous, accurate, important information on the Group's activities.

Growth levers

- ✚ Organic and inorganic growth in countries with high levels of consumption and expansion of business in developing countries with high growth potential.

- Move into new territories or categories, paying special attention to new fresh products (snacks, crisps, omelettes, sandwiches, pizzas, ready-to-serve meals) and new ranges of ingredients with greater value added.
- Develop products that offer a complete culinary experience, extending our catalogue with new formats (maxi cup, compact, etc.), flavours (fresh pasta, range of in-a-cup products, fresh-quality sauces) and ready-to-serve meals (rice and pastas in the pan, “Banzai” cups, etc.).
- Achieve leadership in mature markets, opting for differentiation based on product quality. Expand and lead the premium category with our brands Garofalo and Tilda.
- Broaden our geographical presence and complete our product/country matrix:
 - Seeking business opportunities in mature markets with a business profile similar to ours and in specialist market niches that allow us to shift our strategy from a generalist position to that of a multi-specialist (individual solutions).
 - Expanding into new business segments within markets in which we are already present: pasta in India, broadening the range of products in the Middle East or Eastern Europe.
- ✚ Significant positioning in the healthy and organic foods segment in all our brands, through new concepts based on ancient grains, organic, gluten free, quinoa, etc.
- ✚ Differentiation and innovation, investing in two aspects to enhance our product range:
 - Research, development (R&D) and innovation through our five research, development and innovation centres and an investment policy that enables us to convert new ideas and needs into reality for our customers and end consumers.
 - Focus on leading brands in their respective segments, together with a commitment to invest in advertising to promote their development.
- ✚ Low risk exposure. The Ebro Group deals with change in the consumer and financial markets and social change with a firm vocation to adaptation and permanence. To achieve this, it endeavours to secure: (i) balanced sources of recurring income (markets, currencies), (ii) low leverage so that it can grow without exposure to “financial turmoil”, (iii) new supply channels and (iv) long-term relations with its stakeholders (customers, suppliers, authorities, employees and society).
- ✚ Implementation of sustainability throughout the entire value chain (“from the farm to the table”) through a Sustainability Plan called RUMBO A 2030 [“Heading for 2030”], which focuses on:

- People. The development of plans and measures to enhance the well-being of our professionals at work, supporting continuous training and professional development to retain talent, seeking formulas to enhance their work-life balance, equality and diversity, health and safety at work. Driving initiatives that foster social and economic progress and help to reduce inequality in the communities in which we operate.
- Health and well-being. Our contribution is the core of our activity, offering natural, healthy food solutions that facilitate our lifestyle and provide pleasure for consumers. The R&D and innovation department works with these premises and the way we interact with consumers fosters healthy habits, encouraging creative ways of eating through recipes, blogs and advertising campaigns.
- Our planet. Our determination to minimise the environmental impact of the Group's operations and work on mitigating and adapting to the effects of climate change and the sustainability of our raw and auxiliary materials. We endeavour to cooperate in the use, elimination or reduction of non-degradable materials in agricultural, increase energy efficiency, reduce water consumption for crops and in production plants, and oversee external processes in our value chain.

4. CORPORATE SOCIAL RESPONSIBILITY MODEL

The Ebro Group considers sustainable growth one of the basic pillars of its management strategy, to secure its consolidation as a benchmark business group in its areas of activity and position itself as a global, sound, innovative, responsible enterprise committed to social well-being, environmental balance and economic progress. Accordingly, it has incorporated environmental, social and ethical criteria in its decision-making processes, alongside the typical economic variables.

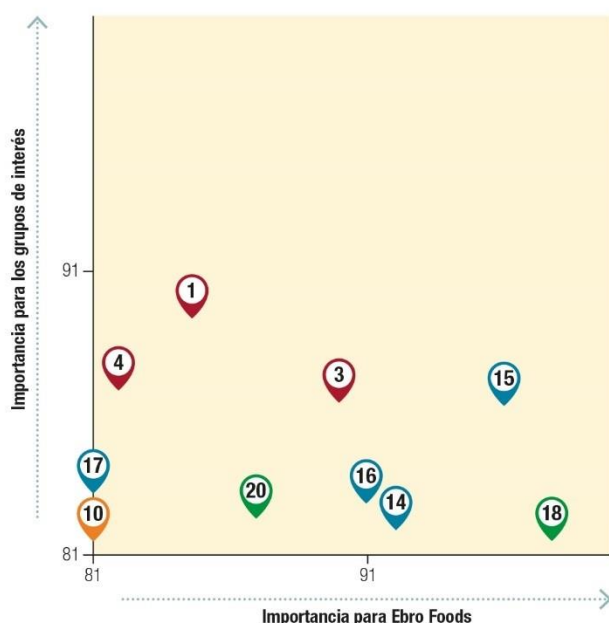
In this context, the Ebro Group views Corporate Social Responsibility (CSR) as the creation of a sustainable business model, which, as well as contributing value, profitability and competitiveness, contributes towards the progress of society, generates trust among our stakeholders and leads to the creation of shared value for all those who interact with us in our business activities.

The Group has followed a four-stage procedure to define and design this CSR model:

1. Diagnosis of the sustainability measures taken by the different companies in the Group.
2. Detailed analysis of our value chain with a view to identifying the potential risks and impacts, both positive and negative, of our operations. Within this process we have identified three key areas, in which we can make the most valuable contributions to society, as they are inherent in our core business and present throughout the entire chain: (i) nutrition and health, (ii) agricultural development, by promoting and implementing sustainable agricultural practices, and (iii) environmental management.
3. Constant dialogue with our internal and external stakeholders, which has enabled us to identify their main concerns and incorporate their suggestions in the design and implementation of the Group's action plans.
4. Materiality analysis: In 2017 we updated our materiality analysis, assisted by Forética. That analysis collected the expectations of our stakeholders (authorities, customers, employees, investors, media, NGOs and suppliers) in Spain, North America, France, Italy, Netherlands, India and Morocco, and from our own corporate management, represented by the Audit and Compliance Committee.

After identifying the principal challenges and opportunities of the Group in respect of sustainability and benchmarking the positioning of other companies in the food sector, we established 23 important topics for consultation, classified into 8 different areas: (i) health and safety of direct and indirect workers, (ii) job quality, (iii) positive social and economic impact on society, (iv) driving force for innovation, (v) promotion of healthy food, (vi) maximising food safety and quality, (vii) implementation of environmental policies and (viii) good governance, integrity and transparency.

Matriz global de materialidad



Tres aspectos destacan por su relevancia para la organización y sus grupos de interés:



Maximizar la calidad y la seguridad alimentaria a lo largo de la cadena de valor.



Prevenir y evitar accidentes y daños mejorando la seguridad del empleo directo e indirecto (fabricación y distribución)



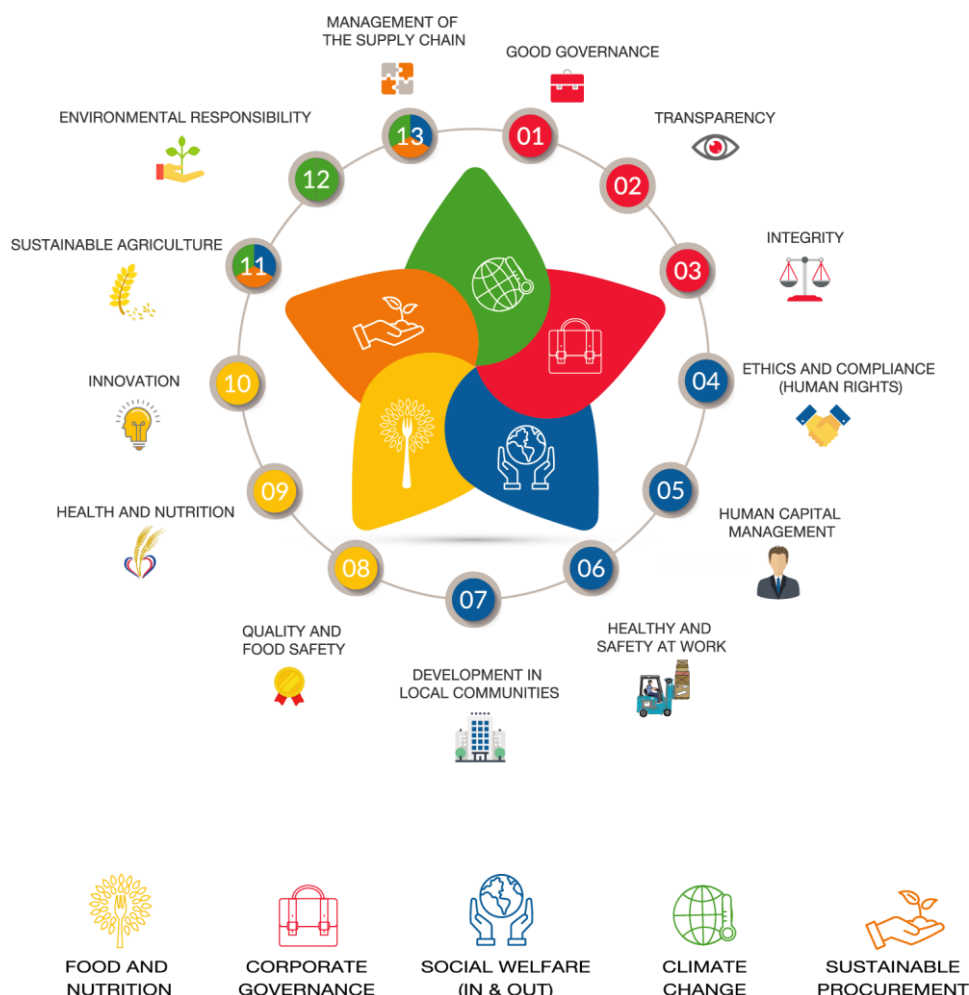
Implementar políticas ambientales (sobre todo aquellas relacionadas con el cambio climático y el agua)

HEALTH AND SAFETY OF WORKERS (DIRECT AND INDIRECT)	
1	Prevent and avoid accidents and damage by improving the safety of direct and indirect jobs
3	Promote compliance with human rights throughout the supply chain
JOB QUALITY	
4	Manage human resources responsibly (equality, work-life balance, diversity)
DRIVING FORCE FOR INNOVATION	
10	Invest in developing better food solutions for society
PROMOTE HEALTHY, SUSTAINABLE FOOD	
14	Use raw materials based on environmental and social sustainable principles as ingredients for ready-to-serve dishes
15	Promote sustainable growing and production of the principal raw materials used
16	Foster sustainable good practices throughout the supply chain
MAXIMISE FOOD QUALITY AND SAFETY	
17	Promote the implementation of management systems and tools to maximise quality and information for consumers
IMPLEMENT ENVIRONMENTAL POLICIES	
18	Make the fight against climate change one of the organisation's focal points
20	Develop policies and make investments to reduce and optimise water consumption

Five strategic focal points have been identified through this procedure: **Our Team, Our Community, Our Public, Our Shareholders and Our Environment**, and five areas for action organised around the economic, environmental, social and governance pillars,

namely: **Corporate Governance, In&Out Social Well-Being, Food and Nutrition, Sustainable Procurement and Climate Change.**

Thirteen principal working priorities are established around these focal points and areas for action to guarantee sustainability in each aspect of our business.



To make these 13 priorities effective, in 2019 we launched our Global Sustainability Plan (GSP) **HEADING FOR 2030** [“RUMBO A 2030”], with the slogan **Caring for you and the Planet**. This Plan lays down the guidelines and action plans that the Ebro Group will implement up to 2030 to meet the demands and expectations expressed by our stakeholders in the materiality analysis, contribute towards achievement of the 2030 Agenda and minimise the negative impacts that our operations may have on the environment while maximising the positive effects of those activities.

The three main pillars of action of **HEADING FOR 2030** are people, health through food and the planet.

With regard to people, the Plan promotes the well-being at work of our professionals, supporting ongoing training and professional development to retain talent, seeking ways

to balance work and home life and ensuring equal opportunities, diversity and health and safety at work. It also continues to implement actions that contribute towards social and economic development in our areas of influence.

Our primary goals in caring for the planet are to guarantee the environmental efficiency of all the Group's operations, working to mitigate and adapt to the effects of climate change and the sustainability of our principal raw materials.

As for the third pillar, with the aim of securing the health and well-being of our consumers, in addition to its heavy investment in R&D and innovation to guarantee a broad range of safe, healthy products, the Group will continue to oversee the quality and food safety of those products while actively promoting healthy eating habits and lifestyles.

2019 was the starting point for this Plan and the definition of part of the indicators that will monitor the progress achieved in each of the goals up to 2030. We are able to report on the progress towards each goal as from 2020. During 2020, we also completed quantification of the goals yet to be determined within HEADING FOR 2030, essentially those referring to the environment. In addition, a specific microsite has been set up on the domain caringforyouandtheplanet.com as an information and monitoring tool for the Plan.

At the beginning of 2021 we began the process of reviewing our materiality to adapt the new expectations of our stakeholders to the post-COVID era. We are currently analysing the proposals submitted by different suppliers and expect to implement them in the second quarter of this year.

Impact of COVID-19 on our materiality during 2020

The coronavirus outbreak affected the priorities on which we based our Corporate Social Responsibility and Sustainability work during 2020.

Although we have made progress in the development of actions related with the GSP HEADING FOR 2030, since the beginning of lockdown most of our actions have focused largely on three broad areas: our employees, our customers/consumers and society.

As far as our team is concerned, we have endeavoured to protect their health and safety, investing heavily in risk prevention and taking steps to facilitate flexible working and home working for office staff.

Another of our major priorities as a food enterprise has been to meet the needs of customers, consumers and society at large, filling shelves in an effort to transmit security and calm, guaranteeing access to food and helping to mitigate the adverse effects of the pandemic through the global development of social initiatives.

Alliances with environmental and social entities and initiatives

The Ebro Group and its Foundation belong to or have established alliances with different organisations or multi-stakeholder platforms that encourage and channel companies' commitment to society and the environment. Through these alliances they can give greater scope to the actions developed within their CSR strategy. Some of the important organisations are:

 <p>UN GLOBAL COMPACT Network Spain WE SUPPORT</p>	<p>Signatory of the United Nations Global Compact</p> <p>www.pactomundial.org</p>
	<p>Member of the Redistribution Committee of the Spanish Commercial Coding Association (AECOC) project against food waste "Don't waste food, use it"</p> <p>http://www.alimentacionsindesperdicio.com/</p>
	<p>Member of the SERES Foundation</p> <p>http://www.fundacionseres.org/Paginas/Inicio.aspx</p>
	<p>Member of Forética</p> <p>http://www.foretica.org/</p>
	<p>Sustainable Agriculture Initiative (SAI) Platform</p> <p>http://www.saiplatform.org/</p>
	<p>Sustainable Rice Platform (SRP)</p> <p>http://www.sustainablerice.org/</p>

	<p>Sedex</p> <p>https://www.sedexglobal.com/es/</p>
	<p>Ecovadis</p> <p>https://www.ecovadis.com/es/</p>
	<p>Ceflex</p> <p>https://ceflex.eu/</p>
	<p>Waste Warrior Brands</p> <p>https://toogoodtogo.es/es</p>

External assessments

Since 2015, Ebro Foods has been part of the FTSE4Good Index Series, an international sustainability index that includes companies that prove their commitment and leadership in environmental, social and corporate governance aspects. Our inclusion in this index verifies that we are a socially responsible investment vehicle.

Regulatory framework

In order to define the general guidelines of the Group and its associates, the Ebro Foods board approved in 2015 the following policies and principles of conduct:

1. Code of Conduct of the Ebro Group
2. Supplier Code of Conduct
3. Corporate Social Responsibility Policy
4. Social Policy
5. Risk Control and Management Policy
6. Corporate Governance Policy
7. Internal Code of Market Conduct
8. Policy for the Selection and Diversity of Directors

9. Senior Executive Remuneration Policy
10. Dividend Policy
11. Investment and Financing Policy
12. Treasury Stock Policy
13. Policy on Communication and Relations with Shareholders, Institutional Investors and Proxy Advisors

In addition to the foregoing, in 2019 the Board of Directors of Ebro Foods approved the Group's Policy against Corruption and Bribery. And in 2020, with a view to stepping up our commitment to Sustainability and Good Governance, the Board of Directors approved a new *Policy on Sustainability, Environment and Corporate Social Responsibility* expanding on the previous policy, and a new *Policy on Communication of Financial, Non-Financial and Corporate Information*.

5. RISK MANAGEMENT

As one of the corporate policies approved by the board of directors, the Risk Control and Management Policy lays down the basic principles and general framework for control and management of our business risks, including tax risks, and internal control of financial reporting to which the Company and other Group companies are exposed.

Within this general framework, the integral, homogenous Risk Control and Management System is based on the preparation of a business risk map, where risks are identified and assessed and risk management capacity is graded to obtain a ranking of risks from greater to lesser impact for the Group and their probability of occurrence. The risk map also identifies the measures to mitigate or neutralise the risks identified. The risk universe is grouped into four main groups: compliance, operational, strategic and financial. The first three groups also include the principal non-financial risks related with the company's business:

Operational risks

1. Food safety. Given the nature of the business, aspects regarding food safety are a critical point to which the Group pays special attention, being bound by a large number of laws and standards in each of the countries in which our products are produced and sold.

The Group's policy is based on the principles of compliance with the laws in force from time to time and guaranteeing food safety and quality.

The food safety programmes are based on following protocols to identify and control certain critical points (Hazard Analysis and Critical Control Points – HACCP-), so that the residual risk is minimal.

The main control points are grouped into:

- Physical points: controls to detect foreign bodies or the presence of metals
- Chemical points: detection of chemical elements or the presence of allergens
- Biological points: presence of elements such as salmonella or any other kind of pathogens

Most of our handling processes have obtained IFS (International Food Safety), SQF (Safe Quality Food) and/or BRC (British Retail Consortium) certificates, recognised by the Global Food Safety Initiative (GFSI) as food product certification standards, as well as local and special product certificates (Kosher, gluten-free or Halal foods).

The Group has also defined, developed and implemented a quality, environment and food safety management system compliant with the requirements of the

standards UNE-EN-ISO 9001 (Quality management), UNE-EN-ISO 14001 (Environmental management) and ISO 22000 (Food safety management).

2. Technological (trailing behind) risk. One of the most important tools for standing up to competition is differentiation and product alignment, which is based on constant technological innovation and the endeavour to adapt to consumer desires. The R&D and innovation strategy is a fundamental part of the Group's general strategy. The R&D and innovation departments, in close collaboration with the Commercial and Marketing departments, work on reducing this risk.

This area also includes cyber security risks. The exponential growth of internet access exposes companies and users to different types of attack: identity theft, malware, attacks on websites, zero-day attacks, etc. Accordingly, the Group made an audit of its security and drew up an action plan that contemplated: (i) ongoing training of personnel on these threats, (ii) definition of an adequate network infrastructure (firewalls, Wi-Fi access, network electronics, browsing possibilities and design of connected industrial networks), (iii) correct definition of user points (antivirus, mobile device management systems, permissions, updates) and (iv) programme for data preservation and management (back-ups, use of the cloud, shared information).

Environmental and strategical risks

1. Environment and natural risks. Drought and flooding in the commodity-producing countries can cause problems of availability and price instability. These natural risks can also affect consumers in the affected regions or even the Group's assets in those locations.

The best way of mitigating this type of risks is to diversify both the sourcing of raw materials and the countries in which our products are sold. The Group also makes sure it has flexible production capacity with plants in four continents, which minimises possible local problems. In addition, the Group has taken out insurance policies covering all its plants and sites, which would mitigate any disaster that could jeopardise their value.

2. Climate change. Global warming is a serious threat to the Group owing to our direct dependence and impact on natural resources such as land or water and their importance for the proper development of our business activities. Accordingly, we have set up a task force to study and classify the potential impacts that climate change may have on our organisation and assign to each one the appropriate mitigation and/or adaptation measures, based on a prior matrix of risks already identified*. Our sustainability plan **HEADING FOR 2030** (caringforyouandtheplanet.com), started up in 2019, contemplates a number of actions and goals for these measures, such as: 1) making a more efficient consumption of water and energy; 2) reducing, recovering and re-using waste; 3) recycling packaging; 4) optimising logistics; and 5) using new sustainable agriculture models and technologies.

*Initial matrix of potential risks deriving from climate change

Types of risk	Risks	Impacts	Measures
Financial Operational Strategic	Extreme weather events: droughts, torrential rain, hurricanes...	<ol style="list-style-type: none"> 1. Changes in the quality and quantity of harvests 2. Raw material price volatility 3. Production shutdown due to damage to own and/or external infrastructures 4. Rise in consumer prices 	<ol style="list-style-type: none"> 1. Geographical diversification for sourcing 2. Diversification of product portfolio 3. Anticipation of possible risks of weather perils when choosing workplace locations 4. Permanent innovation
Strategic Operational	Rising temperatures	<ol style="list-style-type: none"> 1. Smaller consumption of seasonal products 2. Changes in consumer habits 3. Greater energy consumption 4. Changes in crop yields 	<ol style="list-style-type: none"> 1. Diversification of product portfolio 2. Innovation 3. Improvement of energy efficiency 4. Innovation in agricultural technology and seed varieties 5. Sustainable agriculture
Financial	Higher taxes and rates for energy, water or transport	Smaller profits, new investments to adapt to changing market circumstances	<ol style="list-style-type: none"> 1. Improvement of energy efficiency 2. Optimisation and sustainability of logistics 3. Promotion of and incentive to improve sustainability in the company
Financial Compliance	Laws or Regulations imposing limits on emissions and fines for exceeding them	Financial, need for additional investments to adapt to the new laws/regulations	<ol style="list-style-type: none"> 1. Anticipation of new legal requirements, analysing trends, participating in forums, etc. 2. Consistent internal regulation of the matter 3. Promotion of and incentive to improve

Types of risk	Risks	Impacts	Measures
			sustainability in the company
Reputational Strategic	Negative reputation for lack or breach of commitments regarding climate change	1. Brand image, reputation 2. Loss of business	1. Publication of the company's good environmental practices 2. Participation in sectoral forums and entities related with the environment
Reputational Financial	Withdrawal of investment funds/shareholders due to non-compliance with required ESG criteria	1. Image, reputation 2. Market instability	1. Consistent internal regulation of the matter 2. Publication of the company's good practices 3. Proactive communication attitude

3. Reputational risk. This risk is associated with possible changes of opinion, giving rise to a negative perception of the Group, its brands or products by customers, shareholders, suppliers, market analysts, etc., which could have an adverse effect on the Group's ability to maintain relations (commercial, financial, labour, etc.) with its environment.

To deal with this risk, the Group has approved a Code of Conduct to guarantee ethical, responsible conduct by the organisation, its employees and all persons and institutions with which it interacts in the course of its business activities.

In this context, we have included as a significant risk unfounded negative comments or opinions that can so easily be posted in the social networks, owing to the very limited possibilities of controlling them other than close monitoring and specific communication actions to reverse their impact.

The Group's brands and employees are our most valuable intangible assets, so they are submitted to continuous assessment, considering different aspects, such as management, marketing, health and food safety, compliance and legal defence of intellectual property.

4. Changes in lifestyle. The proliferation of low carbohydrate diets and other food trends can have a bearing on consumers' perception of our products.

These risks can be mitigated by assessing consumption patterns and adapting the offer of products to the alternatives on the market, while participating actively in social forums to encourage healthy habits that are compatible with our products.

Compliance risks

1. Sector regulation. The agro-industrial sector is subject to numerous regulations affecting export and import quotas, customs duties, intervention prices, etc., subject to the guidelines set down by the Common Agricultural Policy (CAP). The Group's activity may also be affected by changes in legislation in the countries where the Group sources raw material or sells its products.

The Group deals with this risk by participating in or echoing the different legal and/or regulatory forums through a number of prestigious professionals who endeavour to secure adequacy and compliance.

Within this group, the increasingly strict laws on the use of fungicides and pesticides on the basic crops for this industry, especially rice, are becoming more and more important and linked to other operational risks such as supply and food safety.

To mitigate this risk, the Group has stepped up its quality controls and checks to detect this type of product, working on a selection of protection providers, who are going to be asked to incorporate sustainability criteria in their policies, and providing more education for growers to seek natural alternatives for these products.

2. General regulation. This includes compliance risks concerning civil, mercantile, criminal and governance laws and regulations. To help deal with criminal risks, the Group has a Crime Prevention Model, which is monitored and controlled by the Compliance Unit.

One specific part concerns respect for and compliance with human rights and maintaining appropriate ethical standards, as contemplated in the Group's Sustainability Plan and Code of Conduct.

3. Tax laws. Any change in the tax laws or their interpretation or application by the competent authorities in the countries in which the Group operates could affect our earnings.

To mitigate this risk, the Group, directed by those responsible for taxation, monitors the tax laws and possible interpretations thereof, requesting specific reports from specialists to support its stand, guided at all times by a principle of prudence in this matter.

In the process of classifying risks, a dynamic assessment is made of both inherent risk and the residual risk after applying the internal controls and protocols established to mitigate them. Those controls include preventive measures together with adequate segregation of duties, clear levels of authorisation and the definition of policies and procedures. These controls can in turn be grouped into manual and automatic, the latter being implemented by computer applications.

This model is both qualitative and quantitative and can be measured in the Group's earnings, so the risk level is considered acceptable or tolerable on a corporate level.

The Risk Control and Management System is dynamic, so the risks to be considered vary with the circumstances in which the Group operates.

The Risk Control and Management System, including tax risks and control of financial reporting, is based on the following structure:

- ✚ The Board of Directors, as the body ultimately responsible, determines the risk control and management policy, including tax risks and control of financial reporting.
- ✚ The Audit and Compliance Committee, through the Risks Committee, supervises and monitors the financial reporting and risk control systems, regularly informing the Board of any material aspects occurring in these areas. It is also responsible for supervising and overseeing internal control of the Group and the risk management systems, and for proposing to the Board the risk control and management policy and any measures for enhancing these areas.
- ✚ The Risks Committee, based on the policy established by the Board and supervised by and answering to the Audit Committee, is specifically responsible for coordinating and monitoring the risk control and management system, including the Group's financial reporting and tax risks. The analysis and assessment of risks associated with new investors also falls within the remit of the Risks Committee.
- ✚ The Management Committees of the different units, on which the Chairman of the Board and the Chief Operating Officer (COO) sit, assess the risks and determine the measures to be implemented.
- ✚ Risk officers in the different units. The Risks Committee appoints officers in the major subsidiaries to monitor the risk control and management system, including tax risks and financial information, and reporting to the Committee.
- ✚ Internal Audit Department. Within the internal audits made of the different subsidiaries, the company's Internal Audit Department checks that the financial reporting and risk management testing and control have been conducted adequately, complying with the indications of the Risks Committee.

NB: Further information on the description of risks and risk control and management system is available in section 4 of the Management Report and section E of the Annual Corporate Governance Report, both available on the corporate website.

6. HUMAN RIGHTS

Ensuring respect for Human Rights throughout our supply chain is one of the Group's priorities in Social Responsibility. We base our criteria in this respect on the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights and the Fundamental Principles and Rights at Work of the International Labour Organization (ILO).

This commitment is set out in: (i) our Code of Conduct, which establishes the principles and values that must underlie the actions of all persons and companies in the Ebro Foods Group, and (ii) our Supplier Code of Conduct, which establishes the principles, standards and business practices to be met by our suppliers and service providers in their relations with the Group and its professionals.

The Group's commitment to Human Rights is set out in Section IV, point 9 of our Code of Conduct. Points 9.1, 9.3, 9.4, 9.5 and 9.6 lay down the guidelines for eliminating discrimination in employment and occupation, eliminating forced or compulsory labour, effectively abolishing child labour and exercising the rights of freedom of association, to join unions and collective bargaining, in accordance with the laws currently in place. The same commitments are set out in points 3.2, 3.3, 3.4 and 3.7 of the Supplier Code of Conduct. Both Codes can be consulted on the Ebro Foods corporate website (<https://www.ebrofoods.es/en/csr/csr-in-ebro/codes-and-policy/>).

Human Rights due diligence

To support our commitment to human rights, the Ebro Foods Group is exploring the implementation of a Due Diligence System to detect, prevent and mitigate existing and potential adverse effects of our operations and throughout our value chain. Working towards this, we have prepared a detailed Due Diligence Questionnaire, which will be taken as the basis for defining, identifying, assessing and measuring risks, thus generating opportunities for subsequent verification and control, adopting the necessary, proportionate measures to mitigate, reduce or remedy those risks, as the case may be.

The Questionnaire is at the discussion stage within the global sustainability working party set up within the Group in 2020, with a view to having the final document and implementing it in the second quarter of 2021.

Based on the conclusions drawn from the questionnaire, the parent company will promote ad hoc training in human rights within the different subsidiaries and stimulate awareness of the convenience of having a good Due Diligence System throughout the entire value chain.

Grievance and follow-up mechanisms

The main grievance mechanism is the reporting channel of the Code of Conduct (canaldedenuncias@ebrofoods.es), through which any persons bound by the Code may report any breach of the principles set out therein, under a guarantee of absolute confidentiality. Only the chair of the Audit and Compliance Commission of the Group parent has access to that e-mail account, which is protected with IT security systems to

prevent any unauthorised access. The Committee Chair is responsible for prioritising, processing, investigating and solving grievances according to their importance and nature, assisted by the Compliance Unit.

In addition to the confidential reporting channel, the Human Resources Departments of the different companies in the Group can also process, investigate and solve any incidents that may arise within their respective companies.

No human rights grievances were reported in the Ebro Group in 2020. Four incidents were reported in the subsidiary Riviana Foods (USA) during the previous year.

External audits are conducted regularly in companies both within and outside the scope of consolidation of the Group as an additional tool for monitoring and control of human rights.

Audits made at Ebro Group workplaces

Company	Country	Workplace	Date	Type of audit	Auditors
Bertagni 1882	Italy	Avio	27/04/2020	WCA	Intertek Italy
		Arcugnano (Vicenza)	27/11/2020	SMETA	Intertek Italy
Boost Nutrition	Belgium	Plant A	23/09/2020	SMETA	SGS CBE Belgium
Gevovita Functional Ingredients	Italy	Bruno (AT)	14/02/2020	SMETA	SGS Italy
Herba Bangkok	Thailand	Nong Khae	29/10/2020	BSCI	SGS
Herba Ricemills	Spain	San Juan	17/12/2020	SMETA	Intertek Spain
			08/06/2020	WCA	Intertek Spain
		Algemesi	09/12/2020	SMETA	Intertek Spain
		Coria	09/11/2020	SMETA	Intertek Spain
Lassie	Netherlands	Wormer	30/09/2020	SMETA	SGS
Mundiriso	Italy	Vercelli	26/11/2020	SMETA	SGS
Pastificio Lucio Garofalo	Italy	Gragnano	15/05/2020	SA8000	DNV
			17/07/2020	SA8000	DNV

The audits made outside the Group perimeter are indicated in Chapter 10 of this Report “Supplier Management”.

Training on human rights policies and procedures given during the year

Specific training on human rights was given in the following companies during the year:

Company	2020				2019			
	No. employees who received training	No. hours	Total employees	% of total employees	No. employees who received training	No. hours	Total employees	% of total employees
Boost Nutrition	10	10	103	9.71%	---	---	---	---
Ebro India	21	84	162	12.96%	151	302	151	100.00%
Herba Bangkok	75	225	220	34.09%	124	124	227	54.63%
Herba Cambodia	1	3	6	16.67%	6	3	6	100.00%
Herba Ingredients	27	27	96	28.13%	---	---	---	---
Lassie	---	---	---	---	71	71	71	100.00%
S&B Herba Foods	7	175	109	6.42%	4	4	106	3.77%
Transimpex	66	66	69	95.65%	64	64	64	100.00%

7. ANTI-CORRUPTION AND BRIBERY MEASURES

CORRUPTION AND BRIBERY

The Ebro Group has a global Code of Conduct, known to and binding on not only its workers and professionals, but also its customers, suppliers, shareholders and other stakeholders.

The Code of Conduct establishes the principal values that must underlie the Group's conduct, including those of transparency, honesty and strict compliance with the laws and regulations in place.

The Code of Conduct dedicates a specific section (29) to anti-corruption, bribery, illegal commissions, influence peddling and money laundering. It establishes the following general principles: (i) the obligation undertaken by the Group to eradicate any form of corruption and (ii) the absolute prohibition of any form of corruption or bribery. These principles are accompanied by specific rules of conduct designed to guarantee compliance with them.

All the Group's workers and professionals are informed of and accept the Code of Conduct as mandatory. They receive a copy of it when they join the Group (or after any amendment) and formally acknowledge receipt, knowledge thereof and their obligation to comply. This is backed up with a grievance channel through which any interested person may confidentially inform the parent company of any potential infringement of the Code.

The general regulation set out in the Code of Conduct is supplemented on a corporate level with the Policy against Corruption and Bribery approved by the parent's board of directors in April 2019. All the principles, values and rules for action established in the Code of Conduct for combating corruption and fraud are developed in the specific, verifiable terms of that Policy.

The global regulation of the Code of Conduct and the principles set out in the Policy against Corruption and Bribery are backed up locally in the different regions in which the Group operates.

- In the principal Spanish companies, the Ebro Group also has a crime prevention model that identifies the potential criminal risks deriving from its activities and the mitigation measures established to try to eliminate (or minimise as far as possible) the risk of committing criminal offences, which include corruption and bribery. The crime prevention model identifies the measures implemented to mitigate the risk of committing offences of corruption, bribery, influence peddling and money laundering. Its effectiveness and application are monitored and checked regularly by the Compliance Unit, within the reporting system of the current crime prevention model. During 2020 the Group revised and updated its criminal risk map and crime prevention model, with counselling from external specialists. In fact, the reporting for the second half of 2020 within the crime

prevention model was based on the revised model. Along with the revision and updating and with counselling from the same external specialists, The Group started to design an employee training plan, which is expected to be implemented during 2021.

- In pursuance of local legislation (Legislative Decree of 8 June 2001) on companies' liability for certain types of offence (including corruption), the Italian companies in the Group have established organisation and management models that include measures to preclude the risk of committing those offences.
- The Group's North American subsidiaries have specific policies and measures to control and mitigate the risk of committing this type of offence. In particular, and in pursuance of the special requirements under local laws, the North American companies have the Anti-Corruption, Bribery and Compliance Policy, adapted to US (FCPA) and Canadian (CFPOA) laws on corruption. That policy establishes an Anti-Bribery Compliance Officer, who is responsible for ensuring compliance with the policy and making sure that all workers and executives are aware of and comply with it. Training and refresher courses are provided regularly for this purpose.
- The Group's Indian subsidiary has a Vigil Mechanism/Whistleblower Policy, adapted to the applicable local laws (section 177(9) of the Companies Act and Rule 7 of the Companies Rules), through which a communication channel is made available to all employees to report to the company any conduct that infringes the Code of Conduct (in addition to the Group's reporting channel). Through that channel, any possible indication of unlawful conduct (including, therefore, any that may be considered acts of corruption) must be reported to the Vigilance and Ethics Officer of the company for investigation and adoption of whatever measures may be necessary. All new hires in the Group's Indian subsidiary receive specific information within their inception training on combating corruption, including the general rules established in the Code of Conduct, the specific rules of the Vigil Mechanism and the hierarchical structure for reporting suspicious conduct. Also, within that policy, due diligence is conducted on potential overseas customers and they are required to certify that they do not participate and have not participated in any acts of corruption or bribery.
- In France, in pursuance of the local laws (SAPIN 2 Act of 10 December 2016), the Panzani Group implemented a Code of Conduct to combat and prevent corruption as of 1 January 2020. The aim of that Code of Conduct is to make employees aware of the prohibited conduct and the best practices for dealing with potentially hazardous situations within their professional activity. The Code was defined and implemented based on the corruption risk map drawn up by Panzani with specialist external counselling. The regulation contained in that Code is supplemented with the Guide for Use of the "Ethical Alert device" (*dispositif d'alerte Professionnelle "Alerte Ethique"*), an internal channel within Panzani through which any employee in that group can confidentially report any

indication of infringement of the Code of Conduct, with guaranteed protection from reprisals.

In the same context, just as in 2019, the companies Riviana Foods, Catelli Foods Corporation, Ebro India, Lassie (Netherlands) and Herba Bangkok (Thailand) provided anti-corruption training for their employees in 2020. That ongoing training is included in regular training plans, thus ensuring that employee knowledge on the matter is constantly updated. Other subsidiaries that have also provided training during the year are Herba Cambodia, Herba Ingredients and Panzani.

Company	2020			2019		
	No. Employees	Employees receiving anti-corruption training	% employees receiving training	No. Employees	Employees receiving anti-corruption training	% employees receiving training
Catelli	377	377	100.00%	369	369	100.00%
Ebro India	162	20	12.35%	151	151	100.00%
Herba Bangkok	220	217	98.64%	227	124	54.63%
Herba Cambodia	6	6	100.00%	---	---	---
Herba Ingredients	96	13	13.54%	---	---	---
Lassie	82	14	17.07%	71	71	100.00%
Panzani	775	9	1.16%	---	---	---
Riviana Arroz	1,225	1,225	100.00%	1,214	1,214	100.00%
S&B Herba Foods	---	---	---	106	106	100.00%
	2,943	1,881	63.91%	2,138	2,035	95.18%

No cases of corruption have been reported in any companies of the Ebro Group. Nor have any of the Group's business partners reported any cases of this nature.

MONEY LAUNDERING

The Ebro Group has established: (i) payment and collection processes and (ii) a structure of attorneys for bank transactions, through whom it guarantees adequate control and monitoring of money movements in all its transactions.

The Ebro Group uses bank transfers and nominative payment instruments for payments and collections as they guarantee full traceability of any money movement. It also has strict rules for cash management, which allow the different companies to hold only negligible amounts of cash and regulate in detail any drawings against the cash balances, requiring in all cases justification of cash requests and proof of use of those funds.

The reimbursement of expenses incurred by employees in the course of their work is also strictly controlled, requiring proof of the expense and the reason and justification for it prior to any reimbursement. Drawings made using a company bank card (by employees who have a card, by virtue of their category) are subject to the same requirements of proof and justification of use, such that if any use of the card is not justified and proved,

the corresponding sums are withheld from payments to be made by the relevant company to the employee.

According to the Group's power of attorney structure, in order to draw funds from bank accounts, a prior decision by must be adopted by the competent corporate body and, as a rule, joint signatures are required, except for negligible amounts compared to the volume of transactions of the company in question.

8. VALUE CREATION MODEL

The Ebro Group makes a significant contribution to the social and economic development of the communities in which it operates. Its business activities generate wealth through the creation of jobs, payment of salaries, tax contribution, purchase of goods and services from suppliers, distribution of dividends, implementation of welfare programmes, development of environmental initiatives, commitment to the value chain and investment in R&D and innovation.

SOCIAL CASH FLOW

	2020	2019
Economic value generated		
Net turnover	2,897,589	2,510,381
Other income	32,811	12,302
Interest income	41,977	24,692
Share of profits of associates	5,448	5,243
	2,977,825	2,552,618
Economic value distributed		
Consumption & other external expenses	(1,626,299)	(1,370,397)
Employee benefits	(386,861)	(347,208)
Other operating expenses	(556,669)	(511,177)
Interest expense	(60,249)	(39,711)
Corporate income tax	(53,853)	(59,383)
Net income from discontinued operations	65,809	31,989
Contribution to not-for-profit entities	(5,746)	(2,734)
Dividends(*)	(397,375)	(98,588)
	(3,021,243)	(2,397,209)
Economic value retained	(43,418)	155,409

(*) Dividends paid in the corresponding year

TAX INFORMATION

With a view to guaranteeing responsible compliance with the tax laws in place in the jurisdictions in which it operates, the Ebro Group has developed several procedures to secure transparent, honest tax management and payment of taxes.

The Ebro Group does not use opaque structures consisting of interposing base companies in low-tax or non-tax countries and/or territories not cooperating with the tax authorities. Nor does it engage in any business in any of the jurisdictions listed as tax havens in Supplementary Provision 1 of the Spanish Tax Fraud Prevention Measures Act 36/2006, as amended by Final Provision 2 of Act 26/2014 of 27 November.

In 2020, the Ebro Group directly paid EUR 81.6 million to the tax authorities in the different countries in which it operates. This was more than the tax paid in the previous year, mainly due to the increase in taxable income throughout the Group as a result of the significant increase in sales and the incorporation of Tilda.

Breakdown of tax payments

EUR thousand

Income tax paid

	2020	2019
	71,463	53,506

Taxes paid by country

	2020		2019	
	Net IT	Other Taxes	Net IT	Other Taxes
Spain	2,716	438	2,734	445
Rest Europe	32,517	6,352	21,431	6,003
America	35,172	3,428	28,550	3,939
Asia	419	0	219	0
Africa	639	0	572	0
Total	71,463	10,218	53,506	10,387

Most significant countries

	IT	Other Taxes	IT	Other Taxes
Spain	2,716	438	2,734	445
France	17,041	6,202	12,629	5,853
Italy	6,172	150	4,164	150
USA	31,812	2,946	26,502	3,371
UK	5,650	0	2,651	0

Pre-tax profit, by countries

EUR thousand

	2020 Pre-tax profit*	2019 Pre-tax profit*
Spain	13,221	(801)
Rest Europe	144,703	91,333
America	133,011	106,682
Asia	6,281	2,133
Africa	1,244	(869)
Total	298,460	198,478

Most significant countries

	2020 Pre-tax profit*	2019 Pre-tax profit*
Spain	13,221	(801)
France	50,071	46,943
Italy	43,826	20,321
USA Unidos	156,416	103,891

* Pre-tax profit in continuing operations

Public grants received

	2020	2019
EUR thousand		
Capital grants received	5,059	6,375
Operating grants received	456	427

COMMITMENT TO THE DEVELOPMENT OF LOCAL COMMUNITIES

One of the main pillars of social responsibility action within the Ebro Group is ensuring the well-being and socio-economic development of the local communities directly related with our business activities.

During 2020 that commitment was taken further, and the Group has made an extra effort to promote different initiatives to help combat the effects of COVID-19.

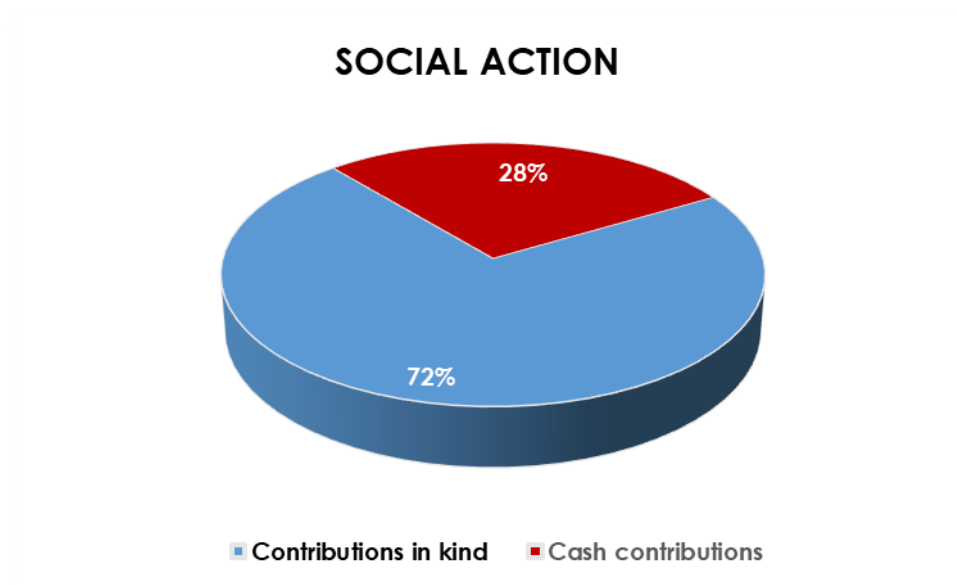
In Spain, on 30 March, the company announced extraordinary funding of one million euros to buy critical medical equipment for different hospitals in the region of Madrid and develop solidarity actions together with other entities and welfare organisations, for

example participating in the food trucks of the Ifema provisional hospital in Madrid and donating food to welfare organisations, resident associations, soup kitchens, etc. The Group’s principal companies have also participated in work of this nature in their respective countries.

Apart from the extraordinary COVID-related social action, the Ebro Foundation and the Group have, as in previous years, participated in projects created by different not-for-profit organisations and promoted and developed motu proprio several initiatives of social and environmental interest.

Within this context, the global amount spent on social action during 2020 was EUR 5.7 million.

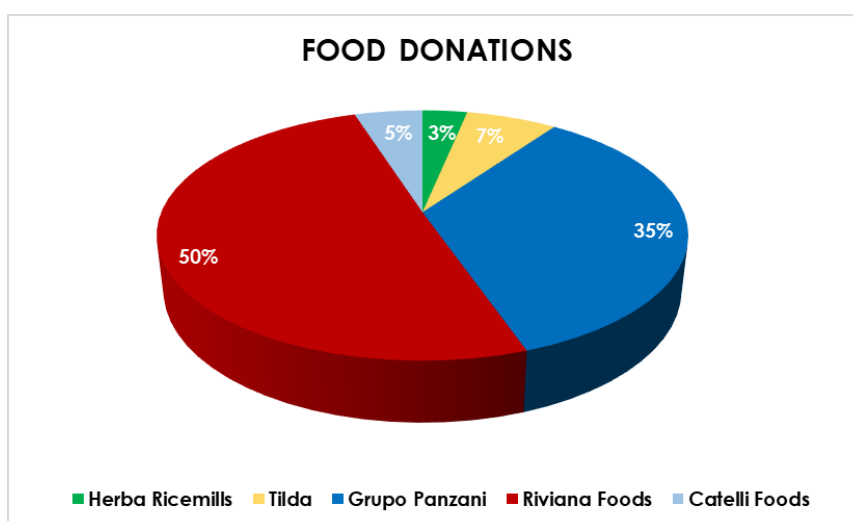
Social Action	Amount (EUR)
Food donations	4,143,363
COVID-related activities in Spain	1,005,714
Other welfare activities	596,543
Total	5,745,620



Details of Food Donations

Owing to the pandemic, donations by Group companies in Spain, France, UK, USA and Canada doubled in 2020 in respect of the previous year, totalling EUR 4.1 million, i.e. more than 2 million kg of food was donated.

Companies	Amount (EUR)
Herba Ricemills	134,918
Tilda	274,203
Grupo Panzani	1,441,266
Riviana Foods	2,088,112
Catelli Foods	204,864
Total	4,143,363

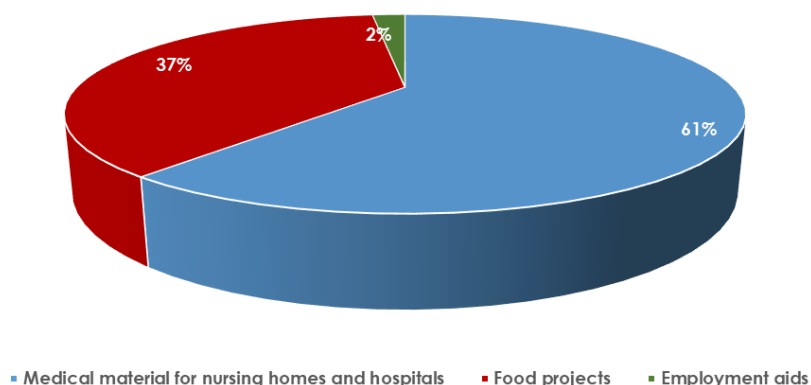


Details of COVID-related actions in Spain

The total amount spent on developing actions to combat the effects of the coronavirus in Spain was EUR 1,005,713, distributed as follows:

	Number
Beneficiaries	204,500
Projects	177
Entities	109

DETAILS OF ACTIONS



Other Welfare Programmes

Apart from the actions developed in connection with the pandemic and in their determination to contribute to sustainable development of the communities in which we operate, the Ebro Group and the Foundation have continued working to set up social initiatives in the following areas:

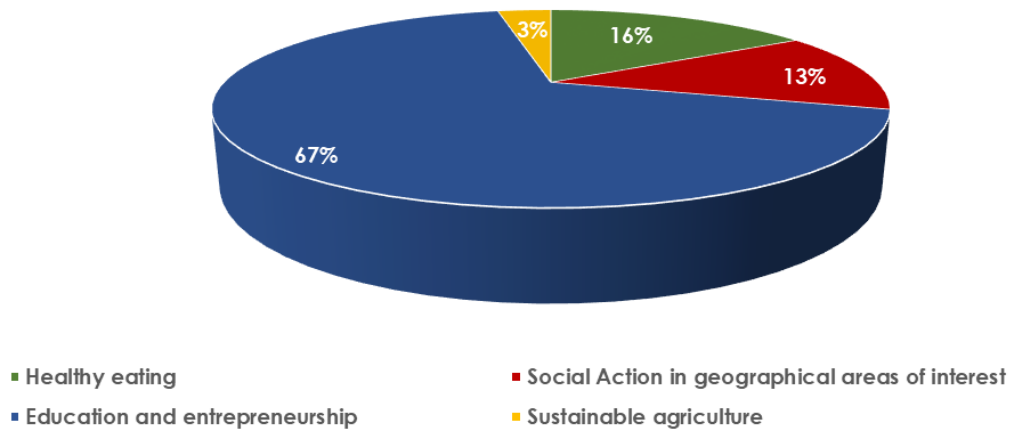
- ✚ Food and nutrition
- ✚ Education and employment
- ✚ Sustainable agriculture
- ✚ Social welfare in regions of interest

A very large proportion of these actions are carried out by the Ebro Foundation.

Principal activities in 2020

Investment (EUR)	596,543
No. Beneficiaries	6,901
No. Projects	40
No. Entities	25
No. Countries	3

DETAILS OF ACTIONS



1. Welfare programmes in food, nutrition and health

Participation in programmes that combine food and health, food and social development, and food and environmental sustainability.

The global investment made in this area in 2020 was EUR 97,246.

2. Education, entrepreneurship and employment

In this working area, which traditionally comprises support for education through scholarships, research projects, educational programmes, entrepreneurship and job promotion initiatives, this year the Group and the Foundation have focused especially on a significant problem that has come to light during the pandemic, namely the digital gap. Accordingly, actions have been developed in Madrid and Andalucía consisting of the donation of 1,000 laptops in each of these regions.

The total investment in this area of action was EUR 401,515.

3. Sustainable agriculture

The Foundation also supported in 2020 the sustainable agriculture strategy put into practice by the Ebro Group. In this regard, it has continued promoting EKTA, a programme developed with a view to implementing crop standards that are sustainable from a social and environmental standpoint in India. In 2020, the Foundation invested EUR 19,608 in this area, since most of the items were implemented directly by Group companies.

NB: Information on all our sustainable agriculture projects is set out in the chapter "Commitment to the Environment" in this Report.

4. Welfare action in regions of interest

Contributing towards the socio-economic development of the communities in which the Group operates is another important goal within Ebro's commitment to society. Therefore, the Foundation endeavours especially to support projects that are designed to improve the quality of life and equal opportunities of groups at risk of social exclusion who live near its plants.

This welfare action is implemented mainly through the financing of projects organised by local entities, which have a first-hand knowledge of the needs of each area and use all their resources to start up those initiatives.

During 2020, the Foundation allocated EUR 78,173 to supporting different entities in Seville, Madrid, Valencia, India and Morocco.

To conclude this chapter, we should mention that the Ebro Group has not received any complaints or claims regarding possible negative impacts in the local communities in which we operate.

9. OUR PROFESSIONALS

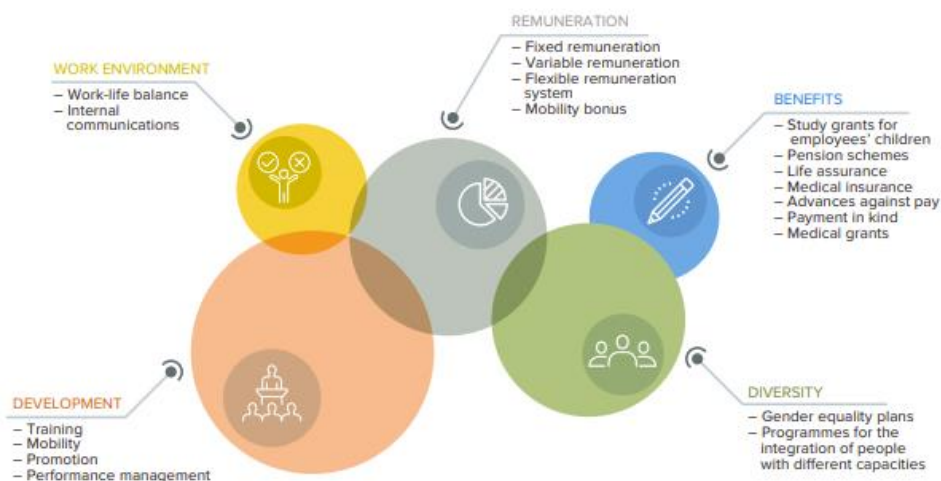
One of the main sources of value generation in the Ebro Group lies in its **7,834 professionals, 6,462 direct employees of the company and 1,372 contracted** through different external agencies. A very close-knit team of professionals with enormous talent potential aligned with the organisation's strategy. Through the human resources departments of the different subsidiaries, the Ebro Group endeavours to motivate these professionals by offering a high quality job while at the same time strengthening their skills, powers and personal and professional leadership.

The Ebro Group's personnel management policy is designed to secure a high level of knowledge and contact with the workforce through a decentralised structure formed by the human resources managers in all the major companies of the Group and the implementation of bespoke policies in each one (in addition to the provisions of labour laws), taking account of the specific features of the countries in which they operate. These policies include not only general guidelines regulating company/employee relationships, but also specific guidelines on Occupational Health & Safety, Training & Education, Diversity and Equal Opportunities and Equal Pay for Men and Women. Companies with a small personnel structure (essentially commercial companies with fewer than 10 employees) are governed exclusively by the labour laws in place in the countries in which they operate.

Above all of them and without prejudice to the provisions of the specific policies mentioned above, the Ebro Group has a Code of Conduct, which not only secures ethical, responsible conduct by the professionals in all the Group companies in the performance of their duties, but also serves as a reference to define the minimum objectives of the employment policy and guarantees, namely:

1. Occupational health and safety
2. Training and career development of all employees
3. Non-discrimination, diversity and equal opportunities in access to employment (including gender equality, the integration of people with different abilities and promotion of a multi-cultural workforce)
4. Right to form and join unions
5. Compliance with collective rights

In view of the contents of the different programmes launched by the most important business units in the Ebro Group, the management of Human Resources of the Ebro Group can be grouped into five pillars, indicating the different working areas within each one, for each company of the Ebro Group.



Our main priority throughout 2020 was to protect the health of our employees, for which we took the following actions:

1. We reinforced all our health and safety protocols, installed protective elements in our workplaces, reorganised shifts in factories to respect the social distancing measures, carried out virus detection testing and health monitoring, bought PPE, face masks and other medical materials, etc.
2. We prioritised home working: 66% of our office staff were provided with the necessary IT equipment and worked from home during the pandemic. They are gradually returning to the office, with all the necessary safety guarantees and different measures to help employees balance their work and home life, such as flexible or shorter working hours.

Explanatory note regarding this report

During 2020 we established common classification criteria for the categories in all the Group subsidiaries, recalculating the 2019 indicators according to the new categories, so some differences may be observed in respect of the information reported last year.

A. EMPLOYMENT

The employee numbers indicated in the following tables refer to the average workforce of the Ebro Group during 2020.

Total number and distribution of employees by gender

Gender	2020		2019	
	Total	% of total Group headcount	Total	% of total Group headcount
Men	4,541	70.27%	4,315	70.54%
Women	1,921	29.73%	1,802	29.46%
Total Employees	6,462		6,117	

NB: The gap between men and women is largely due to the nature of the Group, which is predominantly factory-based, as factory work has traditionally been done by men. Almost 70% of the personnel employed within the Ebro Group overall are men, 80% of whom are factory employees.

Breakdown of employees by age group

Age Group	2020		2019	
	Total	% of total Group headcount	Total	% of total Group headcount
<=30	981	15.18%	1,015	16.59%
30 - 50	3,283	50.80%	3,112	50.87%
>= 50	2,198	34.01%	1,990	32.53%
Total employees	6,462		6,117	

Breakdown of employees by country

Country	2020		2019	
	Total employees	% of total employees country	Total employees	% of total employees country
Argentina	125	1.93%	93	1.52%
Belgium	103	1.59%	97	1.59%
Cambodia	6	0.09%	6	0.10%
Canada	377	5.83%	369	6.03%
Denmark	48	0.74%	50	0.82%
France	1,588	24.57%	1,575	25.75%
Germany	159	2.46%	166	2.71%
Hungary	5	0.08%	5	0.08%
India	162	2.51%	151	2.47%
Italy	676	10.46%	649	10.61%
Morocco	219	3.39%	258	4.22%
Netherlands	178	2.75%	136	2.22%

Country	2020		2019	
	Total employees	% of total employees country	Total employees	% of total employees country
Portugal	70	1.08%	67	1.10%
Romania	11	0.17%	11	0.18%
Spain	898	13.90%	920	15.04%
Thailand	220	3.40%	227	3.71%
UK	392	6.07%	123	2.01%
USA	1,225	18.96%	1,214	19.85%
Total employees	6,462		6,117	

Breakdown of employees by professional category

Professional category	2020		2019	
	Total employees	% of total employees	Total employees	% of total employees
Executives	447	6.92%	426	6.96%
Technical staff & middle management	1,259	19.48%	1,150	18.80%
Administrative & auxiliary staff	848	13.12%	831	13.59%
Factory employees	3,721	57.58%	3,652	59.70%
Others	187	2.89%	58	0.95%
Total employees	6,462		6,117	

Total number of employment contracts and breakdown by type

This table shows the total number of contracts at 31 December 2020:

Type of contract	2020	2019
Permanent	4,409	4,018
Temporary	509	429
At Will	1,496	1,567
Total number of contracts	6,414	6,014

Annual average contracts by gender

	2020			2019		
	Men	Women	Total	Men	Women	Total
Average permanent contracts	4,191	1,727	5,918	3,931	1,591	5,523
Average temporary contracts	364	173	537	371	199	570
Average part-time contracts	78	117	194	60	103	163

NB:

- (i) The At Will contracts are included in permanent contracts.
- (ii) The average number of part-time contracts is also included in the average number of permanent and temporary contracts.

Annual average contracts by age group

	2020			2019		
	<= 30	30 - 50	>= 50	<= 30	30 - 50	>= 50
Average permanent contracts	781	3,035	2,102	703	2,838	1,981
Average temporary contracts	195	261	81	252	258	60
Average part-time contracts	23	60	111	22	59	82

NB:

- (i) The At Will contracts are included in permanent contracts.
- (ii) The average number of part-time contracts is also included in the average number of permanent and temporary contracts.

Annual average contracts by professional category

Professional category	2020	2019
Executives	446	414
Technical staff & middle management	1,206	1,116
Administrative & auxiliary staff	772	708
Factory employees	3,397	3,228
Others	97	57
Average permanent contracts	5,918	5,523

NB:

- (i) The At Will contracts are included in permanent contracts.
- (ii) The average number of part-time contracts is also included in the average number of permanent and temporary contracts.

Professional category	2020	2019
Executives	5	9
Technical staff & middle management	44	48
Administrative & auxiliary staff	89	89
Factory employees	296	419
Others	103	5
Average temporary contracts	537	570

NB: This average includes both full-time and part-time temporary contracts.

Professional category	2020	2019
Executives	13	11
Technical staff & middle management	34	30
Administrative & auxiliary staff	59	50
Factory employees	70	59
Others	19	12
Average part-time contracts	195	163

NB: This average includes both permanent and temporary part-time contracts.

Number of dismissals by gender, age and professional category

Professional category	2020							2019						
	Men			Women			TOTAL	Men			Women			TOTAL
	<= 30	30 - 50	>= 50	<= 30	30 - 50	>= 50		<= 30	30 - 50	>= 50	<= 30	30 - 50	>= 50	
Executives	0	4	4	1	4	5	18	0	1	1	0	0	0	2
Technical staff & middle management	2	10	24	2	13	4	55	0	9	7	1	3	0	20
Administrative & auxiliary staff	1	6	2	6	3	2	20	4	12	2	1	3	6	28
Factory employees	63	89	47	19	24	9	251	35	40	14	9	18	5	121
Others	0	1	0	0	0	0	1	0	0	0	0	1	0	1
Total employees dismissed	66	110	77	28	44	20	345	39	62	24	11	25	11	172

B. ORGANISATION OF WORK

Organisation of working time

The organisation of working time varies in the different countries in which the Group's subsidiaries operate. Working hours may thus vary between 35 and 48 hours a week, distributed over 5 or 6 days a week. The total weeks worked a year ranges between 47 (offices) and 52 (some production plants).

Absenteeism

Group companies recorded a total of 452,655 hours of absenteeism in 2020, compared to 442,208 hours in 2019, a 2.36% increase year on year. This increase was mainly due to COVID-19.

These hours of absenteeism correspond to the Group's own employees and include grounds such as injury, occupational disease, sick leave and doctor's appointments, etc. However, they exclude authorised absence such as for parental, holiday or study leave.

Welfare benefits for employees

The following table shows, by company, the benefits provided for employees:

Company	Welfare benefits	Type of employee
Agromeruan	Parental leave	All employees
	Disability/invalidity cover	All employees
	Medical insurance	Full-time employees
Arrozeiras Mundiarroz	Parental leave	All employees
	Disability/invalidity cover	All employees
	Medical insurance	Full-time employees
Bertagni 1882	Parental leave	All employees
	Disability/invalidity cover	All employees
	Pension fund	All employees
	Payment in kind	All employees
	Life insurance	All employees
	Medical insurance	All employees
Boost Nutrition	Parental leave	All employees
	Disability/invalidity cover	All employees
	Pension fund	All employees
	Life insurance	All employees
	Medical insurance	All employees
Catelli	Shares	Full-time employees
	Parental leave	Full-time employees
	Disability/invalidity cover	Full-time employees
	Pension fund	Full-time employees
	Life insurance	Full-time employees
	Medical insurance	Full-time employees

Company	Welfare benefits	Type of employee
Ebro Foods	Parental leave	All employees
	Disability/invalidity cover	All employees
	Life insurance	All employees
	Medical insurance	All employees
	Reimbursement children's education and medical expenses	All employees
Ebro India	Parental leave	All employees
	Pension fund	All employees
	Life insurance	All employees
	Medical insurance	All employees
Garofalo	Parental leave	All employees
	Disability/invalidity cover	All employees
	Pension fund	All employees
	Life insurance	All employees
	Medical insurance	All employees
Geovita	Food Healthcare Fund	All employees
Herba Bangkok	Parental leave	All employees
	Disability/invalidity cover	Full-time employees
	Dental	Full-time employees
	Pension fund	Full-time employees
	Life insurance	Full-time employees
	Medical insurance	Full-time employees
Herba Ingredients	Parental leave	All employees
	Disability/invalidity cover	All employees
	Pension fund	All employees
	Life insurance	All employees
	Medical insurance	All employees
Herba Ricemills	Shares	All employees
	Parental leave	All employees
	Disability/invalidity cover	All employees
	Life insurance	All employees
	Medical insurance	All employees
Herba Ricemills Romania	Parental leave	Full-time employees
	Disability/invalidity cover	Full-time employees
	Life insurance	Full-time employees
	Medical insurance	Full-time employees
Lassie	Parental leave	All employees
	Disability/invalidity cover	All employees
	Pension fund	All employees
Lustucru	Parental leave	All employees
	Disability/invalidity cover	All employees
	Pension fund	All employees
	Life insurance	All employees
	Medical insurance	All employees

Company	Welfare benefits	Type of employee
Mundi Riso	Parental leave	All employees
	Disability/invalidity cover	All employees
	Pension fund	All employees
	Life insurance	All employees
	Medical insurance	All employees
Mundi Riz	Parental leave	All employees
	Disability/invalidity cover	All employees
	Medical insurance	Full-time employees
Panzani	Parental leave	All employees
	Disability/invalidity cover	All employees
	Pension fund	All employees
	Life insurance	All employees
	Medical insurance	All employees
Riviana Arroz	Parental leave	Full-time employees
	Disability/invalidity cover	Full-time employees
	Pension fund	All employees
	Life insurance	Full-time employees
	Medical insurance	Full-time employees
Roland Monserrat	Parental leave	All employees
	Disability/invalidity cover	All employees
	Pension fund	All employees
	Life insurance	All employees
	Medical insurance	All employees
S&B Herba Foods	Parental leave	All employees
	Disability/invalidity cover	All employees
	Pension fund	All employees
	Life insurance	All employees
	Medical insurance	All employees
Tilda	Parental leave	All employees
	Life insurance	All employees
	Medical insurance	Full-time employees
	Restaurant vouchers	All employees
	Medical grants	All employees
Transimpex	Parental leave	All employees
	Medical insurance	All employees

NB: "All employees" includes both full-time and part-time employees.

Work-life balance

The Group continues to seek ways of improving its employees' work-life balance, developing measures that give them greater flexibility to cope with their personal circumstances, such as parental leave or compassionate leave (to look after sick relatives, childcare, etc.).

One of the measures contemplated in the Sustainability Plan HEADING FOR 2030 in this regard is the progressive introduction of homeworking in the jobs in which this is possible. Although this option is already available for specific days in most of our companies, to enable employees to cope with certain needs, in some companies the first steps were taken in 2019 to implement this alternative as a regulated procedure.

During 2020, as mentioned at the beginning of this chapter, home-working was one of our priorities to guarantee the safety of our office staff.

Employees home-working during the COVID-19 pandemic

Professional category	Men	Women	Total employees homeworking	Total employees per category	% of total category
Executives	202	145	347	447	77.63%
Technical staff & middle management	360	381	741	1.259	58.86%
Administrative & auxiliary staff	247	350	597	848	70.40%
Factory employees	17	1	18	3.721	0.48%
Others	3	4	7	187	3.74%
TOTAL	829	881	1,710	6.462	26.46%

% of employees working from home

66%

Apart from the extraordinary nature of this year, further progress has been made towards the implementation of regulated home office work.

Employees home-working according to a regulated procedure

Professional category	2020			2019		
	Men	Women	Total	Men	Women	Total
Executives	60	67	127	24	35	59
Technical staff & middle management	104	156	260	30	49	79
Administrative & auxiliary staff	24	57	81	2	6	8
Factory employees	1	0	1	0	0	0
Others	2	0	2	0	0	0
Total employees working from home	191	280	471	56	90	146

Parental leave

	2020			2019		
	Men	Women	Total	Men	Women	Total
Employees who took leave / employees entitled to leave (%)	97.92%	100.00%	98.96%	92.19%	100.00%	96.35%

Only two Group companies -Panzani and Lustucru- have implemented disconnection policies within their Quality of Working Life Action Plan.

C. HEALTH AND SAFETY

All the Group companies and their respective plants have occupational hazard prevention and management systems in place. This system is implemented using both internal resources and external firms. In addition, 87% of the workforce is represented on the Health and Safety Committees in the different companies, compared to 91% in 2019.

Health and safety aspects covered in formal agreements with unions

The health and safety aspects covered by formal agreements with unions are:

- ✚ Global agreements: in accordance with ILO principles, organisational structures for problem-solving, commitments regarding target performance or the level of practice to apply.
- ✚ Local agreements: personal protection equipment, mixed health and safety committees, participation of workers' representatives in health and safety audits, inspections and investigations, training and education and right to refuse unsafe work.

In addition to the investments made regularly in our companies for the purchase of personal protection equipment, machinery protection, regular inspections of safety equipment, first aid training and materials and medical examinations, additional efforts have been made to develop protective measures against COVID-19.

Workplace safety

All our employees are covered by occupational hazard prevention measures, provided with both internal resources and through external firms.

The following figures correspond to employees on the Group's payroll:

	2020		2019	
	Men	Women	Men	Women
No. lost-day injuries	155	33	162	36
Frequency rate	20.54	10.91	22.88	13.43
Severity rate	0.63	0.43	0.66	0.52
No. employees with occupational disease	4	12	11	6

NB:

- (i) The rates were calculated using the following formulas:
- Frequency rate = (total no. lost time injuries/total no. hours worked) x1000000
 - Severity rate = (no. lost days due to injury/total no. hours worked) x1000
- (ii) Occupational disease is work-related ill health.

There are no jobs within the Group with a high risk of occupational disease.

There were no work-related fatalities within the Group in 2020.

D. LABOUR RELATIONS

Employees covered by collective bargaining agreements

66% of the employees of the Ebro Group are covered by the collective bargaining agreements of their respective business areas or another kind of collective agreement.

The remainder are top executives of the Ebro Group, the professionals of the North American companies (since these agreements have not been used there for over 20 years), those of Herba Bangkok, Herba Cambodia, Mundiriz, Agromeruan and Ebro India, where they are not used either, and those of Herba Ricemills Romania and Riceland Magyarorzag, since they have fewer employees than the number required by law for these collective agreements. In those cases, all the professionals are protected by the national labour laws in place in their respective countries, their respective personnel policies and the guidelines of the Ebro Group's Code of Conduct. External ethical audits are conducted regularly in all of them.

Country	% of employees covered by collective agreement or other arrangements
Argentina	92.00%
Belgium	100.00%
Cambodia	0.00%
Canada	62.33%
Denmark	100%
France	100.00%
Germany	0.00%
Hungary	0.00%
India	0.00%
Italy	100.00%
Morocco	0.00%
Netherlands	42.70%
Portugal	100.00%
Romania	0.00%
Spain	100.00%
Thailand	0.00%
UK	6.12%
USA	36.82%

E. TRAINING

The Ebro Group encourages its employees to improve their skills and abilities, offering training to give them the technical qualifications they need to perform their duties while fostering the enhancement of attitudes and skills for their professional and personal development. This commitment is set out in section IV, point 11 of the company's Code of Conduct.

During 2020, despite the pandemic and consequent home office time, 148,654 hours of training were given, 2.45% more than in the previous year. 64% of our employees participated in the training schemes put in place in the different companies.

Total hours training of our employees by professional category

	2020		2019	
	Men	Women	Men	Women
Executives	2,465	1,566	3,686	2,081
Technical staff & middle management	10,213	4,604	11,587	5,545
Administrative & auxiliary staff	3,413	4,290	6,833	6,776
Factory employees	95,238	26,488	84,139	24,103
Others	165	211	261	85
Total hours training	111,495	37,159	106,505	38,590

F. EQUALITY

The Ebro Foods Code of Conduct specifies in section IV, point 9.5 that the Group promotes and upholds the principle of equal treatment and equal opportunities for all its professionals, regardless of their race, colour, nationality, ethnic origin, religion, sex, political or sexual inclination, civil status, age, disability or family responsibilities, as a principle behind all human resources policies and applicable in the recruitment of professionals, training, career opportunities, pay levels and all other aspects of relationships with professionals.

In addition and even though some of the companies in the Group have their own equality plans or guidelines, work began in 2019 on drafting the Corporate Equality Plan, which we expect to be completed by 2021.

Diversity in governing bodies and workforce

Diversity in Board of Directors	2020		2019	
	Total	Men / Total (%)	Total	Men / Total (%)
Men	9	64.29%	8	61.54%
Women	5	35.71%	5	38.46%

Diversity Employees	2020		2019	
	Total	% of Total employees Group	Total	% of Total employees Group
Men	4,541	70.27%	4,315	70.54%
Women	1,921	29.73%	1,802	29.46%
Total Employees	6,462		6,117	

Employees with different abilities

2020		2019	
Men	Women	Men	Women
88	37	81	33

During 2020, the Ebro Group promoted several actions in Spain related with the socio-occupational integration of persons with different abilities, through the contracting of certain services with special employment centres (CEE).

Centre	Services	Amount
C.E.E. CADEMADRID	Printing	2,057
C.E.E. INSERCIÓN PERSONAL DISCAPACITADOS "IPD"	Cleaning head office in Madrid	82,328
TOTAL		84,385

With regard to the universal accessibility and integration of persons with different abilities in physical environments, some Group companies have already made the necessary adaptations to eliminate architectural barriers.

Remunerations

The basic salary is identical for men and women in all the companies of the Ebro Group.

Average remuneration by professional category

Professional category	2020		2019	
	Men	Women	Men	Women
Executives	99,467	75,073	95,659	77,622
Technical staff & middle management	49,685	44,933	50,908	42,392
Administrative & auxiliary staff	39,946	35,481	45,105	33,678
Factory employees	28,735	26,384	27,323	23,341
Others	22,770	16,008	32,656	24,711

NB:

(i) The calculation of this average remuneration is based on the average annual gross salaries of the employees (men and women) in each category.

The gross salary includes the sum of the basic salary plus bonuses, such as seniority, cash bonuses and bonuses in kind (e.g. shares), overtime and any other work-related benefit, such as transport, housing benefits, child benefits, etc.

Average remuneration by age group

2020			2019		
<= 30	30 - 50	>= 50	<= 30	30 - 50	>= 50
30,413	45,956	55,175	32,870	45,673	57,476

NB:

(i) The calculation of this average remuneration is based on the average annual gross salaries of the employees (men and women) in each age group.

Average remuneration by gender and pay gap

2020			2019		
Men	Women	Pay gap	Men	Women	Pay gap
48,121	39,576	0.18	50,330	40,349	0.20

NB:

(i) The calculation of this average remuneration is based on the average annual gross salaries of the employees, which include the basic salary plus bonuses, such as seniority, cash bonuses and any other welfare benefit.

(ii) The pay gap was calculated using the following formula: (average remuneration men - average remuneration women) / average remuneration men.

Average remuneration of directors, by gender

	2020		2019	
	Men	Women	Men	Women
Average remuneration directors (EUR thousand)	251	183	270	179

* NB: The 2020 remuneration of directors for their duties as such was taken, excluding the remuneration received by the Executive Chairman for his executive duties. The Chairman is the only executive director who performs executive duties and receives remuneration for them. The directors' remuneration for their duties as such is stated individually for each one in the Annual Report on Directors' Remuneration 2020, published on the website of the CNMV (www.cnmv.es) and the corporate website (www.ebrofoods.es). The remuneration of directors for their duties as such is established with no consideration for the gender of the person holding office.

10. CUSTOMERS AND CONSUMERS

Customers and consumers are two of the driving forces for development, evolution and growth of the company. The Ebro Group uses a wide variety of tools to:

1. Offer them a broad portfolio of healthy, differentiated products.
2. Anticipate and meet their needs for consumption.
3. Guarantee top quality in its products and services, meeting not only the quality standards and requirements stipulated in law, but also any stricter standards to guarantee that top quality.
4. Watch out for their health and safety, meeting the strictest food safety standards.

In this exceptional year with the pandemic, the Group's commitment to both these groups has been more visible and patent than ever. The outbreak of the coronavirus in March caused significant spikes in demand, peaking at above 100% at certain times in both our core businesses. The increased demand continued throughout the rest of the year, with fluctuations that coincided in time with the different lockdowns. To be able to serve all our customers adequately, we reorganised our plants to increase productivity and reduced the number of products in our portfolio, adapting production to the products in greatest demand, to the detriment of the categories with higher value added in the Group. All this enabled us to deliver a high service level.

Our main tools

1. R&D and innovation

This is what distinguishes us from our rivals, enabling us to develop unique products and technologies to meet the needs of our customers and consumers and provide them with a differentiated range of products delivering value added.

Approximately one-third of the Ebro Group's total investment budget is set aside each year for innovation.

2. Quality Control and Food Safety Systems

- i. **Good Manufacturing Practices (GMP):** contemplating good practices for the handling, packaging, storage and carriage of fresh products.
- ii. **Hazard Analysis and Critical Control Point (HACCP):** a system for identification and control of any problems that may come to light during the design and production processes.
- iii. **Quality Assurance Standards, such as:**
 - o The standards established by the International Organisation for Standardization (ISO 9001:2000, ISO 9001:2008 and ISO 22000).

- The International Food Standards (IFS), which, structured in line with ISO 9001:2000, are among the highest distinctions in Food Safety in all distribution sectors in Europe.
- The BRC (British Retail Consortium) certification, one of the internationally most widespread models for distributors and large retail outlets to rate their brand product suppliers.
- The Danish DS standards (Danish HACCP Code), for developing a HACCP system in the food industry and in the manufacturing of packing and packaging for food products.

In this context, all the Ebro Group plants have been certified for quality and food safety, having a total of 180 certifications between them (Annex 2).

During 2020, Arrozeiras Mundiarroz (Portugal), Boost Nutrition (Belgium), Harinas Santa Rita (Spain), Herba Bangkok (Thailand), Herba Cambodia (Cambodia), Lassie (Netherlands), Lustucru (France), Riviana Foods (USA) and Roland Monterrat (France) made regular assessments of their products with a view to promoting safety and improving them.

Product and Service Labelling

All our companies comply with the national laws and regulations applicable in each country.

Customer and consumer services

Information on the nutritional properties of all Ebro Group products is provided on the packaging, along with the physical address of the company and, where appropriate, its website, e-mail and telephone number.

The different customer services departments collect data and generate information for the quality system. Grievances are answered by telephone or e-mail, according to the details given by the customer. A case file is opened for each incident and reported internally to the Quality Department, which checks and monitors the relevant quality system in case of error and takes the necessary measures to offer a solution.

As a rule, the companies follow up all grievances by telephone to check consumer satisfaction.

Statistical monitoring is regularly conducted of all incidents and proposals for improvement made by consumers, which are discussed at the different Management Committee meetings held every month within each company.

The communication channels used with consumers in the different companies are indicated below:

Company	Country	Communication channels with customers
Arrozeiras Mundiarroz	Portugal	Telephone, e-mail, post and social media
Bertagni 1882	Italy	Telephone, e-mail, website and social media
Boost Nutrition	Belgium	Telephone, e-mail, website and social media
Catelli Foods Corporation	Canada	Telephone, e-mail, website and social media
Ebro India	India	Telephone and e-mail
Euryza	Germany	Telephone, e-mail, website and social media
Herba Ricemills	Spain	Telephone and e-mail
Lassie	Netherlands	Telephone, e-mail, website and social media
Lustucru Frais	France	Telephone and post
Panzani	France	Telephone, e-mail, post and social media
Pastificio Lucio Garofalo	Italy	Telephone, e-mail, website and social media
Riceland Magyarország	Hungary	Telephone, e-mail and website
Risella	Finland	Telephone
Riviana Foods	USA	Telephone, e-mail, website and social media
Tilda	UK	E-mail and social media

Incidents during the year

Incidents registered with large customers

Overall, 15 incidents were registered in 2020, 6 of which corresponded to Geovita (Italy), 2 to Herba Ingredients (Netherlands), 2 to Herba Ricemills (Spain), 1 to Riviana Foods (USA) and the remaining 4 to Roland Monterrat (France). Of those, 12 were related with product health and safety and 3 to information and labelling.

Claims from end consumers

The following table shows the number of claims (packaging defects, requests for information, sensory properties, etc.) handled during 2020, by company.

Company	Country	No. incidents 2020	No. incidents 2019
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Arrozeiras Mundiarroz	Portugal	268	109
Bertagni 1882	Italy	322	245
Boost Nutrition	Belgium	178	219
Catelli Foods Corporation	Canada	2,422	2,129
Ebro India	India	70	---
Euryza	Germany	628	457
Herba Ricemills	Spain	388	474
Lassie	Netherlands	266	264
Lustucru Frais	France	2,074	1,443
Panzani	France	4,187	5,952
Pastificio Lucio Garofalo	Italy	916	617
Riceland Magyarorszag	Hungary	33	60
Risella	Finland	472	352
Riviana Food	USA	14,034 (pasta)	14,386
		18,617 (rice)	11,624
Tilda	Portugal	1,602	---

No claims were received in 2020 in any company related with privacy and customers' personal data leaks.

Promotion of healthy food and healthy lifestyles

The Ebro Group is investing heavily to complete all its brands on a global scale with a new category of products targeting health, putting new healthy products on the market based on concepts such as ancient grains, gluten free, quinoa, whole grain, high fibre, vitamins, minerals, etc., focusing increasingly on everything to do with organic and natural foods.

In addition, the Ebro Group has created the blog [Sentirsebien.es](https://www.sentirsebien.es) [lit.: 'when you feel good, it shows'], an informative space in which nutritionists, researchers and professionals of the sector post articles, recipes and advice for the public promoting healthy eating habits and maintaining an active lifestyle.

11. SUPPLIER MANAGEMENT

Description of the supply chain

The suppliers of the Ebro Group are classified into four categories:

1. Rice or durum wheat suppliers
2. Other raw material suppliers
3. Packaging suppliers
4. Service providers

Approximately 40% of the rice and durum wheat suppliers are in Europe, 30% in North America and 30% distributed among India, Pakistan, South America and South East Asia, corresponding to the location of our subsidiaries Ebro India, Herba Bangkok, La Loma Alimentos and Herba Cambodia.

Supplier management model

Since the Group has decentralised certain management areas, such as the Procurements Area, to its respective companies, each subsidiary has in the past had its own procurement policies and criteria, in keeping with the laws and characteristics of the countries in which they operate. Above them all, the Supplier Code of Conduct of Ebro Foods regulates the minimum criteria and rules of conduct in labour and environmental aspects that must be met by the Group's suppliers.

With a view to establishing globally the integral management of the supply chain, in 2019 we embarked on a work plan to: 1) make sure that all our suppliers comply with the Group's Supplier Code of Conduct and 2) require them to complete a questionnaire on ethics. The replies to this questionnaire will enable us to identify the critical issues and risks we need to address in order to guarantee the sustainability of our supply chain, designing, together with our companies, a roadmap to achieve the goal set in our Global Sustainability Plan HEADING FOR 2030, that 100% of our suppliers and service providers will have signed the Group's Supplier Code of Conduct (COC) by 2030 or incorporated ESG criteria in their policies

In this context, during 2020, 6.5% of our suppliers and service providers signed the Supplier COC and completed the ethics questionnaire. Around half of them supply raw materials.

In addition, have another two corporate tools we can use to guarantee the sustainability of our supply chain: 1) visits and meetings of the Procurement Departments of the different subsidiaries with their suppliers, and 2) our corporate account in the Sedex Platform, to which all the Group companies and the suppliers of our subsidiaries are gradually signing up, and who are in turn audited by an independent external firm.

In this area, we made 12 SMETA audits in 2020 on suppliers in Pakistan, Thailand, Turkey, Greece, Italy, Germany, France and USA.

Country	Date	Auditors
PAKISTAN	08/10/2020	ALGI Pakistan
THAILAND	07/10/2020	SGS Thailand
TURKEY	21/07/2020	SGS Turkey
GREECE	24/07/2020	Intertek Bulgaria
ITALY	20/01/2020	Intertek Italy
ITALY	06/11/2020	Bureau Veritas - EMEA
ITALY	08/09/2020	SGS Italy
GERMANY	26/05/2020	SGS Germany
GERMANY	21/10/2020	Intertek Germany
GERMANY	08/10/2020	Intertek Germany
FRANCE	03/03/2020	SGS France
USA	05/03/2020	Intertek Peru

In the area of agricultural raw materials, more specifically in rice production, Herba Bangkok, Herba Ricemills, Mundiriso and Riviana are developing programmes to assess and verify the sustainability of the crop using the FSA standard of the SAI Platform (Sustainable Agriculture Initiative) and the SRP standard of the Sustainable Rice Platform.

Panzani is implementing the NATURE project in durum wheat and tomatoes, with the aim of achieving zero pesticide waste in both these commodities.

In 2020, Herba Bangkok identified two suppliers at risk of violating their employees' right to freedom of association and collective bargaining. In both cases, corrective measures were taken, setting up a social committee with free elections to guarantee employee participation.

We have not identified any adverse environmental impacts in our supply chain. We highlight in this regard the sustainable agriculture projects that we are developing in some of our principal sourcing areas, one of the principal goals of which is to work with our agricultural suppliers to minimise environmental impact.

12. OUR COMMITMENT TO THE ENVIRONMENT

Scope of Reporting

The information set out below corresponds to 78 of the 83 production plants and offices that the Ebro Group has through its different companies.

The comparison of 2020 and 2019 is distorted by the changes in the perimeter for consolidated reporting in respect of 2019, as mentioned at the beginning of this report.

In 2020 we developed a new procedure for calculating energy consumption and making an inventory of greenhouse gas (GHG) emissions in all the Group companies under ISO 14064-1:2019. ISO 14064 – Greenhouse Gases is an international standard, according to which GHG emission reports are voluntarily verified to ensure clarity and coherence for the quantification, monitoring, reporting and validation or verification of GHG inventories and projects.

To enable comparison with 2020, the 2019 energy values (indicator GRI 302) and GHG emissions (indicator GRI 305) have been recalculated according to this new procedure. The greatest impact was from the use of Location emission factors for Scope 2.

All the emission factors, low calorific values (LCV) and global warming effect used are set out in Annex 3.

Environmental management

The main goals of the Ebro Group's environmental commitment are defined in our Policy on Sustainability, Environment and Corporate Social Responsibility: "Steer the company's processes, activities and decisions to protect our environment, prevent and minimise environmental impact, optimise the use of natural resources and preserve biodiversity."

Under this declaration, Ebro Foods upholds protection of the environment as one of the basic principles of our activities and implements the necessary tools, measures and means in its companies to guarantee that protection. The Ebro Group takes measures to:

- Ensure that our companies comply with the environmental laws applicable to their respective activities by implementing internal management systems and monitoring the applicable laws and regulations.
- Minimise the environmental impact of our activity by seeking eco-friendly solutions and continually embarking on initiatives to reduce our emissions and waste generation and optimise our consumption of water, energy and packaging material.

- Manage all our waste adequately and safely, encouraging recycling and reuse. Use recycled raw materials and/or those respectful of the environment, whenever possible.
- Organise environmental awareness and training programmes for employees.
- Promote the use of sustainable crop techniques among our agricultural suppliers.

With regard to our operations, the processes used at Ebro Group's production plants in both the rice and pasta divisions are relatively simple agri-food processes that do not generate any major environmental impacts and entail a minimal risk of accidental pollution. The most significant environmental risks relating to the Ebro Group can be classified as follows:

- Air emissions: Mainly emissions of particles during the handling of cereals (rice and wheat) and greenhouse gas (GHG) emissions related to the consumption of fossil fuels and electricity. The most widely used fuel is natural gas.
- Noise emissions: Noise emissions are produced during the operation of engines, compressors, sleeve filters and other manufacturing equipment. All our plants comply with the environmental standards and the noise levels are monitored regularly, taking measures wherever necessary. This was the case in the new compressor room with acoustic insulation set up at Herba Ricemills.
- Light pollution: No impact has been detected in the company.
- Production processes: Essentially mechanical and hydrothermal, requiring the use of very few chemical products and in very small quantities. Most of these products are used to clean the equipment and cleanse the raw materials and are relatively harmless for the environment.
- Water consumption: The amount of water used in our processes is negligible (the vast majority of our products are dry) so the volume of effluent generated is also small. Moreover, the little effluent produced has a low level of contamination since the water consumed is basically used to produce steam, for cooling or as an ingredient in the finished products.
- Waste generation and management: The Ebro Group generates minimal amounts of waste, both non-hazardous (mainly packaging of ingredients and ancillary materials) and hazardous (maintenance operations) and it is managed through authorised waste disposal contractors.

Precautionary principle

The guidelines on which the precautionary principle is based are set out in the Group's Code of Conduct and Policy on Sustainability, Environment and Corporate Social

Responsibility. In both texts, Ebro Foods declares its firm commitment to respect the environment and preserve biodiversity. It also sees that its companies comply with the environmental laws applicable to their operations and any additional commitments assumed voluntarily, and applies environmental sustainability programmes in specific matters.

GRI 301: Materials

This indicator is reported under standard GRI 301 (2016).

Raw Materials [301-1]

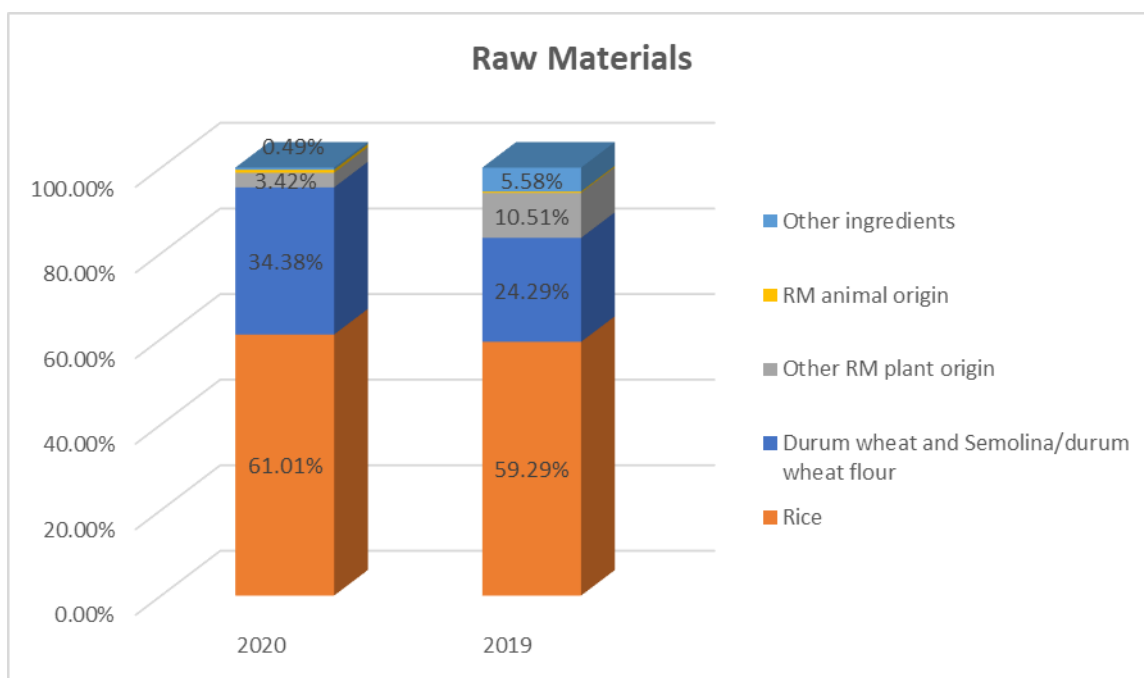
The raw materials used are divided into two major categories, those used in the preparation of finished goods and the packaging materials.

The raw materials used in finished goods are divided into five categories:

- Rice
- Durum wheat and semolina/durum wheat flour
- Other raw materials of plant origin: quinoa, pulses, other cereals, other flours/semolinas, fruit and vegetables, soya/soybean oil and palm oil
- Raw materials of animal origin: dairy, meat and eggs
- Other ingredients: e.g. spices and flavourings used mainly in precooked food.

Raw materials (t)	2020	2019
Rice	2,005,107	2,015,838
Durum wheat and Semolina/durum wheat flour	1,129,796	825,858
Other RM plant origin	112,503	357,342
RM animal origin	23,207	11,168
Other ingredients	16,002	189,598
Total	3,286,615	3,399,804

NB: None of our production plants have reported any consumption of palm oil.



Although only minimal quantities of raw materials of animal origin (eggs, meat, dairy) are used in our products, the Ebro Group has undertaken to use exclusively ingredients from cage-free eggs in the production of any foods requiring that raw material as from 2025. This undertaking is extended to all the Group’s companies in Spain and has also been adopted by Panzani in France. In 2020, the use of ingredients from cage-free eggs was already up to 82% in Spain and 16% in France.

+ Packaging materials [301-1]

The packaging materials for finished products are mainly paper, cardboard and plastic.

Input materials for packaging (t)	2020	2019
Paper	23,349	20,938
Cardboard	48,322	44,099
Plastic	57,122	45,641
Glass	52	54,39
Metal	12	7,769
Others	1,692	1,469
Total	130,549	112,209

 Recycled input materials [301-2]

Based on the information received from the suppliers of packaging materials regarding the composition of their materials, we have calculated the recycled fibre content of the different types of packaging we use.

Recycled fibre content in packaging materials (t)	2020	2019
Recycled paper	2,131	3,201
Recycled cardboard	31,890	31,280
Recycled plastic	1,116	100
Recycled glass	0	0
Recycled metal	0	0
Other recycled inputs	0	0
Total	35,137	34,581

GRI 302: Energy

This indicator is reported under standard GRI 303 (2016).

 Energy consumption within the organisation [302-1]

We separate energy consumption within the organisation into Scope 1 (direct consumption) and Scope 2 (indirect consumption).

To calculate the Scope 1 energy consumption, we take into account:

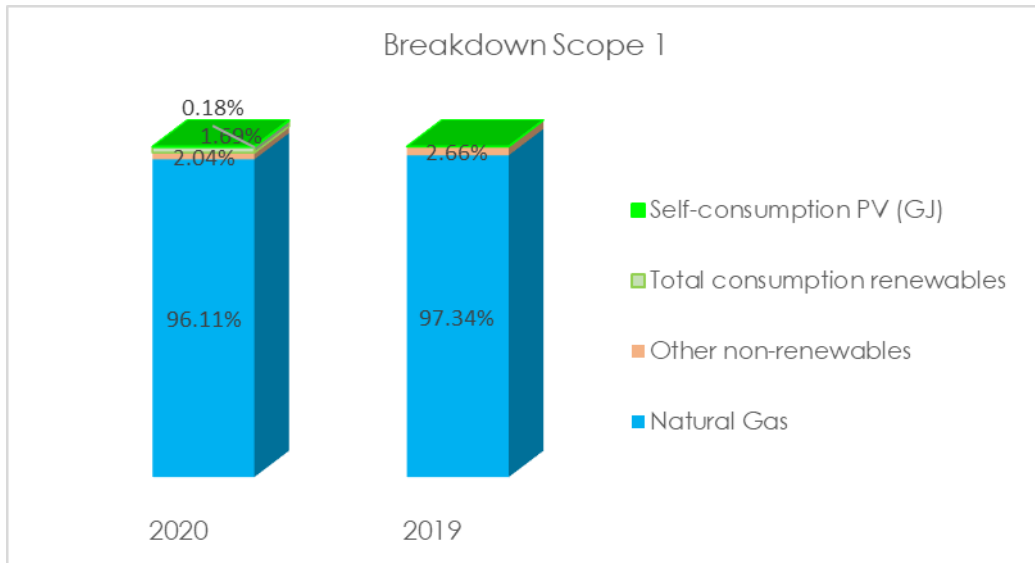
- ✓ Consumption of non-renewable fuels in stationary and mobile sources
- ✓ Consumption of renewable fuel:
 - Rice husk, a by-product of our industrial processes, used by Ebro India, Herba Ricemills and Mundiriso
 - Wood chips used by Ebro Frost
 - Charcoal used by Ebro India
- ✓ Self-generated energy in photovoltaic and cogeneration facilities
- ✓ Self-generated energy sold from photovoltaic and cogeneration facilities

Direct consumption (Scope 1)

Non-renewable fuel consumed (GJ)		2020		2019	
Natural Gas		3,689,626	96.11%	3,493,689	97.34%
Other non-renewable fuel		78,459	2.04%	95,308	2.66%
Total non-renewable fuel consumed		3,768,085	98.15%	3,588,996	100.00%
Renewable fuel consumed (GJ)		2020		2019	
Biomasa/Carbón		64,843	1.69%	101	0.00%
Total renewable fuel consumed		64,843	1.69%	101	0.00%
Self-generated energy (GJ)		2020		2019	
Photovoltaic panels		6,810	0.18%		0.00%
Stationary combustion/Cogeneration		91,271	2.38%		0.00%
Total autogeneración		98,082	2.55%	0	0.00%
Self-generated energy sold (GJ)		2020		2019	
Photovoltaic panels		0	0.00%		0.00%
Cogeneration		637	0.02%		0.00%
Total Self-generation Sold		637	0.02%	0	0.00%
◦		2020		2019	
Self-consumption PV (GJ)		6,810	0.18%	0	0.00%
Total Scope 1		3,839,101	100.00%	3,589,097	100.00%

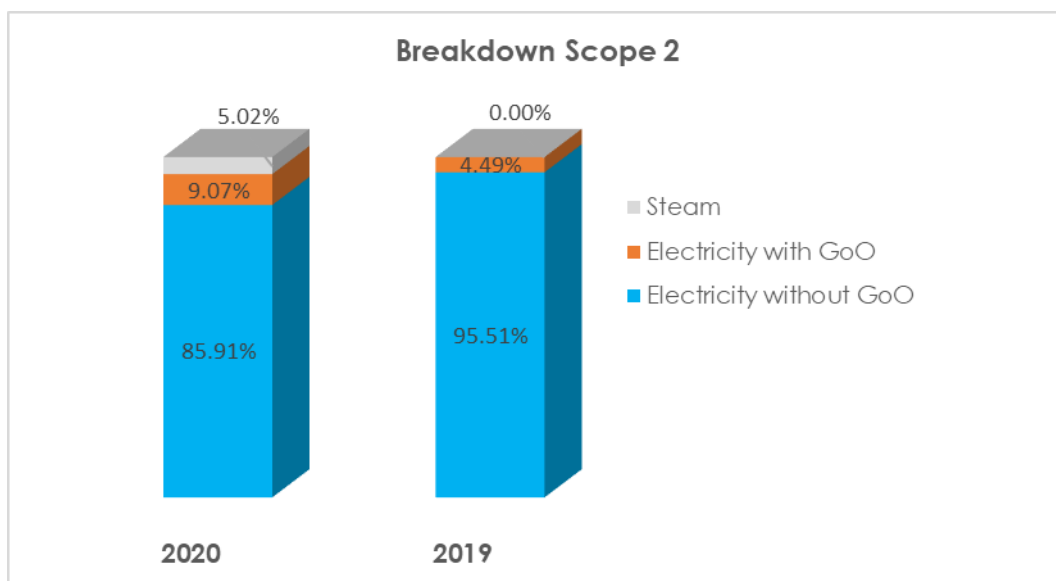
2.6% of the Scope 1 energy is self-generated by our facilities in photovoltaic or cogeneration plants:

- Photovoltaic facilities of Bertagni, Garofalo, Geovita and Mundiriso
- Cogeneration facilities of Ebro Frost Germany and Garofalo.

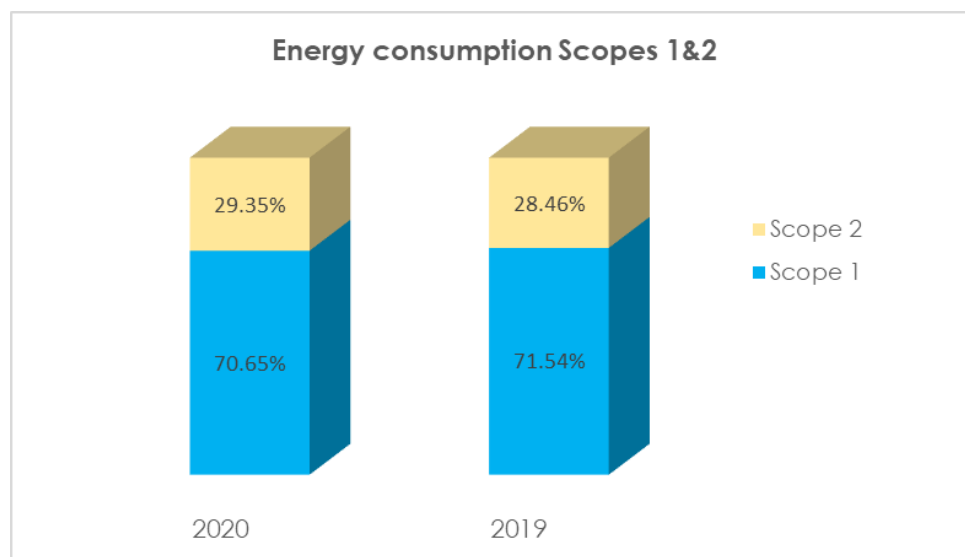


Indirect consumption (Scope 2)

Consumption Scope 2 (GJ)	2020		2019	
Electricity without GoO	1,369,897	85.91%	1,363,502	95.51%
Electricity with GoO	144,585	9.07%	64,135	4.49%
Steam	80,107	5.02%	0	0.00%
Heat	0	0.00%	0	0.00%
Cooling	0	0.00%	0	0.00%
Total	1,594,589	100%	1,427,637	100.00%



Total energy consumption (GJ)	2020		2019	
Scope 1	3,839,101	70.65%	3,589,097	71.54%
Scope 2	1,594,589	29.35%	1,427,637	28.46%
Total Scopes 1&2 (GJ)	5,433,690	100.00%	5,016,734	100.00%

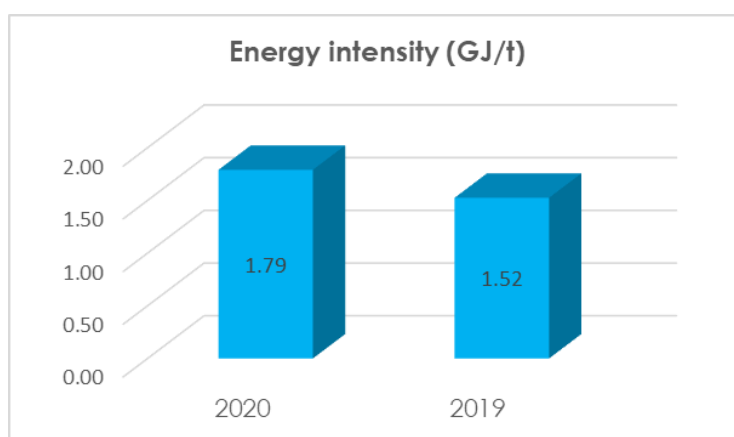


✚ Energy consumption outside of the organisation [302-2]

We do not have the methodologies or activity data to calculate energy consumption outside of the organisation.

✚ Energy intensity [302-3]

Energy intensity (GJ/t product)	2020	2019
Total produced (t)	3,035,468	3,290,565
Total energy consumed (GJ)	5,433,690	5,016,734
Energy intensity (GJ/t product)	1.79	1.52



Reduction of energy consumption [302-4]

Five companies in the Ebro Group have reported different initiatives to reduce their energy consumption, by a total of EUR 708,155.

COMPANY	PLANT	INITIATIVE	COST (€)
Mundi Riso	Vercelli	New photovoltaic plant	342,920
Roland Monserrat	Feillens	Installation heat pump	320,000
Catelli	Delta	Economiser	17,532
Harinas Santa Rita	Loranca de Tajuña	Enhanced process efficiency	24,000
Boost Nutrition	Schoten	LED lighting	2,000
Arroceiras Mundiarroz	Coruche	LED lighting	1,703
TOTAL			708,155

NB: This amount is included in Resources allocated to environmental risk prevention

GRI 303: Water and Effluents

This indicator is reported under standard GRI 303 (2018).

Interactions with water [303-1]

Water consumption in Ebro includes water consumed in offices and in the manufacturing process. The production processes of pasta and precooked food are more water-intensive than the dry rice production process.

Management of water discharge-related impacts [303-2]

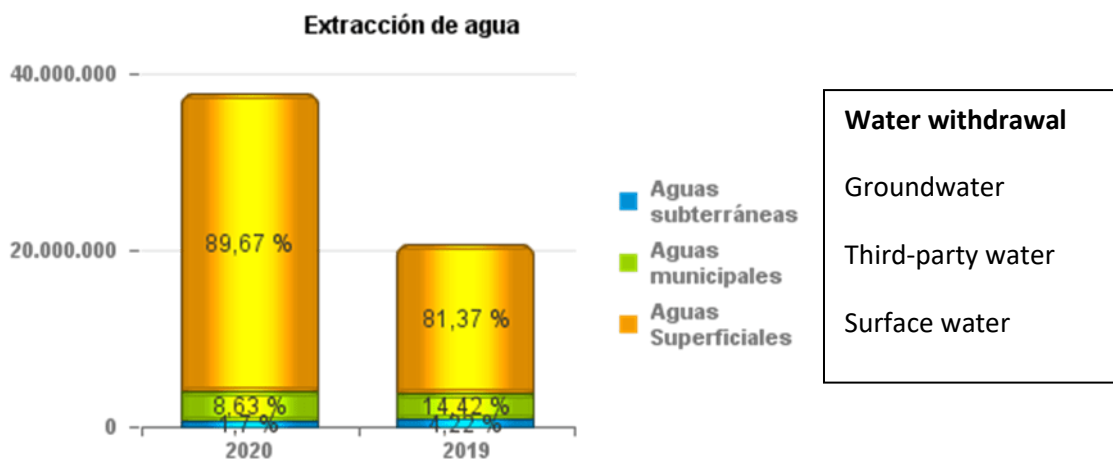
All effluent is discharged to the sewage networks, except from the Herba Ricemills Algemés plant, which discharges its effluent into the Real del Júcar irrigation system, and Ebro India.

Water withdrawal [303-3]

The water withdrawn and used by Mundi Riz for its rice crop in Morocco represents 90% of the total consumption by the group. The remaining water withdrawal is from the municipal water supply (third-party water) (84%) and groundwater (16%).

Water withdrawal (m3)	2020	%	2019	%
Third-party water	3,255,054	8.63%	2,981,480	14.42%
Groundwater	642,301	1.70%	871,575	4.22%
Total industrial processes	3,897,355	10.33%	3,853,055	18.63%
Inland surface freshwater	33,840,000	89.67%	16,824,000	81.37%
Inland surface salt water	0	0.00%	0	0.00%
Total water withdrawn	37,737,355		20,677,055	
Total Extracción agua dulce (SS<1000 mg/l)	37,737,355		20,677,055	
Total Extracción otras aguas (SS>1000 mg/l)	0		0	

NB: Surface water is not consumed in our industrial processes, but in the agricultural activity performed by the Munderiz Group in Morocco.



Water withdrawal by areas of water stress

Using the World Resources Institute (WRI) classification of water stress areas, the group's water withdrawal by areas of water stress is as follows:

Water withdrawal by areas of Water Stress (m3)	2020	2019
Low	0.38%	0.88%
Low-medium	4.54%	7.55%
Medium-high	2.86%	5.44%
High	92.19%	85.88%
Extremely high	0.04%	0.24%
Total water withdrawn (m3)	100%	100%

NB: 97% of the water withdrawn in areas of high water stress corresponds to the agricultural activities of Mundi Riz.

Water discharge [303-4]

Destination of discharge (m3)	2020	2019
Third party water (Sewage network, treatment plants)	2,638,117	2,012,624
Inland water	25,093	27,056
Seawater	0	0
Total	2,663,210	2,039,680

Discharge treatment (m3)	2020
No treatment	1,852,999
Primary/secondary treatment	805,614
Tertiary treatment	4,597
Total	2,663,210

Type of discharge (m3)	2020
Freshwater (SS<1000 mg/l)	2,663,210
Other water (SS>1000 mg/l)	0
Total	2,663,210

Discharge by areas of Water Stress (m3)	2020	
	Freshwater discharged (SS<1000 mg/l)	Other Water discharged (SS>1000 mg/l)
Low	108,435	0
Low-medium	1,017,703	0
Medium-high	728,892	0
High	803,582	0
Extremely high	4,597	0
Total discharge (m3)	2,663,210	0

NB: Discharge details not available for 2019

No accidental discharge occurred in 2019.

Water consumption [303-5]

Water Consumption (m3)	2020	2019
Water withdrawal	37,737,355	20,677,055
Water discharge	2,663,210	2,199,031
Water sold	3,168	0
Total Water Consumption (m3)	35,070,977	18,478,024

NB: The volume of water used in the rice crop has not been considered discharge

Discharge by areas of Water Stress (m3)	2020	2019
Low	34,708	52,774
Low-medium	695,059	546,883
Medium-high	345,851	708,296
High	33,984,691	17,146,889
Extremely high	10,668	23,181
Total Discharge	35,070,977	18,478,024

GRI 304: Biodiversity

This indicator is reported under standard GRI 304 (2016).

- ✚ Operational sites in or adjacent to protected areas and areas of high biodiversity value outside protected areas [304-1]

The Riviana plant in Freeport, Texas (USA) is adjacent to a protected area of wetland, Brazos River.

Tilda has a jetty on the River Thames (UK).

- ✚ Significant impacts of activities, products, and services on biodiversity [304-2]

There have been no impacts in any areas considered of high biodiversity value.

- ✚ Habitats protected or restored [304-3]

No restoration measures have been implemented in protected habitats.

Climate Change and protection of Biodiversity

Global warming is a serious threat to the planet and to our Group, owing to our direct dependence and impact on natural resources such as land or water and its importance for the correct development of our business activities. Accordingly, we have set up a work group to investigate and classify the potential impacts that climate change may have on our organisation and establish the appropriate mitigation and/or adaptation measures for each one, based on a prior matrix of identified risks (see Chapter 5 of this Report).

Apart from the specific measures we take to mitigate impacts and adapt the Ebro Group to climate change, our sustainability plan **HEADING FOR 2030** (caringforyouandtheplanet.com), put into place in 2019, contemplates a number of actions and goals, such as: 1) increasing efficiency in water and energy consumption, 2) recovery and reduction of waste, 3) recycling packaging, 4) optimising logistics and 5)

application of new technologies and sustainable agriculture models designed to care for the planet and preserve biodiversity.

On this point, the Ebro Group takes an active approach to the promotion and investigation of environmentally sustainable growing techniques for application in the production of its principal agricultural raw materials (rice, durum wheat and tomatoes) and to contribute towards greater preservation of the environment, biodiversity and mitigation of climate change by applying growing techniques to reduce crop emissions. This work is done through own initiatives and specific collaborations with stakeholders and sectoral associations, particularly the Sustainable Agriculture Initiative Platform (SAI Platform) and the Sustainable Rice Platform.

In durum wheat and tomatoes, the French subsidiary Panzani continues its “Nature” programme with a view to changing the growing practices of the suppliers in its supply chain so that their raw materials are free from pesticide residues by 2025.

With regard to rice, the Group has continued working in collaboration with other stakeholders on the development of projects to enhance environmental sustainability and preserve biodiversity in different production areas. The most representative examples of this work are:

- Thailand: Sustainable Aromatic Rice Initiative of Thailand (SARI-T):

Joint project with Mars, GIZ and the Thai Rice Department to enhance the economic viability of 1,200 rice growers in the province of Roi Et and the sustainable production of high quality Hom Mali aromatic rice.

The project organises numerous activities, such as teaching farmers about the Sustainable Rice Platform (SRP) standard and agronomic technologies, providing access to high quality seeds, improving growers’ skills and enhancing gender equity for reasons of food security and quality.

The programme completed its third year of rice production in 2020.

- Spain: Oryzonte Programme: developed at the Guadalquivir Marshes (Seville) together with Mars Food and Danone.

This project, which began in 2018, seeks to improve the sustainability of the rice crop in the province of Seville (Andalusia, Spain), focusing on three key areas: water, GHG emissions and biodiversity.

- With regard to water, the programme has assessed the potential of different practices to reduce the use of water in the rice fields in the Seville area. We have been working with a rice irrigation association to monitor salinity in different parts of their water circuit with a view to defining actions to improve water management and salinity over the coming years. In addition, in cooperation with the Institute of Sustainable Agriculture of the National Council for Scientific Research (CSIC), Oryzonte has developed a water and salinity model to assess the potential to implement field-proven

- practices at the farm level. This model highlights the importance of working with irrigation associations to improve water management in the area.
- With regard to GHG emissions, the project has sampled and analysed GHG emissions from rice fields under different models of water management, both during cultivation and in fallow periods. This work has enabled us to check whether the implementation of specific practices aligned with the guidelines of the Intergovernmental Panel on Climate Change (IPCC), such as Alternate Wetting and Drying (AWD) techniques, actually reduce GHG emissions from the Sevillian rice fields. The GHG emissions were measured by the Institute of Agrifood Research and Technology (IRTA).
 - In the area of biodiversity, after an initial assessment of possible measures to support biodiversity in the area, the project has installed vertical structures and nests for bats and birds of prey of special interest, such as the barn owl or the lesser kestrel. Predatory bird rining schemes have also been run in collaboration with members of different conservation organisations. These actions are designed to increase the presence in the area of birds of prey and bats, which do not have an adverse impact on the crop.
- India: During 2020, our subsidiary Ebro India continued developing three projects providing training for growers and technical assistance for the entire process, from sowing to harvesting.
- EKTA: A training programme for growers in their everyday farming activities, educating them in the latest agricultural practices and the optimum use of pesticides and fertilizers, and helping them to increase the yield from their crops and lower costs.
 - Control Farming: One of the greatest challenges in India is compliance with the MRL (maximum residue limits) permitted in the European Union. Through the control farming programme we work closely with the growers, monitoring all the agricultural practices they use from sowing to harvesting and educating them in the correct use of pesticides and fungicides in terms of quantity, quality and timing.
 - Organic farming: We work with around 830 growers for the production of organic basmati and non-basmati rice.

In 2019 we set up a collaboration framework with the Royal Academy of Engineering (Spain) to carry out a research project on GHG emissions in the Spanish food and agriculture sector with a view to identifying measures to reduce GHG emissions. The conclusions of this project were presented in 2020 with the publication of the report “Greenhouse gas emissions in the agrifood system and carbon footprint of food in Spain”. The study covers the entire food chain, includes emission factor refinements adapted to the Mediterranean climate conditions and adds emission sources in the agricultural systems that had not been contemplated previously, thus supplementing the bases on which the official national inventories that calculate the emissions of the Spanish agricultural sector build. The basic methodology used in this work is the Life Cycle Analysis (LCA) and unlike other studies, this one is based on farm-level data specifically pertinent to Spain, which have been harmonised with those of the aggregate national statistics. The study adds a historic perspective to the calculation

of the current situation, with which it is possible to modulate the partly positive evolution of recent decades when compared also with earlier pre-industrial agriculture periods; these, in turn, can provide clues for mitigation, with regard to tillage reduction, fertilization or the circular economy in agriculture. With the results obtained, we have been able to identify emission hotspots throughout the chain and determine the responsibility for mitigation actions not only in production and marketing, but also in the diet and consumption options of each consumer. The Report can be consulted at: <http://www.raing.es/es/publicaciones/libros/emisiones-de-gases-efecto-invernadero-en-el-sistema-agroalimentario-y-huella-de>

Furthermore, in order to address the challenges of climate change and follow any changes in law in this area, the Ebro Group is a member of the Climate Change Cluster promoted by Forética (www.foretica.org). In that Cluster, a group of large companies work together to lead the strategic positioning addressing climate change in the business agenda, discuss and exchange views and good practices, participate in the global debate and become key players in the decisions made at the administrative level.

GRI 305: Emissions

This indicator is reported under standard GRI 305 (2016).

The methodology employed under ISO 14064-1:2019 is of calculation, using the activity data of each company/plant and emission factors taken from official sources (Annex 3), applied to all the group's plants. All the gases are included in the calculation: CO₂, CH₄, N₂O, HFC, PFC, SF₆, NF₃.


Ebro's GHG emissions are consolidated under the operational control approach, including: (a) direct GHG emissions and (b) indirect GHG emissions for imported energy.

Direct (Scope 1) GHG emissions [305-1]

The sources of direct (Scope 1) GHG emissions are:

- ✓ Emissions of CO₂, CH₄ and N₂O from fossil fuel consumption by stationary sources
- ✓ Emissions of CO₂ from fossil fuel consumption by mobile sources (vehicle fleet and machinery)
- ✓ Leaks of cooling gases (HFC) from HCAV equipment
- ✓ Emissions of CH₄ from the rice crop
- ✓ Emissions of N₂O from elimination of nutrients in water treatment
- ✓ Direct emissions of CH₄ and N₂O from Biomass (rice husk, wood and charcoal)

In accordance with the IPPC guidelines, direct emissions of CH₄ and N₂O from the consumption of fossil fuels in mobile sources are not included in scope 1 as they are negligible.

 Indirect (Scope 2) GHG emissions 305-2

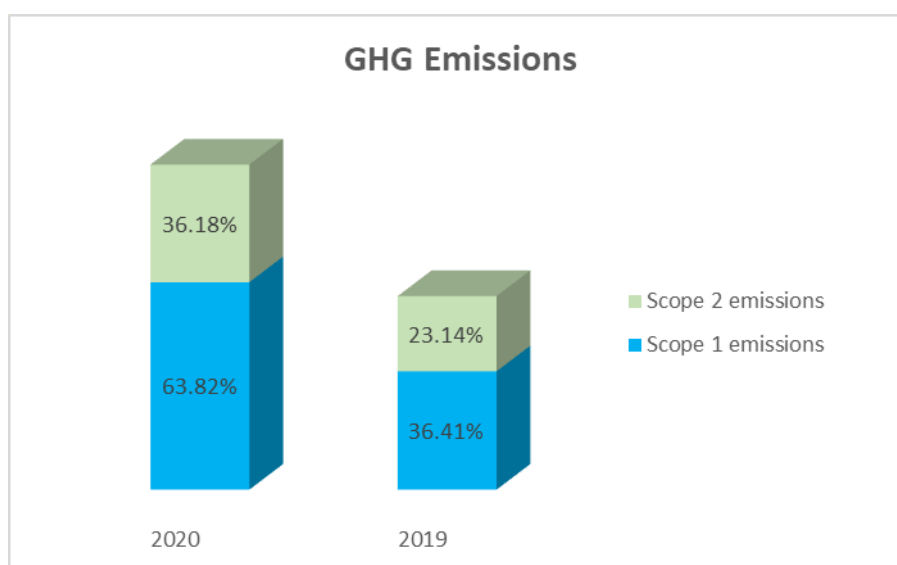
The sources of indirect (Scope 2) GHG emissions are:

- ✓ Emissions of CO₂ from energy consumption (electricity, heat, steam and cold) in installations and processes.

We calculate the Scope 2 emissions according to the location, using specific emission factors of each country.

GHG emissions (t CO ₂ e)	2020	2019
Scope 1 emissions	234,016	202,411
Scope 2 emissions	132,647	128,642
Total emissions	366,662	331,053

The Mundi Riz rice crop in Morocco accounts for 6% of the scope 1 emissions and 4% of the total emissions of the Group.



 Other indirect (Scope 3) GHG emissions [305-3]

Biogenic CO₂ emissions

Biogenic CO₂ emissions are produced in the combustion of renewable fuels, in our case rice husk, wood chips and charcoal.

Biogenic CO ₂ Emissions	2020	2019
Biogenic CO ₂ (t CO ₂)	6,885	10,051

Emissions from maritime logistics

In 2015, the Group's rice division contracted its main shipping logistics provider, EccoFreight, to calculate the carbon footprint of shipping our raw materials and other products.

This is calculated with the Eccoprint tool developed by EccoFreight and includes the transport (by rail and/or road) from the source plant to the port of departure and from the port of arrival to our plants.

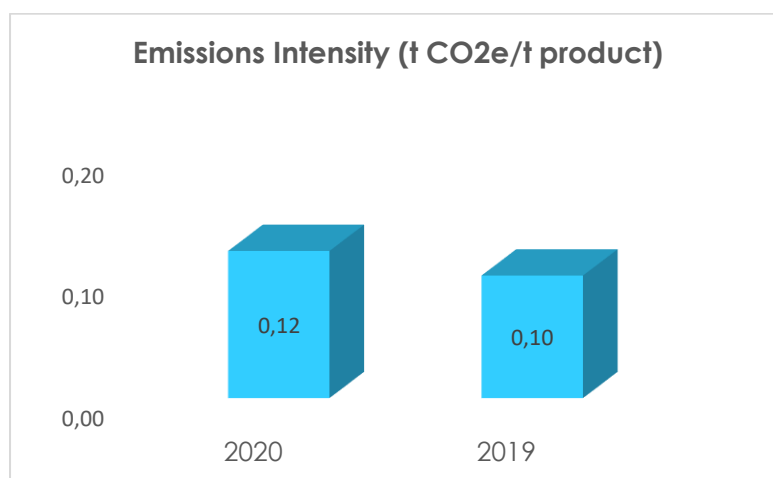
In 2020, EccoFreight handled approximately 47% of the shipments of the entire rice division, with 319,211 tonnes shipped and GHG emissions of 110,001 tonnes of CO₂e.

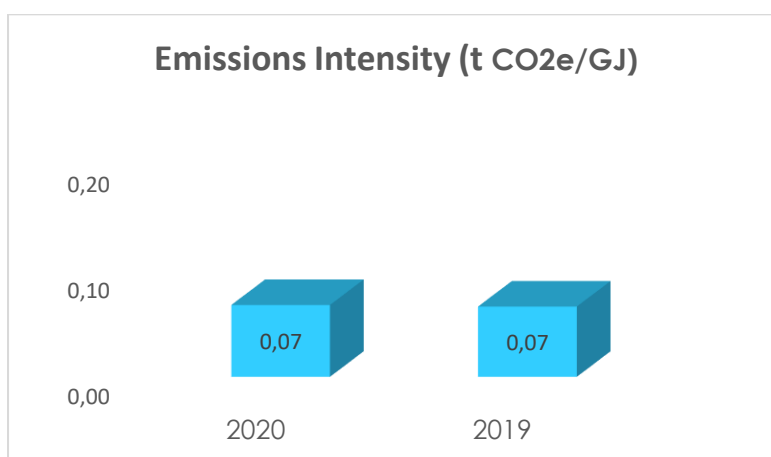
By choosing more efficient routes instead of other alternative routes available with larger carbon footprints, we avoided the emission of 89,074 t CO₂e, which is a 13.64% reduction of our Scope 3 emissions.

Moreover, Ebro Foods is participating in the AECOC Lean & Green Programme to calculate the carbon footprint of its domestic overland logistics.

GHG emissions intensity [305-4]

	2020	2019
Total produced (t)	3,035,468	3,290,565
Total GHG emissions (t CO ₂ e)	366,662	331,053
GHG emissions intensity (t CO₂e /t product)	0.12	0.10
GHG emissions intensity (t CO₂e /GJ)	0.07	0.07





✚ Reduction of GHG emissions [305-5]

We take 2020 as the base year for the comparison of GHG emissions.

All the initiatives to reduce energy consumption described in section 302-4 reduce GHG emissions, although we do not have any direct measurements.

✚ Emissions of ozone-depleting substances (ODS) [305-6]

Thanks to the development of specific laws (on an international, European and national level) and the efforts of the sectors affected, ODS production and consumption have been practically phased out. Ebro's activities are not included in any of the main sectors that use or used ODS, so in our opinion this indicator is not material and is not calculated.

✚ NOx, SOx and other significant air emissions [305-7]

We calculate the emissions of air pollutants associated with the stationary and mobile combustion processes, as they are the most significant. The NOx, SOx, etc. emissions are obtained by multiplying the GJ by a specific emissions factor for each type of pollutant.

In accordance with the applicable environmental laws and regulations, regular inspections and measurements are made by an external company to check compliance. No non-compliance was detected during the year.

NOx, SOx & other emissions (t)	NOX	CO	COV	SOx	PM10	PM2.5	PM	Total
Stationary combustion	287	146	106	4	12	12	0	567
Mobile combustion	6	10	2	0	0	0	0	18
Total Pollutants (t)	293	156	107	4	12	12	0	585

NB: We have no calculations for 2019

Greenhouse gas reduction goals

In order to define emissions reduction goals in line with the recommendations of the scientific community, during 2020 we developed the Greenhouse Gas Emissions Inventory procedure for all Group companies under ISO 14064-1:2019.

2020 is taken as the base year, against which to compare our performance in future years, once the reduction targets have been defined.

GRI 306: Waste

This indicator is reported under standard GRI 306 (2020).

Waste generation [306-1]

Most of the waste generated by our business is classified as non-hazardous waste. There is also a small proportion of hazardous waste generation, mainly waste from the packaging of chemical products used in maintenance work at our facilities.

Management of significant waste-related impacts [306-2]

All waste of whatever type is separated by kind and taken to authorised waste disposal contractors for treatment according to the laws in place in each geographical area, giving priority to recycling and reuse wherever possible.

Circularity measures

To guarantee meeting the reduction, recycling and re-use targets defined in the Packaging and Packaging Waste Act 11/97 of 24 April, our Spanish subsidiary Herba has joined Ecoembalajes España, S.A. (Ecoembes), which has the mission of designing and developing systems for selective collection and recovery of used packaging and packaging waste. Ecoembes uses the “Green Dot” (symbol that appears on the packaging) to show that the packager of the product has paid a sum of money for each package put on the market.

Both the European rice companies and the head offices of Ebro Foods have signed agreements with companies similar to Ecoembes for the destruction of paper and other data carriers. With these agreements, apart from complying with the Data Protection Act, they guarantee a sustainable management of the documentation through the undertaking by these companies to recycle the material.

In addition, within our commitment to making our packaging recyclable and specifically with the aim of finding sustainable alternatives for our flexible packaging, in 2019 we joined CEFLEX (<https://ceflex.eu/>), a European consortium of companies, associations and organisations that represent the entire flexible packaging value chain and collaborate to enhance the contribution of flexible packaging to the circular economy in Europe, by designing innovative solutions.

As in previous years and in keeping with the circular economy goals set for our packaging, we have continued striving to increase the recyclability of our packaging by changing to paper packaging certain formats that have traditionally been sold in polypropylene flexible packaging. During 2020, two of our dry rice brands, La Fallera (Spain) and Risella (Finland), replaced their biaxially oriented polypropylene (BOPP) film with 100% recyclable paper, thus avoiding putting on the market 73 tonnes a year of non-recyclable plastic that would have ended up in a landfill.

In this process, we are collaborating with other subsidiaries from Spain in changing from plastic to paper packaging, not only for rice products, but also for dry pasta.

Another significant landmark was the redesigning of a very significant item in our product portfolio, La Cigala, in which we eliminated the primary packaging component, consisting of a complex layer of two different polymers, replacing it with a virgin solid board packet, so that it is 100% recyclable.

To make further progress towards our goal of increasing the recyclability of our packaging, we need the market to provide technical solutions for greaseproof paper. This would enable the use of this material in the packaging of certain rice varieties, such as parboiled rice which, as it includes a greasy component, would end up staining any traditional paper packaging.

In line with the maxim that “the best waste is no waste”, we are validating new films with a lower calibre and weight for sealing our microwave rice cups. The new specifications will represent a reduction of approximately 26% in the annual quantity of this material sold.

We have also taken the first steps to validate a doypack manufactured with multi-polymer sterilisable, high-barrier complexes, namely polypropylene, to replace complex structures in which the coexistence of different polymeric chains make mechanical recycling impossible. At the end of 2020, we received the first proposals and confirmation of technical specifications and we expect to start testing in the first half of 2021.

Actions to combat food waste

The main internal policy for food surplus within the Group (defining surplus as products suitable for consumption but which, for different reasons -such as packaging defects, being close to their use-by date, etc.- are not suitable for sale to consumers) is donation to food banks.

The Ebro Group also participates actively in the programme “Don’t waste food”, a collaborative initiative to reduce food waste, led by AECOC, the association of large consumer companies.

The three principal objectives of the project are to:

- Establish prevention and efficiency practices throughout the food chain to reduce waste

- Maximise use of the surplus produced in different stages of the value chain (redistribution, reuse and recycling)
- Make society aware of this problem and the need to reduce food waste.

The initiative is supported by over 350 manufacturers and distributors in the large consumer sector, logistics and haulage operators, business associations, consumer organisations and institutions and is coordinated by AECOC.

The programme aims to inform people about the efforts being made by companies to prevent food waste and promote enhanced collaboration to gradually reduce the problem. Every year some 7.7 million tonnes of food is wasted in Spain. Therefore, the “Don’t waste food” programme aims to make consumers throughout the world aware of the problems of food waste and get them to participate in the initiative, encouraging them to collaborate in order to reduce the waste generated by each person.

During 2021, in a move to step up its commitment in this area, Ebro Foods joined Waste Warrior Brands, an initiative promoted and coordinated by Too Good To Go (TGTG), an international platform bringing together major brands from the food and hospitality sectors to fight food waste. In this context, Ebro undertakes to work jointly with TGTG on developing different external and internal actions and initiatives to avoid food waste, and on jointly creating campaigns and actions to raise awareness in this regard among the general public and our own employees.

Within this joint collaboration, both entities launched a social awareness initiative in December aiming to reduce food waste over Christmas, encouraging people to reuse leftovers to prepare new menus, using recipes created and published on a website (www.eldiaese.es) designed for this purpose.

Measures for waste prevention, recycling, reuse and other forms of recovery and elimination

All the companies in our Group have contracted the management of hazardous and non-hazardous waste to authorised waste disposal contractors.

Some of the Group’s rice companies use the husk from their manufacturing processes as a source of renewable energy. During 2020, Ebro India, Mundi Riso and Herba Ricemills reported the use of rice husk as a renewable fuel to obtain thermal energy.

 Waste generados [306-3]

Waste (t)	2020	2019
Hazardous	55	45
Non-hazardous	30,860	28,267
Total Waste	30,915	28,313

Waste diverted from disposal [306-4]

Non-hazardous waste (t)	2020	2019
Recycled	4,025	4,889
Composted	2,011	3,252
Reused	1,746	730
Other recovery operations	3,042	0
Total Recovery	10,824	8,872

Hazardous waste (t)	2020	2019
Recycled	8	16
Composted	1	0
Reused	0	0
Other recovery operations	15	0
Total Recovery	24	16

Waste directed to disposal [306-5]

Non-hazardous waste (t)	2020	2019
Landfilling	15,629	10,876
Incineration	3,511	900
Other disposal operations	897	7,619
Total Disposal	20,036	19,395

Hazardous waste (t)	2020	2019
Landfilling	11	1
Incineration	4	10
Other disposal operations	16	18
Total Disposal	31	30

GRI 307 Environmental Compliance

Non-compliance with environmental laws and regulations [307-1]

In 2020, 3 plants reported minor non-compliance with environmental laws and regulations. One of them led to a small fine.

COMPANY	PLANTA	ENVIRONMENTAL NON-COMPLIANCE	FINE (€)	REMEDIAL ACTION
Catelli	Delta	Non-compliance landfill permit	0	Factory visit to review remedial actions
Catelli	Hamilton	Non-compliance landfill permit	0	Virtual visit to review remedial actions
Riviana Arroz	Freeport	Overstepping the annual assignment for the use of solvents. Exceeding the loading performance of trains and lorries	5,502	

Provisions and guarantees for environmental risks

All the Group companies have taken out third party liability insurance covering any damage caused by sudden, unintentional, accidental pollution; that insurance is considered to cover any possible risks of this nature. To date there have been no significant claims for environmental issues, favourable outcomes of audits and inspections, and no allegations in the processing of Integrated Environmental Authorisations, etc.

Environmental assessment and certification procedures

Total compliance with the laws and regulations applicable to its activities is a basic principle and goal in the Ebro Group environmental management. All the production plants of the Ebro Group operate under the applicable certifications, specifications and authorisations in their respective geographical areas and internally manage their environmental aspects accordingly.

The following workplaces have an environmental management system certified under UNE-EN-ISO 14001:

- Panzani Gennevilliers
- Panzani Littoral
- Panzani Saint Just
- Garofalo Gragnano

Resources dedicated to environmental risk prevention

Eighteen of the 32 companies covered by this report have reported investments in measures to reduce / optimise energy consumption, water consumption and GHG emissions:

- Pastificio Lucio Garofalo
- Herba Ricemills
- Riviana Arroz

- Catelli
- Ebro Frost UK
- Mundiriso
- Panzani
- Arrozeiras Mundiarroz
- Bertagni
- Boost Nutrition
- Ebro India
- Harinas Santa Rita
- Herba Bangkok
- Herba Cambodia
- Lassie
- Roland Monterrat
- S&B Herba Foods
- Tilda

	2020 (€)	2019 (€)
Cost of management and control	1,193,472	785,390
Investment to minimise impact	3,338,893	1,320,098
Total:	4,532,366	2,105,488

NB: The 2019 figure is updated in the light of an error detected and corrected in the CSR 2019 Report published after the Non-Financial Statements.

The investments reported here include measures to reduce energy consumption, water consumption and emissions, as well as the cost of waste management, inspection of equipment, measurements and analyses. They also include initiatives to adapt to climate change, such as the Oryzonte project, which aims to reduce water consumption and GHG emissions, and FSA assessments in Italy.

The principal investments were:

- New photovoltaic installation in Mundiriso (Italy)
- New chiller using a coolant with a lower global warming potential and new soundproofed compressor room in Herba Ricemills
- New boiler burner in Garofalo to reduce NOx emissions
- Installation of heat pump in Roland Monterrat
- New economiser in Catelli
- Improvements to the dust collector filters and effluent plant in Riviana
- New effluent treatment plant in Ebro Frost UK
- Improvement of the effluent plant and measures to reduce noise in Panzani.

ANNEX 1

List of subsidiaries of the Ebro Group in 2020

Company	Country	Business Area
AGROMERUAN, S.R.A.L AU	MOROCCO	Rice
ARROZEIRAS MUNDIARROZ, S.A.	PORTUGAL	Rice
AROTZ FOODS, S.A.	SPAIN	Others
BERTAGNI 1882, S.P.A.	ITALY	Pasta
BOOST NUTRITION, C.V.	BELGIUM	Rice
CATELLI FOODS CORPORATION	CANADA	Pasta
EBRO FOODS, S.A.	SPAIN	Parent (Holding)
EBROFROST HOLDING, GMBH	GERMANY, DENMARK AND UK	Rice, pasta and frozen food
EBRO INDIA, PRIVATE LTD.	INDIA	Rice
EURYZA, GMBH	GERMANY	Rice
GEOVITA FUNCTIONAL INGREDIENTS, S.R.L.	ITALY	Ingredients
HERBA BANGKOK, S.L.	THAILAND	Rice
HERBA CAMBODIA CO. LTD	CAMBODIA	Rice
HERBA INGREDIENTS, B.V.	NETHERLANDS AND BELGIUM	Ingredients
HERBA RICEMILLS, S.L.U.	SPAIN	Rice
HERBA RICEMILLS ROM, S.R.L.	ROMANIA	Rice
LASSIE, B.V.	NETHERLANDS	Rice
LA LOMA ALIMENTOS, S.A.	ARGENTINA	Rice
LUSTUCRU FRAIS, S.A.S.	FRANCE	Rice and pasta
MUNDI RISO, S.R.L.	ITALY	Rice
MUNDI RIZ, S.A.	MOROCCO	Rice
NEOFARMS BIO, S.A.	ARGENTINA	Rice
PANZANI, S.A.S.	FRANCE	Pasta
PASTIFICIO LUCIO GAROFALO, SPA	ITALY	Pasta
RICELAND MAGYARORZAG, KFT	HUNGARY	Rice
RIVIANA FOODS, INC.	USA	Rice and pasta
ROLAND MONTERRAT, SA. S	FRANCE	Fresh food
SANTA RITA HARINAS, S.L.U.	SPAIN	Others
S&B HERBA FOODS, LTD.	UK	Rice
TILDA, LTD.	UK	Rice
TRANSIMPEX, GMBH	GERMANY	Rice

List of industrial facilities (production plants and warehouses) and offices of the Ebro Group in 2020

Company	Country	Workplace	Type of facility
AROTZ FOOD	SPAIN	Navaleno	Industrial
ARROZEIRAS MUNDIARROZ	PORTUGAL	Coruche	Industrial
		Lisbon Office	Office (lease)
BERTAGNI 1882	ITALY	Vicenza	Industrial
		Avio	Industrial
		Warehouses Avio & Arcugnano	Warehouse
BOOST NUTRITION	BELGIUM	Merksem	Industrial
CATELLI FOODS CORPORATION	CANADA	Montreal	Industrial
		Delta	Industrial
		Hamilton	Industrial
EBRO FOODS HOLDING	SPAIN	Madrid	Office (lease)
		Barcelona	Office (lease)
		Granada	Office (lease)
EBRO INDIA	INDIA	Taraori	Industrial
EBROFROST DENMARK	DENMARK	Orbaek	Industrial
EBROFROST GERMANY	GERMANY	Offingen	Industrial
EBROFROST UK	UK	Beckley	Industrial
EURYZA	GERMANY	Hamburg Office	Office (lease)
GEOVITA FUNCTIONAL INGREDIENTS	ITALY	Bruno	Industrial
		Nizza Monferrato	Industrial
		Verona	Industrial
		Villanova Monferrato	Industrial
HERBA BANGKOK	THAILAND	Nong Khae	Industrial
HERBA CAMBODIA	CAMBODIA	Phnom Phen	Industrial
HERBA INGREDIENTS	BELGIUM	Schoten (4 plants)	Industrial
		Beernen Office	Office (lease)
	NETHERLANDS	Wormer	Industrial
HERBA RICEMILLS	SPAIN	San Juan de Aznalfarache	Industrial
		Jerez de la Frontera	Industrial
		Coria del Río	Industrial
		Isla Mayor	Industrial
		Silla	Industrial
		Algemesí	Industrial
		L'Aldea	Industrial
		La Rinconada	Industrial
		Los Palacios	Industrial
		Warehouses (Cotemsa, Raza & Ecorub)	Almacén
HERBA RICEMILLS ROM	ROMANIA	Herba Ricemills Romania	Office (lease)

LASSIE	NETHERLANDS	Wormer	Industrial
LA LOMA ALIMENTOS	ARGENTINA	Los Charrúas	Industrial
		Chajarí	Industrial
		Los Conquistadores	Industrial
		Buenos Aires Office	Office (lease)
LUSTUCRU FRAIS	FRANCE	St Genis Laval	Industrial
		Lorette	Industrial
		Communay	Industrial
MUNDI RIZ	MOROCCO	Larache	Industrial
MUNDI RISO	ITALY	Vercelli	Industrial
NEOFARM BIO	ARGENTINA	Concordia Office	Office (lease)
PANZANI	FRANCE	Saint Just (Bellevue)	Industrial
		Littoral	Industrial
		Gennevilliers	Industrial
		Nanterre	Industrial
		La Montre	Industrial
		Vitrolles	Industrial
		Lyon Office	Office (owned)
Warehouses (Les Mureaux & Berre)	Warehouse		
PASTIFICIO LUCIO GAROFALO	ITALY	Gragnano	Industrial
RICELAND MAGYARORZAG	HUNGARY	Commercial office	Office (lease)
RIVIANA	USA	Memphis	Industrial
		Carlisle	Industrial
		Brinkley	Industrial
		Hazen	Industrial
		Clearbrook	Industrial
		Freeport	Industrial
		Alvin	Industrial
		Winchester	Industrial
		Fresno	Industrial
St Louis	Industrial		
ROLAND MONTERRAT	FRANCE	Feillens	Industrial
S&B HERBA FOODS	UK	Cambridge	Industrial
		Liverpool	Industrial
		Orpington Office	Office (lease)
SANTA RITA HARINAS	SPAIN	Loranca de Tajuña	Industrial
TILDA	UK	Classic	Industrial
		Jazz	Industrial
	INDIA	India Office	Office (lease)
UAE	Dubai Office	Office (lease)	
TRANSIMPEX	GERMANY	Lamsheim Plant	Industrial
		Lamsheim Office	Office (owned)

ANNEX 2

List of Food Safety and Quality certifications of the Group's subsidiaries in 2020

Company	Country	Workplace	Certification
AROTZ FOOD	SPAIN	NAVALENO	IFS
ARROZEIRAS MUNDIARROZ	PORTUGAL	CORUCHE	ISO 9001
			ISO 22000
			FOOD PRODUCT CERTIFICATION
			IFS
BERTAGNI 1882	ITALY	AVIO	BRC
		VICENZA	IFS
			BIOS - ORGANIC CERTIFICATION
			BRC
			IFS
		BOOST NUTRITION	BELGIUM
KOSHER			
ORGANIC CERTIFICATION			
CATELLI FOODS CORPORATION	CANADA	MONTREAL	KOSHER
		DELTA	SQF
			BRC
			BRC
EBROFROST DENMARK	DENMARK	ORBAEK	BRC
			KOSHER
			ORGANIC CERTIFICATION
EBROFROST GERMANY	GERMANY	OFFINGEN	BRC
			HALAL
			KAT
			ORGANIC CERTIFICATION
EBROFROST UK	UK	BECKLEY	BRC
EBROFROST NORTHAMERICA	USA	MEMPHIS	SQF
EBRO INDIA	INDIA	TARAORI	ISO 22000
			ORGANIC CERTIFICATION

Company	Country	Workplace	Certification
			BRC
			IPQC
			PPQS
			KOSHER
GEOVITA FUNCTIONAL INGREDIENTS	ITALY	BRUNO	BCR
			ORGANIC CERTIFICATION
			KOSHER
			IFS
			HALAL
		NIZZA MONFERRATO	FSSC 22000
			ORGANIC
			VILLANOVA MONFERRATO
		IFS	
		HERBA BANGKOK	THAILAND
ORGANIC CERTIFICATION			
ISO 9001			
KOSHER			
BRC			
GMP & HACCP			
GLUTEN FREE CERTIFICATION			
HERBA CAMBODIA	CAMBODIA	PHNOM PENH	ISO 9001
			ORGANIC CERTIFICATION (EU)
			ORGANIC CERTIFICATION (NOP)
			KOSHER
			GMP & HACCP
HERBA INGREDIENTS	BELGIUM	SCHOTEN	ORGANIC CERTIFICATION
	BELGIUM	SCHOTEN	IFS
			KOSHER
	BELGIUM	SCHOTEN	GMP
			IFS
			KOSHER

Company	Country	Workplace	Certification
	NETHERLANDS	WORMER	GMP
			ECOLOGICAL CERTIFICATION
			IFS
			GMP
			KOSHER
			HALAL
			ORGANIC CERTIFICATION
			CHINESE ORGANIC
	NETHERLANDS	WORMER	IFS
			GMP
			ORGANIC CERTIFICATION
			IFS
			ISO 9001
			ECOLOGICAL CERTIFICATION
HERBA RICEMILLS	SPAIN	CORIA DEL RÍO	KOSHER
			ISO 9001
			BRC
			IFS
		SAN JUAN DE AZNALFARACHE (Ready foods plant and Rice plant)	ECOLOGICAL CERTIFICATION
			KOSHER
			ISO 9001
			BRC
		JEREZ DE LA FRONTERA (Ready foods plant)	IFS
			ISO 9001
			BRC
		SILLA	KOSHER
			ISO 9001
			BRC
			IFS
		ALGEMESÍ (Ready foods plant)	KOSHER
			ISO 9001
			IFS
			BRC
		ALGEMESÍ (Rice plant)	ISO 9001
			KOSHER

Company	Country	Workplace	Certification
		ALGEMESÍ (Flour mill)	IFS
			KOSHER
		LA RINCONADA	IFS
			ECOLOGICAL CERTIFICATION
			KOSHER
		LOS PALACIOS	IFS
			ISO 9001
			ECOLOGICAL CERTIFICATION
			KOSHER
LASSIE	NETHERLANDS	WORMER	ECOLOGICAL CERTIFICATION
			IFS
			GMP
LA LOMA ALIMENTOS	ARGENTINA	LOS CHARRÚAS	HACCP
			GLUTEN FREE CERTIFICATION
			KOSHER
		CHAJARÍ	KOSHER
			GLUTEN FREE CERTIFICATION
LUSTUCRU FRAIS	FRANCE	SAINT GENIS LAVAL (Fresh pasta plant)	IFS
		LORETTE (Fresh pasta plant)	IFS
		COMMUNAY (Fresh pasta plant)	IFS
MUNDI RISO	ITALY	VERCELLI	IFS
			BRC
			ISO 22000
			ECOLOGICAL CERTIFICATION
			KOSHER
MUNDI RIZ	MOROCCO	LARACHE	ISO 22000
PANZANI	FRANCE	LA MONTRE	FSSC 22000
			IFS
		GENNEVILLIERS	IFS
			GMP+

Company	Country	Workplace	Certification
		NANTERRE	KOSHER
			IFS
			FSSC 22000
		LITTORAL	GMP+
			HALAL
			IFS
		SAINT JUST	GMP+
			ECOLOGICAL CERTIFICATION
			IFS
		VITROLLES	SQF
			FSSC 22000
			KOSHER
			GLUTEN FREE CERTIFICATION
			ECOLOGICAL CERTIFICATION
		LYON	HALAL
ECOLOGICAL CERTIFICATION			
PASTIFICIO LUCIO GAROFALO	ITALY	GRAGNANO	BRC
			IFS
			KOSHER
			HALAL
			ORGANIC PASTA
			NO-GMO
			IFS
RIVIANA FOOD (RICE BUSINESS)	USA	MEMPHIS	KOSHER
			SQF
			GLUTEN FREE CERTIFICATION
		BRINKLEY	SQF
			KOSHER
			ECOLOGICAL CERTIFICATION
		CLEARBROOK	KOSHER
			SQF
		ALVIN	KOSHER
			SQF

Company	Country	Workplace	Certification	
			ECOLOGICAL CERTIFICATION	
			CARLISLE	KOSHER
				SQF
		FREEPORT	KOSHER	
			SQF	
		RIVIANA FOOD (PASTA BUSINESS)	USA	SAINT LOUIS
KOSHER				
ECOLOGICAL CERTIFICATION				
WINCHESTER	SQF			
	KOSHER			
FRESNO	SQF			
	KOSHER			
ROLAND MONTERRAT	FRANCE	FEILLEN	IFS	
S&B HERBA FOODS	UK	CAMBRIDGE	BRC	
			KOSHER	
		LIVERPOOL	BRC	
			KOSHER	
TILDA	UK	RAINHAM (Classic Site (Mill & Packaging))	BRC	
			KOSHER	
		RAINHAM (Jack Site (Doy-pack))	BRC	
TRANSIMPEX	GERMANY	LAMBSHEIM	IFS	
			ORGANIC	
			ORGANIC NATURLAND	

ANNEX 3

Calorific power of fuels, emission factors and water stress classification

Table 1. Net calorific value (NCV) of Fuels

Fuel in Stationary Sources	NCV	Unit NCV	Source NCV
Natural Gas	0.03822	GJ/m ³ N	National GHG Inventory of Spain (Annex 7), based on 2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1)
Liquefied Petroleum Gas (LPG)	0.0473	GJ/kg	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1)
Propane	0.0462	GJ/kg	Version 15, June 2020 of the EF document of the Ministry for Ecological Transition and Demographic Challenge (MITERD), based on 2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1)
Liquefied Natural Gas (LNG)	0.0442	GJ/kg	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1)
Butane	0.04478	GJ/kg	Version 15, June 2020 of the EF document of the MITERD, based on 2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1)
Gasoline	0.0443	GJ/kg	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1)
Diesel	0.043	GJ/kg	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1)
Charcoal	0.0295	GJ/kg	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1)
Biomass (wood chip)	0.0156	GJ/kg	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1 & 2)
Biomass (rice husk)	0.0116	GJ/kg	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1 & 2)

Fuel in Mobile Sources

Liquefied Natural Gas (LNG)	0.0442	GJ/kg	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1 & 3)
Liquefied Petroleum Gas (LPG)	0.0473	GJ/kg	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1 & 3)
Gasoline	0.0443	GJ/kg	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1 & 3)
Diesel	0.043	GJ/kg	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1 & 3)

Table 2. Emission Factors of fuels and activities

Fuel in Stationary Sources	EF CO ₂ (kgCO ₂ /GJ _{NCV})	EF CH ₄ (kgCH ₄ /GJ _{NCV})	EF N ₂ O (kgN ₂ O/GJ _{NCV})	Unit EF	Source NCV
Natural Gas	56.1	0.001	0.0001	kg CO ₂ /GJ _{NCV}	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.2)
Liquefied Petroleum Gas (LPG)	63.1	0.001	0.0001	kg CO ₂ /GJ _{NCV}	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.2)
Propane	63.6	0	0	kg CO ₂ /GJ _{NCV}	Version 15, June 2020 of the EF document of the MITERD, based on 2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.2)
Liquefied Natural Gas (LNG)	64.2	0.003	0.0006	kg CO ₂ /GJ _{NCV}	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.2)
Butane	66.2	0	0	kg CO ₂ /GJ _{NCV}	Version 15, June 2020 of the EF document of the MITERD, based on 2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.2)
Gasoline	69.3	0.003	0.0006	kg CO ₂ /GJ _{NCV}	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.2)
Diesel	74.1	0.003	0.0006	kg CO ₂ /GJ _{NCV}	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.2)
Charcoal	0	0.2	0.004	kg CO ₂ /GJ _{NCV}	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch. 1 & 2)
Biomass (wood chips)	0	0.03	0.004	kg CO ₂ /GJ _{NCV}	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch. 1 & 2)
Biomass (rice husk)	0	0.03	0.004	kg CO ₂ /GJ _{NCV}	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch. 1 & 2)

Fuel in Mobile Sources					
Liquefied Natural Gas (LNG)	56.1	0	0	kg CO ₂ /GJ _{NCV}	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1 & 3)
Liquefied Petroleum Gas (LPG)	63.1	0	0	kg CO ₂ /GJ _{NCV}	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1 & 3)
Gasoline	69.3	0	0	kg CO ₂ /GJ _{NCV}	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1 & 3)
Diesel	74.1	0	0	kg CO ₂ /GJ _{NCV}	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1 & 3)
Other data on Activity					
Rice crop	0	1.3	0	kg CO ₂ /GJ _{NCV}	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.4, ch.5) IPCC for fields not flooded for less than 180 days prior to growth, permanently flooded during growth and without organic fertiliser
Elimination of N			0.005	kg CO ₂ /GJ _{NCV}	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.5, ch.6)

Table 3. Emission Factor of biogenic CO₂

Fuel	EF	Unit EF
Charcoal	112	kg CO ₂ e/GJ
Biomass (wood chips)	112	kg CO ₂ e/GJ
Biomass (rice husk)	100	kg CO ₂ e/GJ

Source: 2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch. 1 & 2)

Table 4. Global Warming Potential of GHG

GHG	GWP	Source GWP
CO ₂	1	IPPC fourth assessment report
CH ₄	28	IPPC fourth assessment report
N ₂ O	265	IPPC fourth assessment report

Tabla 5. Emission Factor Electricity (based on location)

Country	EF	Unit EF	Source EF
GERMANY	0.461	kgCO2e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
ARGENTINA	0.367	kgCO2e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
BELGIUM	0.22	kgCO2e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
CAMBODIA	0.804	kgCO2e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
CANADA	0.186	kgCO2e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
DENMARK	0.36	kgCO2e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
UAE	0.598	kgCO2e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency

Country	EF	Unit EF	Source EF
SPAIN	0.31	kgCO ₂ e/kWh	Emission Factors, Register of Carbon Footprints, Compensation and CO ₂ Absorption Projects. MITERD. June 2020, version 15
FRANCE	0.085	kgCO ₂ e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME
HUNGARY	0.317	kgCO ₂ e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
INDIA	0.912	kgCO ₂ e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
ITALY	0.406	kgCO ₂ e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
MOROCCO	0.718	kgCO ₂ e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
NETHERLANDS	0.415	kgCO ₂ e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency

Country	EF	Unit EF	Source EF
PORTUGAL	0.255	kgCO2e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
ROMANIA	0.499	kgCO2e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
THAILAND	0.513	kgCO2e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
UK	0.2556	kgCO2e/kWh	UK Government GHG Conversion Factors for Company Reporting. DEFRA 2019
USA	0.522	kgCO2e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency

Table 6. Emission Factors of Coolants

Coolants	EF
Carbon dioxide	1
Methane	28
Nitrous oxide	265
HFC-23	14800
HFC-32	675
HFC-41	92
HFC-125	3500
HFC-134	1100
HFC-134a	1430
HFC-143	353
HFC-143a	4470
HFC-152a	124
HFC-227ea	3220
HFC-236fa	9810
HFC-245fa	1030
HFC-43-10mee	1640
Perfluoromethane (PFC-14)	7390
Perfluoroethane (PFC-116)	12200
Perfluoropropane (PFC-218)	8830
Perfluorocyclobutane (PFC-318)	10300
Perfluorobutane (PFC-3-1-10)	8860
Perfluoropentane (PFC-4-1-12)	9160
Perfluorohexane (PFC-5-1-14)	9300
Sulphur hexafluoride (SF ₆)	22800
HFC-152	53
HFC-161	12
HFC-236cb	1340
HFC-236ea	1370
HFC-245ca	693
HFC-365mfc	794
R717 (ammonia)	0
R448A	1387
R410A	1890
HFC-1234ze (R1234ze)	7
R717 (ammonia)	0
R404A	3922
R407A	2107
R407C	1774
R407F	1825

Coolants	EF
R408A	3152
R410A	2088
R507A	3985
R508B	13396
R403A	3124
R407B	2804
R410B	2229
R413A	2053
R-417A	2346
R-417B	3026
R-422A	3143
R-422D	2729
R-424A	2440
R-426A	1508
R-427A	2138
R-428A	3607
R-434A	3245
R-437A	1805
R-438A	2264
R-442A	1888
R-449A	1396
R-452A	2140
R-453A	1765

Unit EF: kg CO₂e/kg coolant

Source: IPCC Fourth Assessment Report

Table 7. Emission Factors of Pollutants NO_x, CO, SO_x, COV, PM

		STATIONARY COMBUSTION		
GJ		Natural Gas+LNG+LPG+Butane+Propane	Gasoline+Diesel	Rice husk +Wood chips +Charcoal
Pollutant		FC (g/GJ)	FC (g/GJ)	FC (g/GJ)
NOX		74	513	91
CO		29	66	570
COV		23	25	300
SOx		0.67	47	11
PM10		0.78	20	143
PM2.5		0.78	20	140

		MOBILE COMBUSTION			
GJ		Gasoline	Diesel	LPG	LNG
Contaminante		FC (g/GJ)	FC (g/GJ)	FC (g/GJ)	FC (g/GJ)
CO		1,911.964	77.442	1,790.698	128.959
COV		226.862	16.279	288.372	5.882
NOX		197.065	301.395	321.353	294.118
PM		0.677	25.581		49.774

Source: European Environment Agency (EMEP)

<https://www.eea.europa.eu/publications/emep-eea-guidebook-2019/part-b-sectoral-guidance-chapters> [eea.europa.eu]

Table 8. Water stress classification (World Resources Institute)

Country	Water Stress Classification (World Resources Institute)
GERMANY	Medium-High
ARGENTINA	Low-Medium
BELGIUM	High
CAMBODIA	Low
CANADA	Low
DENMARK	Medium-High
UAE	Extremely High
SPAIN	High
FRANCE	Medium-High
HUNGARY	Low
INDIA	Extremely High
ITALY	High
MOROCCO	High
NETHERLANDS	Low-Medium
PORTUGAL	High
ROMANIA	Low-Medium
THAILAND	Medium-High
UK	Low-Medium
USA	Low-Medium

ANNEX4

Index of contents required by Act 11/2018 of 28 December amending the Commercial Code, the recast Corporate Enterprises Act approved by Legislative Royal Decree 1/2010 of 2 July, and the Audit Act 22/2015 of 20 July, regarding the disclosure of non-financial and diversity information

General areas

Area		Reporting framework	Reference	Comments / Reason for omission
Business model	Description of the business model: <ul style="list-style-type: none"> – Business environment – Organisation and structure – Markets in which it operates – Objectives and strategies – Principal factors and trends that may affect its future evolution 	102-2, 102-7, 102-3, 102-4, 102-6, 102-15	P.5-11	
General	Mention in the report of the national, European or international reporting framework used to select the key non-financial performance indicators included in each section. If the company complies with the non-financial reporting act by issuing a separate report , it must expressly state that said information forms part of the management report.	102-54	P.2	
Management focus	Description of the policies applied by the group in respect of these matters, including the due diligence procedures applied for the identification, assessment, prevention and mitigation of material risks and impacts and those of verification and control, including the measures implemented.	103-1 103-2	P.12-18	
	The results of those policies , including the relevant key non-financial performance indicators enabling the monitoring and assessment of progress and favouring comparison between companies and sectors, according to the national, European or international frameworks used.	103-2 103-3	P.14-15	
	The main risks related with those issues linked to the group's activities, including, where necessary and proportional, its commercial relations, products or services that may have an adverse effect on those areas and how the company manages those risks, explaining the procedures followed to detect and assess them in accordance with the national, European or international frameworks for each	102-15	P.19-25	

	area. This should include information on the impacts detected, giving a breakdown, particularly regarding the main risks in the short, medium and long term.			
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Environmental aspects

Area		Reporting framework	Reference	Comments / Reason for omission
Management focus				
Environmental management	Existing and foreseeable effects of the company's activities	Internal framework: internal procedures, Code of Conduct, GRI 307-1	P.65-67, 88	
	Environmental certification or assessment procedures	ISO 14001	P.88	
	Resources employed for preventing environmental risks	Internal framework: Accounting	P.89-90	
	Application of the precautionary principle	GRI 102-11	P.67	
	Quantity of provisions and guarantees for environmental risks	Internal framework: Insurance policy for third-party liability and accidental pollution damage	P.88	
Pollution	Measures to prevent, reduce or remedy carbon emissions (including noise and light pollution)	Internal framework: CSR internal reporting tool, 305-5	P.65-66, 83	
Circular economy and waste management and prevention	Measures for waste prevention, recycling, reuse and other forms of recovery and elimination	GRI 301-2, 306-1, 306-2	P.69, 84-86	
	Actions to combat food waste	Internal framework: 1) CSR internal reporting tool 2) Donations to food banks	P.84-86, 36-37	
Sustainable use of resources	Water consumption and water supply within local limits	GRI 303	P.73-76	
	Consumption of raw materials	GRI 301-1	P.67-69	
	Measures taken to make the use of water more efficient	GRI 302-4	P.73	
	Direct and indirect energy consumption	GRI 302-1, 302-2, 302-3, 302-4	P.69-73	
	Measures implemented to enhance energy efficiency	GRI 302-4	P.73	
	Use of renewable energies	GRI 302-1	P.69-71	
Climate change	Important elements of the GHG emissions generated	GRI 305-1, 305-2, 305-3, 305-4, 305-5, 305-6, 305-7	P.80-83	
	Measures taken to adapt to the consequences of climate change	Internal framework: 1) Sustainable agriculture projects 2) Climate change risk matrix	P. 77-79, 22-22	
	Reduction goals established voluntarily	GRI 305-5 Internal framework: marine logistics emissions	P.81-83	

Protection of biodiversity	Measures taken to preserve or restore biodiversity	Internal framework: CSR internal reporting tool	P.77-79	
	Impacts caused by activities or operations in protected areas	GRI 304-1, 304-2, 304-3 Internal framework: CSR internal reporting tool	P.76	

Social and labour aspects

Area		Reporting framework	Reference	Comments / Reason for omission
Management focus				
Employment	Total number and distribution of employees by gender, age, country and professional category	GRI 405-1	P.42-44	
	Total number and distribution of types of employment contract	GRI 401-1	P.44	
	Annual average of permanent, temporary and part-time contracts by gender, age and professional category	GRI 401-1, 405-1	P.44-46	
	Number of dismissals by gender, age and professional category	GRI 401-1	P.46	
	Pay gap	GRI 405-2	P.56	
	Average remuneration by gender, age and professional category	GRI 405-2	P.55-56	
	Average remuneration of directors by gender	GRI 102-35	P.56	
	Average remuneration of executives by gender	GRI 102-35	P.55	
	Implementation of policies on disconnection from work	Internal framework: CSR internal reporting tool	P.51	
Employees with disability	GRI 405-1	P.55		
Organisation of work	Organisation of working time	Internal framework: CSR internal reporting tool	P.47	
	Number of hours absenteeism	Internal framework: Quantitative description of number of hours absenteeism	P.47	
	Measures to facilitate work-life balance and responsible joint exercise of those measures by both parents	Internal framework: Quantitative and qualitative description of the measures to help balance work and home life	P.51	
Health and safety	Conditions of health and safety at work	Internal framework: CSR internal reporting tool	P.51	
	Number of occupational injuries and disease by gender, frequency rate and severity by gender	Internal framework: CSR internal reporting tool	P.52	
Labour relations	Organisation of social dialogue	GRI 403-1, 403-4	P.52	
	Percentage of employees covered by collective agreements by country	GRI 102-41	P.52-53	

	Balance of collective agreements, particularly in the area of health and safety at work	GRI 102-41, 403-4	P.51-52	
Training	Policies implemented in the training area	Internal framework: 1) Corporate Code of Conduct 2) CSR internal reporting tool	P.53	
	Total hours training by professional category	GRI 404-1	P.54	
Universal accessibility by persons with disability		Internal framework: Qualitative description of the universal accessibility measures for persons with disability	P.55	
Equality	Measures implemented to promote equal treatment and opportunities between women and men	Internal framework: 1) Corporate Code of Conduct 2) CSR internal reporting tool	P.54	
	Equality plans Measures taken to promote employment, protocols against sexual and gender-related harassment	Internal framework: 1) Corporate Code of Conduct 2) CSR internal reporting tool	P.54	
	Integration and universal accessibility of persons with different abilities	Internal framework: Qualitative description of integration & accessibility by persons with disability	P.55	
	Policy against all forms of discrimination and, where appropriate, diversity management	Internal framework: 1) Corporate Code of Conduct 2) CSR internal reporting tool	P.54-55	

Information on respect for human rights

Area	Reporting framework	Reference	Comments / Reason for omission
Management focus			
Application of due diligence procedures in respect of human rights	GRI 103-2, 412-2	P.26-28	
Prevention of the risks of violating human rights and, where necessary, measures to mitigate, manage and redress possible abuse committed	GRI 412-2	P.26-28	
Complaints of violation of human rights	GRI 406-1	P.27	
Promotion and compliance with the ILO fundamental conventions related with respect for the freedom of association and right to collective bargaining, elimination of discrimination in employment and occupation, elimination of forced or mandatory labour and effective abolition of child labour	Internal framework: Corporate Code of Conduct	P.26	

Information on anti-corruption and bribery

Area	Reporting framework	Reference	Comments / Reason for omission
Management focus			
Anti-corruption and bribery measures	GRI 205-1, 205-2	P.29-31	
Anti-money laundering measures	GRI 205-2	P.32	
Contributions to foundations and not-for-profit entities	GRI 201-1	P.35-40	

Information on the company

Area	Reporting framework	Reference	Comments / Reason for omission
Management focus			
Company's commitments to sustainable development	Impact of the company's activities on local development and employment	Internal framework: Qualitative description of the company's impact on employment and local development P.35-40	
	Impact of the company's activities on local populations and region	Internal framework: CSR internal reporting tool P.35-40	
	Relations with local communities and forms of dialogue with them	Internal framework: Qualitative description of the relations with local communities P.35-40	
	Association or sponsorship actions	GRI 102-12, 102-13 P.35-40	
Outsourcing and suppliers	Inclusion in the procurement policy of social, gender equality and environmental issues	Internal framework: Supplier Code of Conduct CSR internal reporting tool P.63-64	
	Consideration in relations with suppliers and subcontractors of their social and environmental responsibility	Internal framework: Supplier Code of Conduct CSR internal reporting tool P.63-64	
	Supervision and audit systems and results	Internal framework: CSR internal reporting tool P.64	
Consumers	Measures to guarantee consumer health and safety	Internal framework: Qualitative description of the measures for consumer health and safety P.58-59 ANNEX 2	
	Grievance systems	GRI 418-1 P.59-60	
	Complaints received and solution provided	GRI 103-2, 416-2 P.60-61	
Tax information	Profit obtained, country by country	Internal framework: Tax and Finance Departments P.35	
	Corporate income tax paid	Internal framework: Tax and Finance Departments P.34	
	Government grants received	Internal framework: Tax and Finance Departments P.35	

**Independent Limited Assurance Report of the Non-Financial Statement
for the year ended December 31, 2020**

EBRO FOODS, S.A. AND SUBSIDIARIES

Translation of a report originally issued in Spanish. In the event of discrepancy, the Spanish-language version prevails.

INDEPENDENT LIMITED ASSURANCE REPORT OF THE CONSOLIDATED NON-FINANCIAL STATEMENT

To the Shareholders of Ebro Foods, S.A.:

Pursuant to article 49 of the Code of Commerce we have performed a verification, with a limited assurance scope, of the accompanying Consolidated Non-Financial Statement (hereinafter NFS) for the year ended December 31, 2020, of EBRO Foods S.A. and subsidiaries (hereinafter, the Group), which is part of the 2020 Director's Report of the Group.

The content of the NFS includes information additional to that required by current mercantile regulations regarding non-financial information that has not been the object of our verification work. In this sense, our work has been limited exclusively to the verification of the information identified in the Annex 4 "Index of contents required under Law 11/2018" included in the attached NFS.

Responsibility of the Directors

The Board of Directors of EBRO FOODS, S.A. is responsible for the approval and content of the NFS included in the Groups' consolidated Management Report. The NFS has been prepared in accordance with the content established in prevailing mercantile regulations and the criteria of the selected GRI standards, as well as other criteria described in accordance with that indicated for each subject in the Annex 4: "Table of contents required under Law 11/2018 of December 28 on disclosure of nonfinancial and diversity information", included in the aforementioned Statement.

The directors are also responsible for the design, implementation and maintenance of such internal control as they determine is necessary to enable the preparation of the NFS that is free from material misstatement, whether due to fraud or error.

EBRO FOODS, S.A. administrators are further responsible for defining, implementing, adapting and maintaining the management systems from which the information necessary for the preparation of the NFS is obtained.

Our independence and quality control procedures

We have complied with the independence and other Code of Ethics requirements for accounting professionals issued by the International Ethics Standards Board for Accountants (IESBA), which is based on the fundamental principles of integrity, objectivity, professional competence, diligence, confidentiality and professionalism.

Our Firm complies with the International Standard on Quality Control No. 1 and thus maintains a global quality control system that includes documented policies and procedures related to compliance with ethical requirements, professional standards, as well as applicable legal provisions and regulations.

The engagement team consisted of experts in the review of Non-Financial Information and, specifically, in information about economic, social and environmental performance.

Our responsibility

Our responsibility is to express our conclusions in an independent limited assurance report based on the work performed, that refers exclusively to 2020. Our review has been performed in accordance with the requirements established in prevailing International Standard on Assurance Engagements 3000 “Assurance Engagements Other than Audits or Reviews of Historical Financial Information” (ISAE 3000) issued by the International Auditing and Assurance Standards Board (IAASB) of the International Federation of Accountants (IFAC) and the Guide for Non-Financial Statement verification engagements, issued by the Spanish Institute of Chartered accountants.

The procedures carried out in a limited assurance engagement vary in nature and timing and are smaller in scope than reasonable assurance engagements, and therefore, the level of assurance provided is likewise lower.

Our work consisted in requesting information from Management and the various Group units participating in the preparation of the NFS, reviewing the process for gathering and validating the information included in the NFS, and applying certain analytical procedures and sampling review tests as described below:

- ▶ Meeting with Group personnel to know the business model, policies and management approaches applied, the main risks related to these matters and obtain the necessary information for our external review
- ▶ Analyzing the scope, relevance and integrity of the content included in the 2020 NFS based on the materiality analysis made by the Group and described in the section “Social Responsibility Model”, considering the content required by prevailing mercantile regulations.
- ▶ Analyzing the processes for gathering and validating the data included in the 2020 Non-Financial Statement.
- ▶ Reviewing the information on the risks, policies and management approaches applied in relation to the material aspects included in the 2020 NFS.
- ▶ Checking, through tests, based on a selection of a sample, the information related to the content of the 2020 NFS and its correct compilation from the data provided.
- ▶ Obtaining a representation letter from the Directors and Management

Conclusion

Based on the procedures performed in our verification and the evidence obtained, no matter came to our attention that would lead us to believe that the 2020 NFS of the Group has not been prepared, in all material respects, in accordance with the content established in prevailing mercantile regulations and the criteria of the selected GRI standards, as well as other criteria described in accordance with that indicated for each subject in the Annex 4: “Table of contents required under Law 11/2018 of December 28 on disclosure of non-financial and diversity information”, included in the aforementioned Statement.

Use and distribution

This report has been prepared as required by prevailing mercantile regulations in Spain and may not be suitable for any other purpose or jurisdiction.

ERNST & YOUNG, S.L.

(Signature on the original in Spanish)

Alberto Castilla Vida

April 9th, 2021