

NON-FINANCIAL STATEMENT

2021



CONTENTS

1. About this report
2. Business model
3. Corporate social responsibility and sustainability model
4. Risk management
5. Human Rights
6. Anti-corruption and bribery measures
7. Value creation model
 - 7.1. Social cash flow
 - 7.2. Tax information
 - 7.3. Commitment to the development of local communities
8. Our professionals
9. Customers and consumers
10. Supplier management
11. Commitment to the environment

ANNEXES

Annex 1

List of subsidiaries, industrial facilities and offices of the Ebro Group

Annex 2

List of Food Safety and Quality certifications of the companies in the Ebro Group

Annex 3

Calorific power of fuels, emission factors and water stress classification

Annex 4

Index of contents required by Act 11/2018 of 28 December

1. ABOUT THIS REPORT

This report (the “**Report**”) contains the Non-Financial Statement 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

2021

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 (see Annex 1), except the company Indo European Foods Limited, a rice business specialising in basmati rice, which was purchased in April 2021 and will be included in the Consolidated Group’s Non-Financial Statement as from 2022.

The energy consumption of five of the eleven offices leased by the Ebro Group are also excluded, as we do not have consistent quantitative data. The tenants of those offices are: Ebro Foods (Granada), Herba Ricemills Romania (Bucharest), Riceland (Hungary), La Loma Alimentos (Buenos Aires, Argentina) and two of Tilda (India and Dubai). The global consumption by all eleven offices represents less than 1% of the group’s total energy consumption.

Changes in the reporting perimeter

During 2020 and 2021, the Group pulled out of the dry pasta businesses in the United States, Canada and France, through the following divestments:

1. On 28/10/2020, the company reported the agreement reached with the Barilla Group to sell its “Catelli” dry pasta business in Canada, with the brands Catelli®, Lancia® and Splendor® and the Montreal plant (Quebec) for CAD 165 million. This divestment was concluded on 29/01/2021.
2. On 5/11/2020, the 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®, Creamette®, Prince®, Light’n Fluffy®, Mrs Weiss®, New Mill®, P&R®, American Beauty®, San Giorgio®, No Yolks® and Wacky Mac® and the St. Louis plant. The transaction was concluded on 11/12/2020 for USD 242.5 million.

3. On 26/03/2021, Ebro announced an agreement reached with 8th Avenue Foods & Provisions Inc for the sale of the dry pasta brand Ronzoni® and the Winchester plant (Virginia). The transaction was valued at USD 95 million and was concluded on 1/06/2021.
4. On 26/07/2021, the Group informed of the agreement reached with CVC Capital Partners (www.cvc.com) for exclusive negotiation of the sale of Panzani®, the brand for dry pasta, couscous, sauces and semolina. The transaction encompassed: 1) the brands Panzani®, Ferrero®, Regia®, Zakia® and Le Renard®, and 2) all the operating assets (including plants and mills) related with those brands. The transaction was valued at EUR 550 million and concluded on 31/12/2021.

The conclusion of these transactions closes a cycle and marks a new era in the consolidation of the Group. Consequently, with a view to facilitating comparison of the information in the Non-Financial Statement between this year and subsequent years, all the non-financial indicators referring to the businesses in which we divested in 2020 and 2021 have been excluded. Accordingly, all the indicators presented in the Non-Financial Statement 2020 have been recalculated herein.

Contact point for issues regarding the report or its contents

Ebro Foods, S.A.

Dirección de Comunicación y Responsabilidad Social Corporativa

Paseo de la Castellana, 20 – 3ª planta

28046 Madrid

Spain

E-mail: comunicacion@ebrofoods.es

2. BUSINESS MODEL

The Ebro Foods Group is the leading food group in Spain, global leader in the rice sector and has a prominent global position in the categories of premium and fresh pasta, leader in the countries in which it operates. Through a network of 34 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 an adequate business for each country, taking account of its specific idiosyncrasies, culture, laws, etc. 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:

- a. 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, Southern Cone and South-East Asia through companies in the Herba Group, and in North and Central America, the Caribbean and the Middle East through the Riviana Group.
- b. Pasta: This includes the production and marketing of premium dry pasta and fresh pasta. The fresh pasta business is conducted through the Ebro Premium Food Group in France and Benelux, the Bertagni Group in a large number of countries and the Riviana Group with the Olivieri brand in North America. The business in the premium dry pasta segment is conducted through Garofalo (Italy and rest of world).

In both businesses, in keeping with the Group's undertaking to promote healthy eating, practically all our brands include a range of products in the health, bio and organic categories.

Global Presence

The Ebro Group operates through a portfolio of 84 brands in 71 countries, with industrial and commercial facilities in 16 of them. In the remaining 55 countries, we only engage in commercial activity. Our industrial park comprises some 75 sites, including production plants, offices and warehouses.

List of countries with commercial and industrial presence

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

List of countries with only commercial presence

Angola	Colombia	Haiti	Libya	Saint Martin
Saudi Arabia	Costa Rica	Hungary	Lithuania	Saint Lucia
Algeria	Curaçao	Ireland	Mexico	Singapore
Aruba	Egypt	Iceland	Mozambique	South Africa
Austria	United Arab Emirates	US Virgin Islands	Oman	Sweden
Bahamas	Estonia	Israel	Panama	Switzerland
Bahrein	Finland	Jamaica	Peru	Tortola
Barbados	Gabon	Japan	Puerto Rico	Trinidad & Tobago
Bermuda	Ghana	Jordan	Qatar	Tunisia
Brazil	Greece	Kuwait	Czech Republic	Venezuela
Chile	Guinea	Lebanon	Romania	Yemen

Financial metrics

In 2021, the Group's net turnover was more or less on a par with the previous year, at EUR 2,427.1 million. Our Adjusted EBITDA was EUR 301.8 million, 1.07% less than in 2020. Net profit grew 24% year on year to EUR 238.6 million, while net debt was reduced by EUR 446 million to EUR 504.7 million.

The company had a market capitalisation at 31 December 2021 of EUR 2,597.2 million.

Environment and trends

2021 was to have been the year of economic recovery. We were expected to pull rapidly out of the crisis caused by the pandemic thanks to the vaccinations, but in the end that swift recovery has only been partial, as the new strains of the disease brought further partial restrictions throughout the year.

At the same time, new threats appeared during 2021 in the form of strong inflationary pressure, especially in commodities, energy and transport. In the food sector prices reached record levels. A priori this pressure was expected to be temporary, but the recent events in Ukraine following the military invasion by the Russian Federation on 24 February 2022 are creating global uncertainty. The international community reacted immediately and many countries (including the European Union and the United States) have decided to impose sanctions on Russia. Since this conflict is still very recent and has clear geopolitical implications, it is not yet possible to make reliable estimates of the potential impact that the conflict itself and the international response to it might have on economic growth.

On the whole, the consumer trends observed in 2020 continued throughout 2021: significant oscillations in consumption in correlation with the different waves of the virus; a progressive recovery of the HORECA channel as meals at home were slowly reduced; upswing in the consumption of value added products. Consumption gradually returned more towards normal over the year.

The changes in certain consumption patterns that were accelerated by the pandemic have continued, with an extraordinary growth in online shopping, generating new consumer experiences at home and outside, with food delivery service opportunities for the best known catering brands and consolidation of the consumer preference for local supermarkets for their in-person shopping.

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. An ethical base is created in respect of what is consumed.
- 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

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

The return to a certain degree of normality has led to a resurgence in eating out, as channels such as Food Service have started to grow again after struggling with difficulties during the pandemic and lockdowns. This return to hospitality venues goes hand-in-hand with a reduction of the traditional retail channel, but at the same time a return to value added solutions. As people return to work outside the home, the number of meals at home is falling and convenience food has picked up. The well-known brands are leading this trend.

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 variety 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: Convenience + Health + Sustainability are the drivers of innovation.

Strategy and value creation

The Group's strategy focuses on becoming a major player in the rice, fresh pasta, premium dry pasta and healthy grains markets, and in other cross categories within the 'convenience' segment. Within that strategy, the Group has the following goals:

- Reach a global position in our relevant markets, open to the incorporation of related products.
- Consolidate our status as a benchmark business group in our different business areas, leading in markets where the Group finds potential.
- 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, minimising and mitigating not only economic risks, including tax risks, but also 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 company and the large groups of agents directly and indirectly related with it.
- 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 the processes, activities and decisions of our company 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.

To achieve the strategic goals set for growth and sustainable leadership and ensure that we comply with our principles of conduct, the Group applies the following guidelines:

- ✚ Search for organic and inorganic growth in countries with high levels of consumption and/or high growth potential.
 - Move into new territories or categories, paying special attention to new fresh products and new ranges of ingredients with greater value added.
 - Develop products that offer a complete culinary experience, extending our catalogue with new formats, flavours and ready-to-serve meals.
 - Achieve leadership in mature markets, opting for differentiation based on product quality. Expand and lead the premium category by developing the enormous potential of our flagship brands.
 - 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 or markets with considerable potential for growth.
- ✚ Differentiation and innovation, investing in two aspects to enhance our product range:
 - Research, development (R&D) and innovation through our own 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 the Sustainability Plan 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. The driving of initiatives that

foster social and economic progress and help to reduce inequality in the communities in which we operate.

- **Health and well-being.** The promotion of health through food, offering natural, healthy, differentiated food products that help consumers maintain a healthy diet and lifestyle and provide pleasure. The R&D and innovation department works with these premises and the different communication channels of our brands focus their message on encouraging healthy eating habits and creative ways of eating through recipes, blogs and advertising campaigns.
- **Our planet.** The preservation and minimising of our environmental impact throughout the entire value chain, paying special attention to mitigating and adapting to the effects of climate change. With this in mind, either individually or jointly with other stakeholders, the Group promotes sustainable agriculture programmes in our main sourcing areas and develops different initiatives aimed at securing the Group's transition towards a circular economy, such as recycling packaging materials, replacing plastics and reusing and recycling waste.

3. CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY MODEL

Definition of the 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.

GLOBAL MATERIALITY MATRIX



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

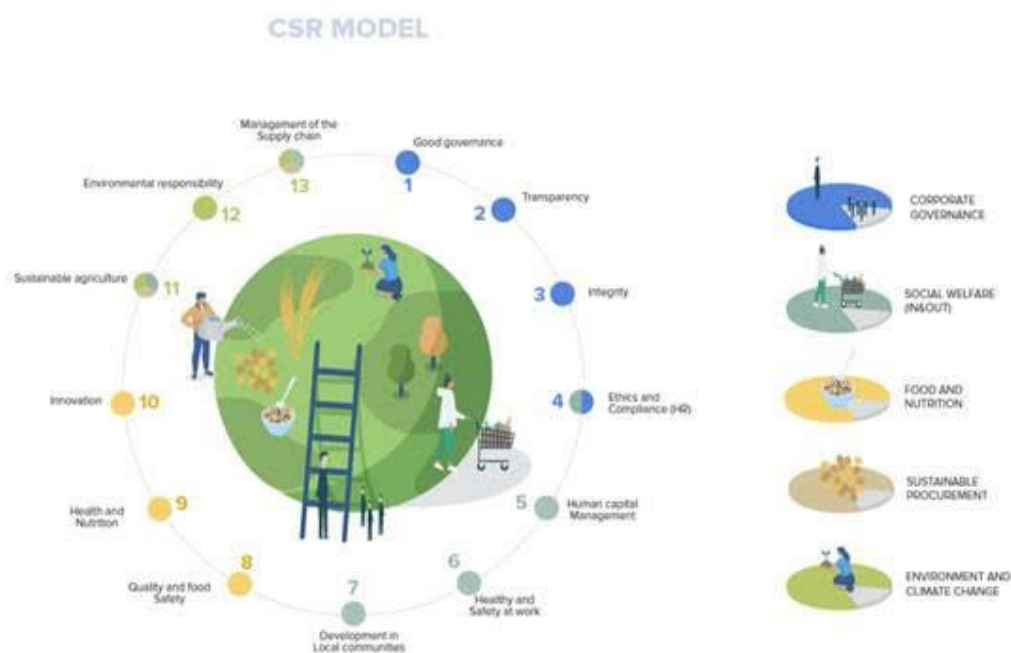
- 18** Make the fight against climate change one of the organisation's focal points
- 20** Develop policies and make investments to reduce and optimise water consumption

Since the end of 2021 we have been updating our materiality to the new proposed standard GRI101. We aim not only to measure the expectations of Ebro Foods' priority stakeholders, but also to find out what matters are currently having a greater impact on the Group. Based on the results obtained, we will study the social and economic impact of the Ebro Group, which will enable us to quantify the principal externalities of the Group's corporate activity. We expect to complete this project within the first half of 2022.

Working areas in CSR and Sustainability

The Group has identified five strategic focal points: **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, our Global Sustainability Plan (GSP) **HEADING FOR 2030** ["HEADING FOR 2030"] lays down the guidelines and action plans that the Ebro Group will implement up to 2030 to grow sustainably, complying with the stipulations established in the regulatory framework of the EU and the different countries in which we operate, meeting the demands and expectations of our stakeholders, contributing towards achievement of the 2030 Agenda and minimising 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 guarantee 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 and the society at large, the Plan focuses on supplying a broad array of safe, healthy products, overseeing the quality and food safety of those products and actively promoting healthy eating habits and lifestyles.

A specific microsite has been set up as an information and monitoring tool for the Plan, on the domain caringforyouandtheplanet.com, the Group's motto in CSR and Sustainability.

Taxonomy of the European Union

With a view to reorienting capital flows towards more sustainable activities, meeting the EU 2030 framework for climate and energy and achieving the goals of the European Green Deal, on 22 June 2020 the EU published Regulation (EU) 2020/852, known as the Taxonomy Regulation.

The Taxonomy Regulation establishes six environmental objectives:

1. Climate change mitigation
2. Climate change adaptation
3. The sustainable use and protection of water and marine resources
4. The transition to a circular economy
5. Pollution prevention and control
6. The protection and restoration of biodiversity and ecosystems

The Regulation also establishes the four conditions that must be met by an economic activity to qualify as environmentally sustainable:

1. It must contribute substantially to one or more of the six environmental objectives.
2. It must not significantly harm any of the other environmental objectives.
3. It must be carried out in compliance with the minimum (social) safeguards laid down in Article 18 of the Taxonomy Regulation.
4. It must comply with technical screening criteria that have been established by the Commission through specific delegated acts.

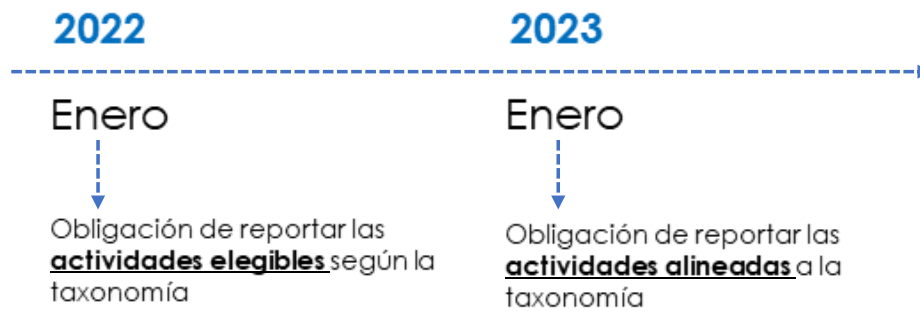
Accordingly, a first delegated act was passed on 21 April 2021 on sustainable activities for climate change adaptation and climate change mitigation. The delegated regulation was formally adopted on 4 June 2021 (Commission Delegated Regulation (EU) 2021/2139). A second delegated act will be published in 2022 for the remaining objectives.

On 6 July 2021, the European Commission adopted the delegated act (2021/2178) specifying the contents, methodology and presentation of the information to be disclosed by financial and non-financial undertakings.

Application of the Taxonomy in Ebro Foods

The Taxonomy Regulation stipulates that undertakings subject to the Non-Financial Reporting Directive (NFRD) are obliged to disclose how their business activities align with the Taxonomy according to the following calendar:

2022	2023
January	January
Obligation to disclose <u>taxonomy-eligible activities</u>	Obligation to disclose <u>taxonomy-aligned activities</u>



In line with this directive, during 2021 the Social Responsibility, Sustainability and Finance departments of Ebro Foods, as parent of the Group, analysed the current alignment between the environmental actions promoted by the companies in the Ebro Group and the taxonomy-eligible activities contemplated in the current Taxonomy framework, and the financial details associated with those environmental actions.

The outcome of that analysis is set out below:

1. For the time being, the EU Taxonomy has only developed the economic activities corresponding to two environmental objectives: i) climate change mitigation and ii) climate change adaptation, which do not so far cover the entire range of activities undertaken by the companies. In this regard, the economic activities performed by the companies of the Ebro Group, classified within the EU Statistical Classification of Economic Activities (NACE) C1061 (manufacture of grain mill products), C1073 (manufacture of pastas) and C1085 (manufacture of prepared meals and dishes), are not included within the framework of taxonomy-eligible activities.
2. The environmental actions taken by the Ebro Group in the area of climate change mitigation and adaptation: (i) are included among the environmental sustainability objectives of the company, and (ii) are not environmentally sustainable economic activities as they do not have associated revenue, they have negligible OpEx and CapEx, close to zero, and they do not substantially contribute towards the two environmental objectives of the Taxonomy defined so far.
3. Although they do not meet the conditions for qualifying as taxonomy-eligible activities, some of the Group companies launched autonomous energy consumption actions during 2021 that could be classified within group “4.2.4 production of heat/cold from bioenergy”. The consumption of biomass as a renewable energy source represents 1.94% of the Group’s Scope 1 energy consumption and 1.51% of its total energy consumption.

The EU is expected to publish the delegated acts corresponding to the other four environmental objectives of the Taxonomy during 2022. The Group will then study whether they contemplate any eligible activities associated with its business activities and, if so, it will put in place the necessary reporting procedures.

Alignment of the model with the Sustainable Development Goals (SDGs)

All the actions taken by the Ebro Group within its Social Responsibility and Sustainability framework are related directly or indirectly with the 17 SDGs, but we have identified the ones to which we make the greatest contribution according to our business activities.

So based on our Sustainability Plan HEADING FOR 2030, we have defined the following priority SDGs: 1 (No poverty), 2 (Zero hunger), 8 (Decent work and economic growth), 10 (Reduced inequalities), 12 (Responsible consumption and production), 13 (Climate action) and 17 (Partnerships for the goals).

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:



Signatory of the United Nations Global Compact

www.pactomundial.org



Member of the Redistribution Committee of the Spanish Commercial Coding Association (AECOC) project against food waste "Don't waste food, use it"

<http://www.alimentacionsindesperdicio.com/>



Member of the SERES Foundation

<http://www.fundacionseres.org/Paginas/Inicio.aspx>



Member of Forética

<http://www.foretica.org/>



Sustainable Agriculture Initiative (SAI) Platform

<http://www.saiplatform.org/>



Sustainable Rice Platform (SRP)

<http://www.sustainablerice.org/>



Sedex

<https://www.sedexglobal.com/es/>



Waste Warrior Brands

<https://toogoodtogo.es/es>

Regulatory framework

In order to define the general guidelines of the Group and its associates, the Group is governed by the following policies and principles of conduct approved by its Board of Directors:

1. Code of Conduct of the Ebro Group
2. Supplier Code of Conduct
3. Sustainability, Environment and Corporate Social Responsibility Policy
4. Social Policy
5. Risk Control and Management Policy
6. Corporate Governance Policy
7. Corruption and Bribery Policy
8. Internal Code of Market Conduct
9. Policy for the Selection and Diversity of Directors
10. Senior Executive Remuneration Policy
11. Dividend Policy
12. Investment and Financing Policy
13. Treasury Stock Policy
14. Policy on Communication and Relations with Shareholders, Institutional Investors and Proxy Advisors
15. Policy on Communication of Financial, Non-Financial and Corporate Information

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.

During 2021, we have obtained the following external accolades:

1. Inclusion in the *Standard Ethics Spanix Index*
2. Inclusion in the *IBEX Gender Equality Index* for promotion of gender equality
3. Inclusion in the *Refinitiv Diversity and Inclusion Index 2021* as one of the 100 most diverse and inclusive companies in the world.

4. 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. We describe these non-financial risks below:

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 investments 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.

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.
3. Cybersecurity. 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. The Group has an action plan contemplating: (i) the ongoing training of personnel on these threats, (ii) the definition of an adequate network infrastructure (firewalls, Wi-Fi access, network electronics, browsing possibilities and design of connected industrial networks), (iii) the correct definition of user points (antivirus, mobile device management systems, permissions, updates) and (iv) a programme for data preservation and management (back-ups, use of the cloud, shared information).

Environmental and strategic 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, in line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), we have identified the potential risks, impacts and opportunities that climate change may have in our organisation, establishing the appropriate mitigation and/or adaptation measures for each one. Some of them are already contemplated in our Sustainability Plan HORIZON 2030 ([caringforyouandtheplanet.com](https://www.caringforyouandtheplanet.com)), including: 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. This will shortly be taken further, with the financial quantification of those risks and impacts.
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.

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.

5. 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/>).

Due Diligence

With the aim of underpinning our commitment to human rights, in 2020 the Ebro Foods Group began 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.

A draft Due Diligence Questionnaire was prepared, which would 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 aim was to debate the contents of the questionnaire within the Group Global Sustainability Working Party with a view to having a final document to be implemented in the second quarter of 2021. This process has finally been delayed, pending publication of the Proposal for a *Corporate Sustainability Due Diligence Directive* of the European Union, scheduled for 2021 but finally published on 23 February 2022. We will, therefore, readdress the process this year, in the light of the contents of that Proposal and the future *Environmental and Human Rights Due Diligence Act* in Spain, with the maximum guarantees of compliance.

In this context, regardless of the specific human rights training provided in some of our subsidiaries, the parent company has scheduled an ad hoc training plan for the different subsidiaries, due to commence in 2022 and end in 2024.

Training on human rights policies and procedures given during the year

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

Company	2021				2020			
	No. employees who received training	No. hours	Total employees	% of total employees	No. employees who received training	No. hours	Total employees	% of total employees
Ebro India	85	170	175	48.57%	21	84	162	12.96%
Herba Bangkok	198	594	198	100.00%	75	3	220	34.09%
Herba Cambodia	10	30	12	83.33%	1	3	6	16.67%
La Loma Alimentos	8	8	145	5.52%	---	---	---	---
Transimpex	75	150	75	100.00%	66	1	69	95.65%

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.

In this context, no human rights grievances were reported in any of the Group companies in 2021.

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

16 audits were made at Group workplaces during 2021.

Company	Country	Workplace	Date	Type of audit	Auditors
Bertagni 1882	Italy	Arcugnano	01/10/2021	SMETA	Intertek Italy
			05/02/2021	ERSA	
		Avio	01/10/2021	SMETA	
			11/02/2021	ERSA	
Ebro India	India	Taraori	12/03/2021	SMETA	SGS ASIA
			13/09/2021		
La Loma Alimentos	Argentina	Los Charrúas	29/07/2021	SMETA	Intertek Argentina Uruguay and Paraguay
		Chajari	31/07/2021		
Neofarms Bio	Argentina	Concordia Office	30/07/2021	SMETA	Intertek Argentina Uruguay and Paraguay
Pastificio Lucio Garofalo	Italy	Gragnano	13/01/2021	SA8000	DNV
Riviana Foods USA	USA	Freeport TX	16/11/2021	SMETA	Intertek-United-States
S&B Herba Foods	UK	Fulbourn Mill (Cambridge)	11/03/2021	SMETA	Bureau Veritas Certification
			02/06/2021		
Herba Bangkok	Thailand	Nong Khae	15/03/2021	BSCI	SGS
Roland Monterrat	France	Feillens	01/10/2021	MSC	SGS
			01/10/2021	ASC	

Audits made on suppliers

27 SMETA audits were made on suppliers during 2021.

Country	Date of audit	Auditors
Austria	10/02/2021	Bureau Veritas Certification
Brazil	24/02/2021	SGS Brazil
Germany	21/09/2021	Bureau Veritas Certification
Greece	03/03/2021 04/03/2021	Intertek Bulgaria
Italy	28/06/2021	Bureau Veritas Certification
	08/06/2021	SGS Italy
	26/11/2021	ABS Quality Evaluations Inc
	31/05/2021	Bureau Veritas - EMEA
Mexico	26/03/2021	Intertek Mexico
Norway	20/06/2021	DNV
Pakistan	06/10/2021	ALGI Pakistan
	16/09/2021	Elevate
	11/06/2021	Bureau Veritas Certification
Peru	12/09/2021	SIPAS CR-PERU
	13/07/2021	Intertek Peru
Spain	29/09/2021	SGS Spain
	25/02/2021	
	19/01/2021	Intertek Spain
	11/01/2021	
	20/05/2021	
	18/05/2021	
Switzerland	12/08/2021	Bureau Veritas Certification
Thailand	24/09/2021	SGS Thailand
UK	01/09/2021	SGS_UK
	01/11/2021	
USA	01/03/2021	Intertek Peru

6. 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. Along with the revision and updating and with counselling from the same external specialists, the Group has started to design an employee training plan in this area.
- 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. All the employees of Riviana Foods Inc. and Riviana Foods Canada Corporation (jointly "Riviana") receive and are obliged to sign a copy of the Ebro Foods Group Code of Conduct as confirmation of having been informed of the requirements established in that Code and their strict adherence to the principles of the Code that are applicable to the company and its employees under North American laws and regulations. In particular, and in pursuance of the special requirements under local laws, the North American companies have 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. In addition, 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 group of companies formerly headed by Panzani implemented a Code of Conduct throughout 2021 to combat and prevent corruption. 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 in 2020 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 could confidentially report any indication of infringement of the Code of Conduct, with guaranteed protection from reprisals.

Since the sale on 31 December 2021 of the parent of the French group (Panzani SAS), the new parent of the business in France (Ebro Premium Food SAS) has been implementing its own "Ethical Alert device" and defining its own Code of Conduct, which will be applicable within Ebro Premium Food and its subsidiaries. This work, together with the drawing-up of a corruption risk map for the new French group, will be done this year, in 2022.

In the same context, just as in preceding years, the companies Riviana Foods (USA), Riviana Foods Canada Corporation, Ebro India, Lassie (Netherlands) and Herba Bangkok (Thailand) provided anti-corruption training for their employees in 2021. 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 Geovita and Santa Rita Harinas.

Company	2021			2020		
	No. employees	No. employees receiving training	% employees receiving training	No. employees	No. employees receiving training	% employees receiving training
Ebro India	175	25	14.29%	162	20	12.35%
Ebro Foods Netherland BV (Lassie)	80	27	33.75%	82	14	17.07%
Geovita	101	11	10.89%	---	---	---
Santa Rita Harinas	18	18	100.00%	---	---	---
Herba Bangkok	198	198	100.00%	220	217	98.64%
La Loma Alimentos	116	4	3.45%			
Riviana Foods Canada	223	223	100.00%	206	206	100.00%
Riviana Foods USA	919	919	100.00%	931	931	100.00%

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 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.

7. 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

(EUR thousand)

Economic value generated	2021	2020
Net proceeds from operations	536,391	980,256
Sale of assets and businesses	753,926	231,872
Dividends received from third parties	4,350	3,634
	1.294.667	1,215,762
Economic value distributed		
Payments to or on behalf of employees	(375,518)	(525,308)
Corporate income tax	(136,510)	(71,463)
Contribution to not-for-profit entities	(2,846)	(5,746)
Interest income/expense	(8,384)	(11,510)
Business acquisitions	(24,063)	(10,106)
CAPEX	(120,035)	(117,600)
Dividends paid (*)	(185,719)	(397,375)
	(853,075)	(1,139,108)
Economic value retained	441,592	76,654

(*) 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 2021, the Ebro Group directly paid EUR 131.2 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 as a result of the sale of the dry pasta assets.

Breakdown of tax payments

EUR thousand

Income tax paid

2021	2020
126,164*	47,774

Taxes paid by country

	2021		2020	
	Net IT	Other Taxes	Net IT	Other Taxes
Spain	-1,801	408	2,716	438
Rest Europe	44,401	1,731	18,134	4,035
America	82,536	2,977	25,866	1,836
Asia	70	0	419	0
Africa	958	0	639	0
Total	126,164*	5,117	47,774	6,310

Most significant countries

	Net IT	Other Taxes	Net IT	Other Taxes
Spain	-1,801	408	2,716	438
France	17,792	1,582	2,658	3,885
Italy	15,085	149	6,172	150
USA	72,422	2,892	22,506	1,354
UK	7,114	0	5,650	0

* This does not include tax payments corresponding to discontinued operations

Pre-tax profit, by countries

EUR thousand

	2021 Pre-tax profit **	2020 Pre-tax profit **
Spain	29,888	13,221

Rest Europe	88,115	109,878
America	71,204	29,245
Asia	7,278	6,281
Africa	2,246	1,244
Total	198,731	159,869

Most significant countries

	2021 Pre-tax profit **	2020 Pre-tax profit **
Spain	29,888	13,221
France	16,215	15,245
Italy	33,120	43,826
USA	72,318	64,989
UK	20,974	24,594

** Pre-tax profit in continuing operations

Public grants received

	2021	2020
<i>EUR thousand</i>		
Capital grants received	1,591	5,059
Operating grants received	490	420

COMMITMENT TO THE DEVELOPMENT OF LOCAL COMMUNITIES

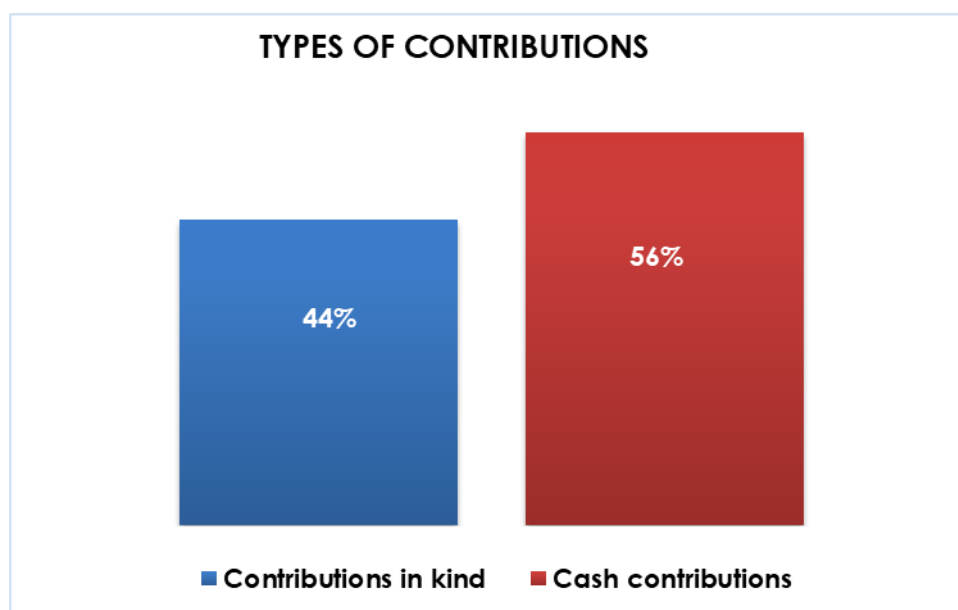
One of the main pillars of social responsibility action within the Ebro Group is ensuring the well-being and socio-economic development of the local communities directly related with our business activities.

During 2022, the Group has continued making an extra effort to promote different initiatives to help combat the effects of COVID-19. In this context, the company provided further extraordinary funding in a sum of one million euros for the development of programmes in the health, education, employment and mental health areas, and food donations to welfare organisations, resident associations, etc.

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 2.8 million.

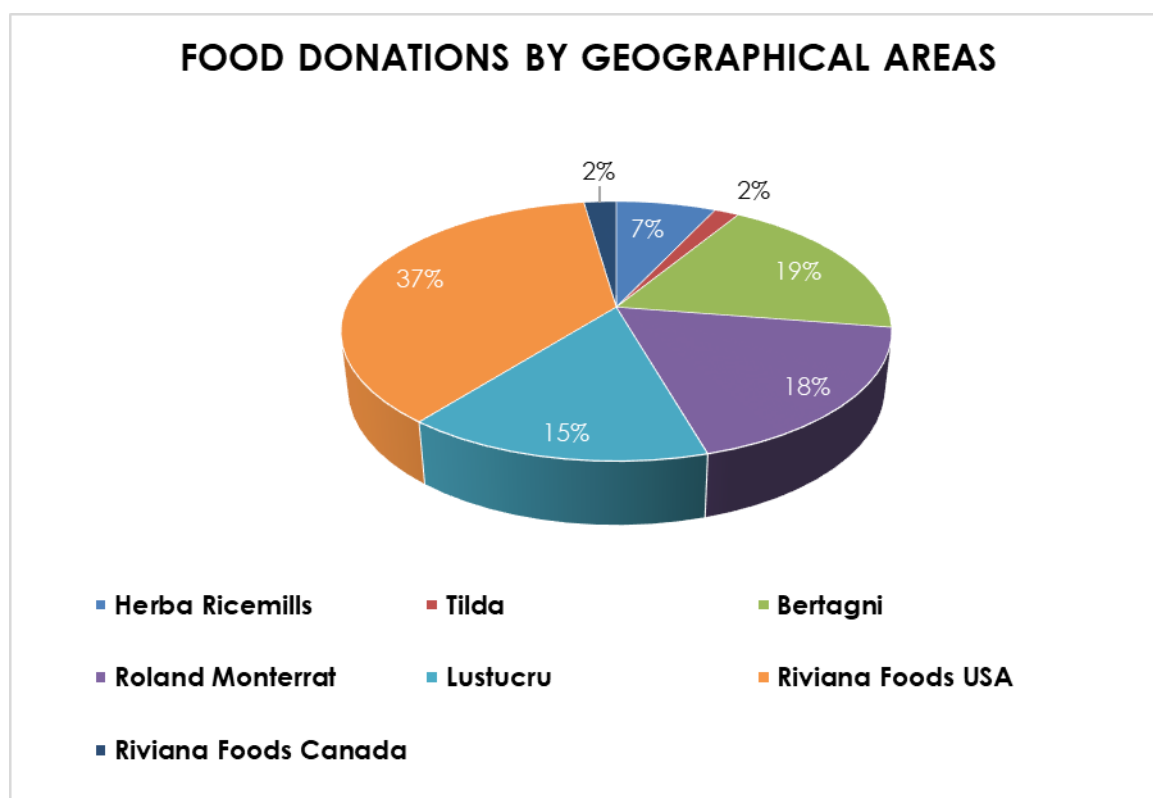
Social Action	Amount (EUR)
Food donations subsidiaries	1,246,821
Foundation activities	599,960
COVID-related activities	998,988
TOTAL	2,845,769



Food Donations

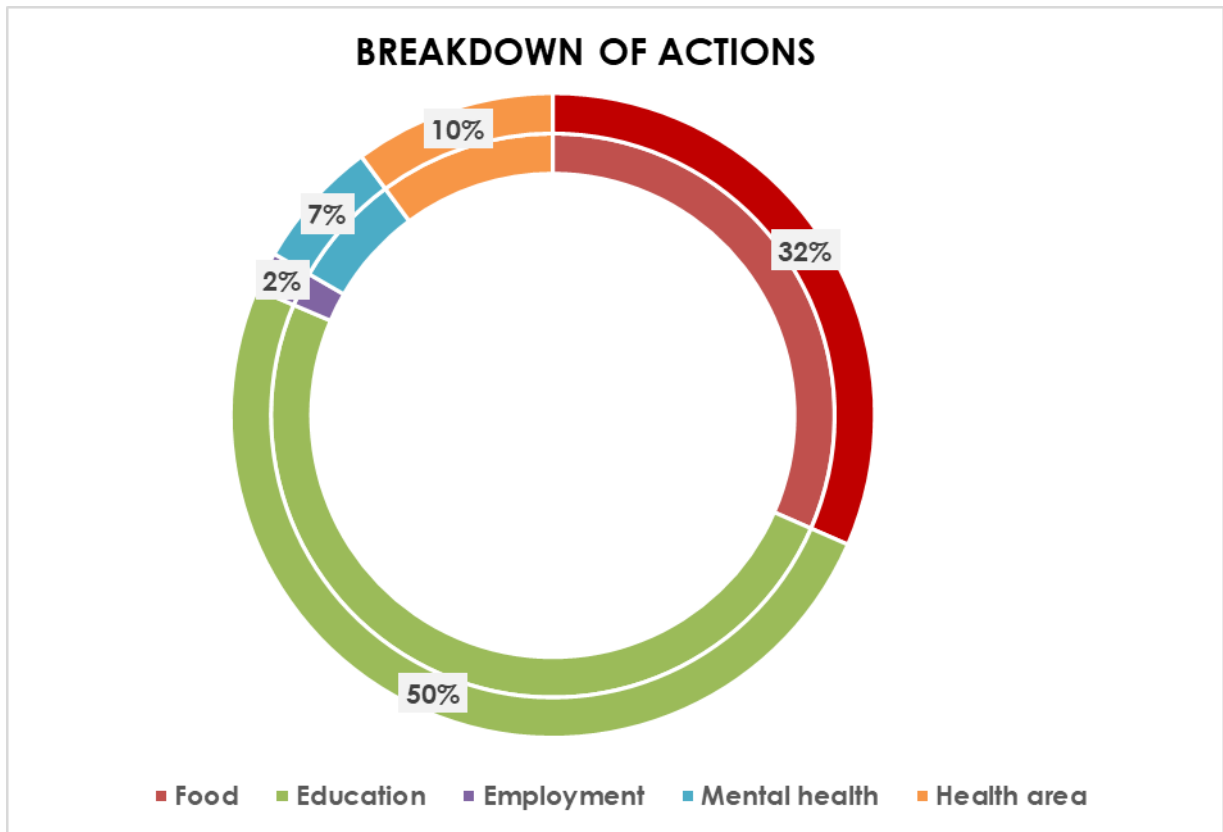
During 2021, Group companies in Spain, UK, Italy, France, USA and Canada made food donations for an aggregate value of EUR 1.2 million.

Companies	Amount (EUR)
Bertagni	234,037
Herba Ricemills	87,287
Lustucru	189,043
Monterrat	224,748
Riviana Foods Canada	28,279
Riviana Foods USA	461,870
Tilda	21,556
TOTAL	1,246,821



Details of COVID-related actions

The total amount spent on developing actions to combat the effects of the coronavirus in Spain was EUR 998,988.16, distributed as follows:

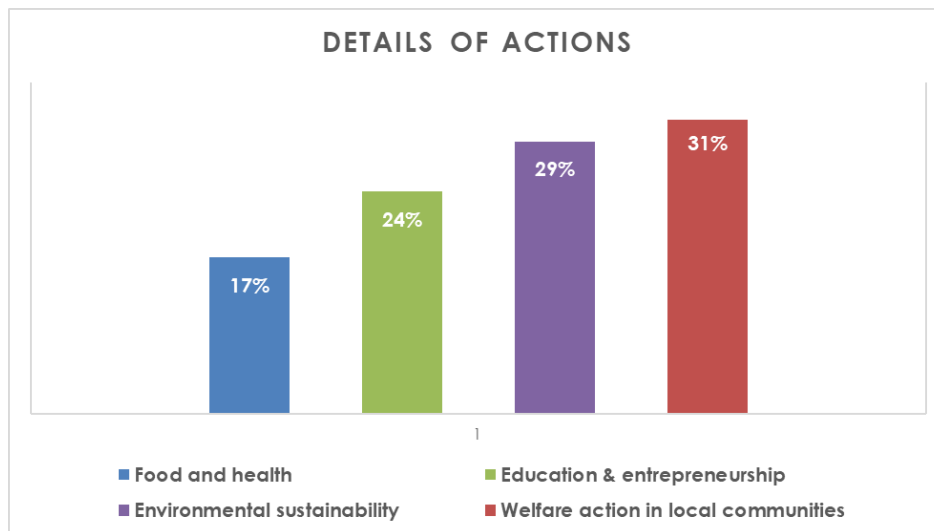


Other Welfare Programmes

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.



1. Welfare programmes in food 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 2021 was EUR 99,241.29.

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 were developed during 2020 and 2021 in Madrid and Andalucía consisting of the donation of 1,000 laptops to public education centres in each of these regions.

The total investment in this area of action in 2021 was EUR 140,998.52.

3. Environmental sustainability

Environmental conservation is another essential aspect within the work of the Ebro Foundation. The Foundation supports the sustainable agriculture strategy put into practice by the Ebro Group and works on developing and publicising environmental sustainability.

Accordingly, in 2021 it continued promoting EKTA, a programme developed with a view to implementing crop standards that are sustainable from a social and environmental standpoint in India and **set up the FUNDACION EBRO SUSTAINABILITY & ENVIRONMENTAL AWARDS with the aim of bringing out the talent of the Group's professionals in the search for innovative solutions for minimising our environmental impact.**

The investment by the Foundation in this area during 2021 was EUR 173,028.77.

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 local communities

Contributing towards the socio-economic development of the communities in which the Group operates is another important goal within the Ebro Group's commitment to society. Accordingly, through the Foundation it 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 2021, the Foundation allocated EUR 186,691.72 to supporting different entities in Seville, Madrid, Valencia, Argentina, 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.

8. OUR PROFESSIONALS

Scope of the report

Following the divestments in the dry pasta businesses in France and North America during 2020 and 2021, we have recalculated all the 2020 indicators according to the new Group reporting perimeter, in order to enable a correct comparison of these two years.

Management focus

The most valuable asset of the Ebro Group is its **6,374 professionals, of whom 5,306 are employed directly by the company and 1,068 are 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.

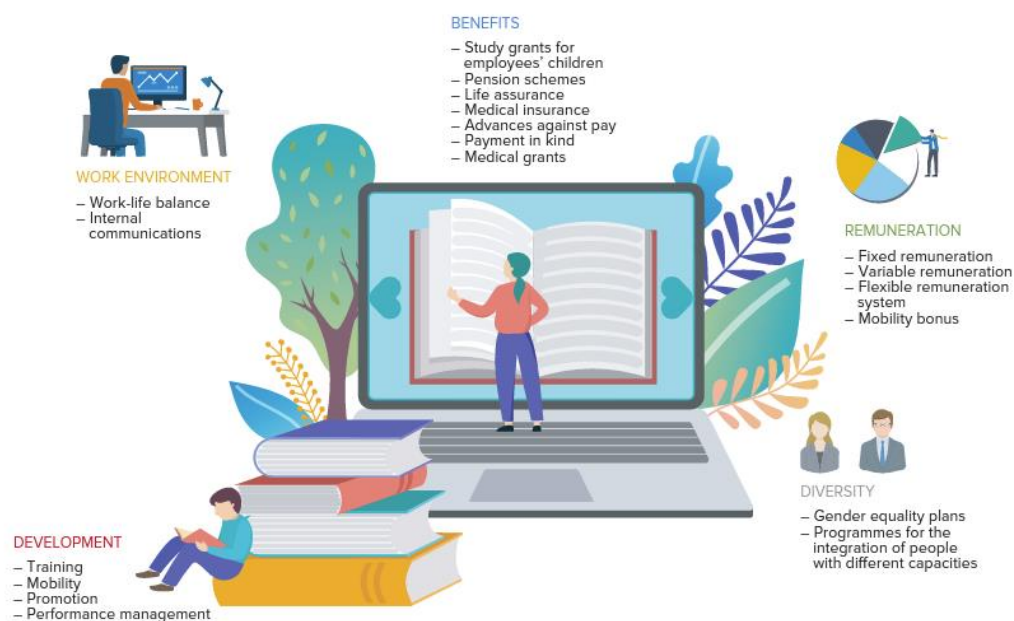
The Ebro Group's personnel management policy is designed to secure a high level of knowledge and contact with the workforce through a decentralised structure formed by the human resources managers in all the major companies of the Group and the implementation of bespoke policies in each one (in addition to the provisions of labour laws), taking account of the specific features of the countries in which they operate. These policies also include general guidelines regulating company/employee relationships, 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.



During 2021 we continued to focus on protecting our employees' health from the successive waves of COVID, reinforcing all our health and safety protocols, installing protective elements in our workplaces, reorganising shifts in factories to respect the social distancing measures, carrying out virus detection testing and health monitoring, and prioritising home working during the worst phases of the pandemic. Our employees are gradually returning to the office, with all the necessary safety guarantees and different measures to help them balance their work and home life, such as flexible or shorter working hours.

A. EMPLOYMENT

Total number and distribution of employees by gender

	2021		2020	
	No. employees	% total employees	No. employees	% total employees
Men	3,695	69.64%	3,624	69.55%
Women	1,611	30.36%	1,587	30.45%
Total employees	5,306		5,211	

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, 76% of whom are factory employees..

Breakdown of employees by age group

	2021		2020	
Age Group	No. employees	% total employees	No. employees	% total employees
<=30	788	14.85%	830	15.93%
30 - 50	2,781	52.41%	2,694	51.70%
>= 50	1,737	32.74%	1,687	32.37%
Total employees	5,306		5,211	

Breakdown of employees by country

	2021		2020	
Country	No. employees	% total employees	No. employees	% total employees
Argentina	157	2.96%	125	2.40%
Belgium	217	4.09%	103	1.98%
Cambodia	12	0.23%	6	0.12%
Canada	223	4.20%	206	3.95%
Denmark	53	1.00%	48	0.92%
France	829	15.62%	813	15.60%
Germany	161	3.03%	159	3.05%
Hungary	4	0.08%	5	0.10%
India	175	3.30%	162	3.11%
Italy	744	14.02%	676	12.97%
Morocco	209	3.94%	219	4.20%
Netherlands	81	1.53%	178	3.42%
Portugal	69	1.30%	70	1.34%
Spain	864	16.28%	898	17.23%
Thailand	198	3.73%	220	4.22%
UK	391	7.37%	392	7.52%
USA	919	17.32%	931	17.87%
Total employees	5,306		5,211	

Breakdown of employees by professional category

Professional category	2021		2020	
	No. employees	% total employees	No. employees	% total employees
Executives	268	5.05%	292	5.60%
Technical staff & middle management	910	17.15%	852	16.35%
Administrative & auxiliary staff	813	15.32%	793	15.22%
Factory employees	3,248	61.21%	3,091	59.32%
Others	67	1.26%	183	3.51%
Total employees	5,306		5,211	

Total number of employment contracts and breakdown by type

This table shows the total number of contracts at 31 December 2021:

Type of contract	2021	2020
Permanent	3,801	3,706
Temporary	376	428
At Will	1,157	1,159
Total number of contracts	5,334	5,293

Annual average contracts by gender

	2021			2020		
	Men	Women	Total	Men	Women	Total
Average permanent contracts	3,463	1,494	4,956	3,335	1,434	4,769
Average temporary contracts	281	127	408	310	147	457
Average part-time contracts	92	107	199	91	119	210

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

	2021			2020		
	<= 30	30 - 50	>= 50	<= 30	30 - 50	>= 50
Average permanent contracts	693	2,615	1,648	682	2,477	1,609
Average temporary contracts	128	193	87	147	235	76
Average part-time contracts	38	51	110	27	64	118

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	2021	2020
Executives	266	296
Technical staff & middle management	900	831
Administrative & auxiliary staff	774	741
Factory employees	2,956	2,808
Others	61	94
Average permanent contracts	4,956	4,769

NB:

- (i) The permanent contracts include the At Will contracts.
- (ii) This average includes both full-time and part-time permanent contracts.

Professional category	2021	2020
Executives	2	1
Technical staff & middle management	23	23
Administrative & auxiliary staff	63	66
Factory employees	313	264
Others	8	103
Average temporary contracts	408	457

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

Professional category	2021	2020
Executives	6	9
Technical staff & middle management	19	28
Administrative & auxiliary staff	61	62
Factory employees	91	92
Others	22	19
Average part-time contracts	199	210

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

Number of dismissals by gender, age and professional category

Professional category	2021							2020						
	Men			Women			TOTAL	Men			Women			TOTAL
	<= 30	30 - 50	>= 50	<= 30	30 - 50	>= 50		<= 30	30 - 50	>= 50	<= 30	30 - 50	>= 50	
Executives	0	2	4	0	0	0	6	0	2	1	1	1	3	8
Technical staff & middle management	4	5	8	2	3	2	24	2	4	7	1	5	2	21
Administrative & auxiliary staff	4	3	2	1	4	2	16	1	6	2	6	3	0	18
Factory employees	43	67	33	20	35	10	208	39	49	20	15	17	3	143
Others	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total employees dismissed	51	77	47	23	42	14	254	42	61	30	23	26	8	190

B. ORGANISATION OF WORK

Organisation of working time

The organisation of working time varies in the different countries in which the Group companies 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 44 and 52, depending on the production facilities.

Absenteeism

The employees of Group companies were absent for a total 419,683 hours in 2021, 4.34% less than in the previous year, when absenteeism totalled 438,729 hours.

These hours of absenteeism 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	
	Medical insurance	Full-time employees
Arrozeiras Mundiarroz	Parental leave	All employees
	Disability/invalidity cover	
	Medical insurance	Full-time employees
Bertagni	Shares	All employees
	Parental leave	
	Disability/invalidity cover	
	Pension fund	
	Payment in kind	
	Life insurance	
	Medical insurance	
Boost Nutrition	Parental leave	All employees
	Disability/invalidity cover	
	Life insurance	
	Medical insurance	
Ebro Foods	Parental leave	All employees
	Disability/invalidity cover	
	Reimbursement children's education expenses	
	Reimbursement medical expenses	
Ebro India	Parental leave	All employees
	Pension fund	
	Life insurance	

Company	Welfare benefits	Type of employee
	Medical insurance	
Garofalo	Parental leave	All employees
	Disability/invalidity cover	
	Pension fund	
	Life insurance	
	Medical insurance	
Geovita	Food Healthcare Fund	All employees
Herba Bangkok	Parental leave	All employees
	Pension fund	
	Disability/invalidity cover	Full-time employees
	Life insurance	
	Medical insurance	
	Social welfare	
Herba Ingredients	Parental leave	All employees
	Pension fund	
	Life insurance	
	Medical insurance	
Herba Ricemills	Shares	All employees
	Parental leave	
	Disability/invalidity cover	
	Life insurance	
	Medical insurance	
La Loma Alimentos	Parental leave	All employees
	Disability/invalidity cover	

Company	Welfare benefits	Type of employee
	Pension fund Life insurance Medical insurance	
Ebro Foods Netherland BV (Lassie)	Parental leave	All employees
	Disability/invalidity cover	
	Pension fund	
Lustucru	Shares	All employees
	Parental leave	
	Disability/invalidity cover	
	Pension fund	
	Life insurance	
	Medical insurance	
Mundi Riso	Parental leave	All employees
	Disability/invalidity cover	
	Pension fund	
	Life insurance	
	Medical insurance	
	Welfare Bit 22	
Mundi Riz	Parental leave	All employees
	Disability/invalidity cover	
	Medical insurance	Full-time employees
Riviana Foods Canada	Parental leave	Full-time employees
	Disability/invalidity cover	
	Pension fund	
	Life insurance	

Company	Welfare benefits	Type of employee
	Medical insurance	
Riviana Foods USA	Parental leave	Full-time employees
	Disability/invalidity cover	
	Life insurance	
	Medical insurance	
	Pension fund	All employees
Roland Monterra	Shares	All employees
	Parental leave	
	Disability/invalidity cover	
	Pension fund	
	Life insurance	
	Medical insurance	
S&B Herba Foods	Parental leave	All employees
	Disability/invalidity cover	
	Pension fund	
	Life insurance	
	Medical insurance	
Tilda	Parental leave	All employees
	Meal vouchers	
	Medical grants	
	Life insurance	
	Medical insurance	Full-time employees
Transimpex	Parental leave	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 flexibility is already available for specific days in practically all our companies to enable employees to cope with certain needs, the Group aims to progressively implement homeworking as a regulated procedure.

Owing to the extraordinary circumstances deriving from the pandemic, homeworking has been the norm during the year to guarantee the safety of our office staff and their families.

Regardless of the exceptional nature of this year, some of the Group companies have continued advancing in the implementation of a regulated homeworking procedure.

Employees homeworking with a regulated procedure

Professional category	2021			2020		
	Men	Women	Total	Men	Women	Total
Executives	51	28	79	29	29	58
Technical staff & middle management	107	86	193	43	59	102
Administrative & auxiliary staff	88	113	201	24	57	81
Factory employees	2	1	3	1	0	1
Others	0	0	0	0	0	0
Total employees homeworking	248	228	476	97	145	242

Parental leave

	2021			2020		
	Men	Women	Total	Men	Women	Total
Employees who took leave / employees entitled to leave (%)	98.70%	100.00%	99.35%	97.44%	100.00%	98.69%

During 2021, Ebro Foods published a digital disconnection protocol for its employees. Similarly, the French companies in the Group have implemented work disconnection policies for all their employees.

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, 88.2% of the workforce is represented on the Health and Safety Committees in the different companies (previous year 87.5%).

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 this year 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:

	2021		2020	
	Men	Women	Men	Women
No. lost-day injuries	107	35	128	31
Frequency rate	17.76	16.01	21.38	12.52
Severity rate	0.67	0.85	0.63	0.49
No. employees with occupational disease	2	3	4	11

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 2021.

D. LABOUR RELATIONS

Employees covered by collective bargaining agreements

64.3% 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, compared with 66% in the previous year.

The remainder are top executives of the Ebro Group, the professionals of the North American and Anglo Saxon 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 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	64.33%
Belgium	52.07%
Cambodia	0%
Canada	65.92%
Denmark	100.00%
France	100.00%
Germany	0.00%
Hungary	0.00%
India	0.00%
Italy	100.00%
Morocco	0.00%
Netherlands	100.00%
Portugal	100.00%
Spain	100.00%
Thailand	0%
UK	9.97%
USA	40.48%

E. TRAINING

One of the main goals of the Ebro Group in respect of human resources is to encourage 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 Group's Code of Conduct.

During 2021, 120,322 hours of training were given, 8% hours of training were given, with the participation of 69% of our employees.

Total hours training of our employees by professional category

Professional category	2021		2020	
	Men	Women	Men	Women
Executives	1,716	1,030	1,428	790
Technical staff & middle management	11,476	4,490	7,510	3,547
Administrative & auxiliary staff	3,189	3,152	3,058	2,919
Factory employees	71,069	23,837	70,234	21,566
Others	214	150	104	211
Total hours training	87,664	32,658	82,335	29,033

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, gender, 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 2021 on drafting the Equality Plan of the parent company, Ebro Foods, S.A.

Diversity in governing bodies and workforce

Diversity Board of Directors	2021		2020	
	Number	% of total	Number	% of total
Men	8	57.14%	9	64.29%
Women	6	42.86%	5	35.71%

Diversity Employees	2021		2020	
	No. employees	% total employees	No. employees	% total employees
Men	3,695	69.64%	3,624	69.55%
Women	1,611	30.36%	1,587	30.45%
Total employees	5,306		5,211	

Employees with different abilities

2021		2020	
Men	Women	Men	Women
69	33	68	36

During 2021, several actions were taken in Spain to promote 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	2,110 €
C.E.E. INSERCIÓN PERSONAL DISCAPACITADOS " IPD"	Cleaning head office in Madrid	99,260 €
	TOTAL	101,371 €

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	2021		2020	
	Men	Women	Men	Women
Executives	106,009	80,985	100,406	83,098
Technical staff & middle management	49,628	50,320	52,128	47,061
Administrative & auxiliary staff	43,933	37,501	40,178	37,024
Factory employees	28,086	25,003	29,033	26,612
Others	22,828	22,631	21,972	16,008

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

2021			2020		
<= 30	30 - 50	>= 50	<= 30	30 - 50	>= 50
30,196	50,014	59,868	29,916	48,456	57,685

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

2021			2020		
Men	Women	Pay gap	Men	Women	Pay gap
50.097	43.288	0,14	48.743	41.961	0,14

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

	2021		2020	
	Men	Women	Men	Women
Average remuneration directors (EUR thousand)	267	172	251	183

* NB: The 2021 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 2021, 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.

9. 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.

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:
 - 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 173 certifications between them (Annex 2).

During 2021, Arrozeiras Mundiarroz (Portugal), Boost Nutrition (Belgium), Ebro Frost UK, Harinas Santa Rita (Spain), Herba Bangkok (Thailand), Herba Cambodia (Cambodia), Lassie (Netherlands), Lustucru Frais (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	E-mail, post, website and social media
Bertagni 1882	Italy	E-mail, website and social media
Boost Nutrition	Belgium	E-mail, website and social media
Ebro Foods Netherland BV (Lassie)	Netherlands	Telephone, e-mail, website and social media
Euryza	Germany	Telephone, e-mail, website and social media
Herba Ricemills	Spain	Telephone and e-mail
Lustucru Frais	France	Telephone and post
Lustucru Riz	France	Telephone, post, e-mail and social media
Pastificio Lucio Garofalo	Italy	Telephone, e-mail, website and social media
Riceland Magyarorszag	Hungary	Telephone, e-mail and website
Risella	Finland	Telephone
Riviana Foods Canada	Canada	Telephone, e-mail, website and social media

Company	Country	Communication channels with customers
Riviana Foods USA	USA	Telephone, e-mail, Website and social media

Incidents during the year

Incidents registered with large customers

Overall, 7 incidents were registered in 2021, 1 of which corresponded to Arrozeiras Mundiarroz (Portugal), 1 to Bertagni (Italy), 2 to Garofalo (Italy) and 3 to Herba Ingredients (Netherlands). Of those, 4 were related with product health and safety, 2 to information and labelling and 1 to marketing communications, advertising and promotion.

Claims from end consumers

The following table shows the number of claims (packaging defects, requests for information, sensory properties, etc.) handled during 2021, by company.

Company	No. incidents 2021	No. incidents 2020
Arrozeiras Mundiarroz	149	268
Bertagni 1882	318	322
Boost Nutrition	228	178
Ebro India	78	70
Euryza	930	628
Herba Ricemills	340	388
Ebro Foods Netherland BV (Lassie)	241	266
Lustucru Frais	1,413	2,074
Lustucru Riz	1,151	---
Pastificio Lucio Garofalo	677	916
Riceland Magyarorszag	45	33
Risella	187	472
Riviana Foods Canada	1,663	2,422
Riviana Foods USA	7,903 (rice)	14,034 (rice) 18,617 (pasta)
Roland Monterrat	503	
Tilda	1,144	1,602

No claims were received in 2021 in any Group company related with privacy and customers' personal data leaks.

Promotion of healthy food and healthy lifestyles

Within our undertaking to encourage and promote healthy eating, all the brands of the Ebro Group include product categories targeting health, such as ancient grains, gluten free, quinoa, whole grain, etc., focusing increasingly on everything to do with healthy, organic and natural foods.

In addition, the Ebro Group has created the blog Sentirsebiensenota.com (.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.

10. 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

Supplier management model

As 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 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) or incorporated ESG criteria in their policies.

In this context, at 31 December 2021, 10.4% of our suppliers and service providers have 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, with which all the Group companies are now registered and their respective suppliers are signing up, in turn being audited by an independent external firm.

In this area, we made 27 SMETA audits in 2021, 1 of them a follow-up audit, on suppliers in the following countries:

Country	Date of audit	Auditors
Austria	10/02/2021	Bureau Veritas Certification
Brazil	24/02/2021	SGS Brazil
Germany	21/09/2021	Bureau Veritas Certification
Greece	03/03/2021	Intertek Bulgaria
	04/03/2021	Intertek Bulgaria
Italy	28/06/2021	Bureau Veritas Certification
	08/06/2021	SGS Italy

	26/11/2021	ABS Quality Evaluations Inc
	31/05/2021	Bureau Veritas - EMEA
Mexico	26/03/2021	Intertek Mexico
Norway	20/06/2021	DNV
Pakistan	06/10/2021	ALGI Pakistan
	16/09/2021	ELEVATE
	11/06/2021	Bureau Veritas Certification
Peru	12/09/2021	SIPAS CR-PERU
	13/07/2021	Intertek Perú
Spain	29/09/2021	SGS Spain
	25/02/2021	SGS Spain
	19/01/2021	Intertek Spain
	11/01/2021	Intertek Spain
	20/05/2021	Intertek Spain
	18/05/2021	Intertek Spain
Switzerland	12/08/2021	Bureau Veritas Certification
Thailand	24/09/2021	SGS Thailand
UK	01/09/2021	SGS_UK
	01/11/2021	SGS_UK
USA	01/03/2021	Intertek Perú

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. Around 10% of the growers who supply the Ebro Group participate in these programmes.

At this point, we highlight the sustainable agriculture projects we are developing in some of our principal sourcing areas. These projects aim primarily at improving growers' revenues, optimising their agricultural returns and mitigating climate change by reducing the use of water, cutting emissions and encouraging the use of biological means to combat plagues. In this regard, we should point out that we have not identified any adverse environmental or social impacts in our supply chain.

11. OUR COMMITMENT TO THE ENVIRONMENT

Scope of Reporting

The information set out below corresponds to 69 of the 74 production plants and offices that the Ebro Group has through its different companies.

Following the divestments in the dry pasta businesses in France and North America during 2020 and 2021, we have recalculated all the 2020 indicators according to the new Group reporting perimeter, in order to enable a correct comparison of these two years.

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

Management focus

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."

According to this declaration, the Group's actions are based on the following:

1. 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.
2. Minimise the environmental impact of our activity by seeking eco-friendly solutions and embarking on initiatives to reduce our emissions, optimising our consumption of water, energy and packaging material.
3. Transition towards a circular economy, recovering waste and favouring its recycling and reuse, using recycled raw materials and/or those respectful of the environment, whenever possible.
4. Organise environmental awareness and training programmes for Group employees.
5. 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:

1. Air emissions: Mainly emissions of particles during the handling of cereals and greenhouse gas (GHG) emissions related to the consumption of fossil fuels and electricity. The most widely used fuel is natural gas.

2. Noise emissions: These 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 mitigation measures wherever necessary.
3. 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.
4. 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.
5. Waste generation and management: The company 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:

1. Rice
2. Durum wheat and semolina/durum wheat flour

3. Other raw materials of plant origin: quinoa, pulses, other cereals, other flours/semolinas, fruit and vegetables and soya/soybean oil
4. Raw materials of animal origin: meat, fish and eggs
5. Other ingredients: e.g. spices and flavourings used mainly in precooked food.

Raw Materials (t)	2021		2020	
	†	%	†	%
Rice	2,028,296	86.94%	2,005,107	84.58%
Durum wheat and Semolina/durum wheat flour	194,361	8.33%	216,442	9.13%
Other RM plant origin	69,126	2.96%	111,636	4.71%
RM animal origin	23,548	1.01%	22,303	0.94%
Other ingredients	17,675	0.76%	15,111	0.64%
Total	2,333,006		2,370,599	

Although the use of raw materials from animal origin barely represents 1% of the total in our products, corresponding to egg, 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 Lustucru Frais in France. In 2021, the use of ingredients from cage-free eggs was already up to 91% in Spain and 25% in France.



Packaging materials [301-1]

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

Type of Material	2021	2020
Plastic	38,994	53,734
Paper	45,847	49,329
Glass	0	52
Metal	6	12
Others	1,600	1,692
Total (t)	86,447	104,819



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.

By law, primary packaging, which is in direct contact with the food, must have a 100% virgin fibre composition.

The different secondary and tertiary packaging formats used by the Group both contain 69% of recycled fibre, on average.

GRI 302: Energy

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

The energy consumption and inventory of greenhouse gas (GHG) emissions of all the Group companies is calculated under standard ISO 14064-1:2019.

Energy consumption within the organisation [302-1]

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

The Scope 1 energy consumption is calculated taking into account the following:

1. The consumption of non-renewable fuels in stationary and mobile sources:
2. The consumption of renewable fuel:
 - a. Rice husk, a by-product of our industrial processes, used by Ebro India, Herba Ricemills and Mundiriso
 - b. Wood chips used by Ebro Frost
 - c. Charcoal used by Ebro India
3. The self-generated energy in photovoltaic and cogeneration facilities
4. The self-generated energy sold from photovoltaic and cogeneration facilities

Direct consumption - Scope 1 (GJ)

Non-renewable fuel consumed	2021		2020	
Natural gas	2,749,039	75.80%	2,915,873	95.15%
Other non-renewables	805,189	22.20%	77,531	2.53%
Total consumption non-renewables	3,554,228	98.01%	2,993,404	97.68%
Renewable fuel consumed	2021		2020	
Biomass/Charcoal	70,194	1.94%	64,843	2.12%
Total consumption renewables	70,194	1.94%	64,843	2.12%
Self-generated energy	2021		2020	
Photovoltaic panels	2,956	0.08%	6,810	0.22%
Cogeneration	94,458	2.60%	91,271	2.98%
Total self-generation	97,414	2.69%	98,081	3.20%
Self-generated energy sold	2021		2020	
Photovoltaic panels	13	0.00%	0	0.00%

Stationary combustion/Cogeneration	838	0.02%	637	0.02%
Total self-generation sold	851	0.02%	637	0.02%
Self-consumption photovoltaic	2021		2020	
Self-consumption PV	2,943	0.08%	6,810	0.22%
Total Scope1	3,626,527	100.00%	3,064,420	100.00%

2.7% of the Scope 1 energy is self-generated at the photovoltaic facilities of Bertagni, Garofalo, Geovita and Mundiriso and the cogeneration plants of Ebro Frost and Garofalo.

Indirect consumption - Scope 2 (GJ)

Consumption Scope 2	2021		2020	
Electricity without GoO	934,675	91.28%	937,966	90.40%
Electricity with GoO	73,992	7.23%	85,928	8.28%
Steam	14,736	1.44%	13,633	1.31%
Heat	546	0.05%	0	0.00%
Cooling	0	0.00%	0	0.00%
Total (GJ)	1,023,949	100.00%	1,037,528	100.00%

Total energy consumption	2021		2020	
Scope 1	3,626,527	77.98%	3,064,420	74.71%
Scope 2	1,023,949	22.02%	1,037,528	25.29%
Total Scopes 1&2 (GJ)	4,650,476	100.00%	4,101,947	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	2021	2020
Total energy consumed (GJ)	4,650,476	4,101,947
Net Sales Ebro (M€)	2,427.1	2,430.3
Energy intensity (GJ/M€ net sales)	1,916	1,688



Reduction of energy consumption [302-4]

Eight companies in the Ebro Group have reported different initiatives to reduce their energy consumption, by a total of EUR 298,614.

Company	Plant	Indicator	Initiative	Cost
Ebro India	Taraori	Energy & Emissions	Reduction of hours operation by improving process	957 €
S&B	Fullborn	Energy & Emissions	Change from conventional lighting to LED	0 €
Riviana Foods Canada	Hamilton	Energy & Emissions	Change from conventional lighting to LED	10,258 €
Mundiarroz	Coruche	Energy & Emissions	Change from conventional lighting to LED	2,650 €
Garofalo	Gragnano	Energy & Emissions	Solar thermal system to produce domestic hot water	38,500 €
Lustucru	Communay	Energy & Emissions	More efficient thermal system to produce hot water	62,000 €
Herba Ricemills	San Juan	Energy & Emissions	Modification of steam mill: reduction of direct emissions, improvement of electrical efficiency and lower noise emissions	156,249 €
Mundiriso	Vercelli	Energy	Improvement of heat insulation in packaging area	28,000 €

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. The consumption of well water used by Agromeruan in rice growing is also included.



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

All effluent is discharged to the sewage networks, except from Ebro India and Ebro Frost, which use well water and return it to the land.



Water withdrawal [303-3]

The surface water withdrawn and used by Agromeruan for its rice crop in Morocco represents 78% of the total consumption by the group. The remaining water withdrawal, which is used in

our industrial activity, is from the municipal water supply (third-party water) (82%) and groundwater (18%).

Water withdrawal	2021		2020	
Third-party water	2,786,513	18%	2,839,731	8%
Groundwater	617,738	4%	642,301	2%
Total industrial processes (m3)	3,404,251	22%	3,482,032	9%
Inland surface freshwater	11,880,000	78%	33,840,000	91%
Inland surface salt water	0	0%	0	0%
Total water withdrawn (m3)	15,284,251		37,322,032	
Total withdrawal freshwater (SS<1000 mg/l)	15,284,251		37,322,032	
Total withdrawal other water(SS>1000 mg/l)	0		0	

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	2021		2020	
	m3	%	m3	%
Low	90,454	1%	58,541	0%
Low-medium	1,554,807	10%	1,572,195	4%
Medium-high	882,633	6%	887,758	2%
High	12,724,396	83%	34,788,273	93%
Extremely high	31,962	0%	15,265	0%
Total water withdrawn (m3)	15,284,251		37,322,032	

NB: 93% of the water withdrawn in areas of high water stress corresponds to the agricultural activities of Agromeruan.

Water discharge [303-4]

Destination of discharge	2021	2020
Third party water (Sewage network, treatment plants)	2,137,154	2,452,992
Inland water	265,802	25,093
Seawater	0	0
Total (m3)	2,402,956	2,478,085

Discharge treatment	2021	2020
No treatment	1,697,143	1,780,516
Primary/secondary treatment	695,958	692,973
Tertiary treatment	9,854	4,597
Total (m3)	2,402,956	2,478,085

Type of discharge	2021	2020
Freshwater (SS<1000 mg/l)	1,760,335	2,478,085
Other water (SS>1000 mg/l)	642,621	0
Total (m3)	2,402,956	2,478,085

Discharge by areas of Water Stress	2021		2020	
	Freshwater discharged (SS<1000 mg/l)	Other Water discharged (SS>1000 mg/l)	Freshwater discharged (SS<1000 mg/l)	Other Water discharged (SS>1000 mg/l)
Low	51,222	0	35,952	0
Low-medium	280,767	642,621	942,380	0
Medium-high	717,083	0	691,574	0
High	701,409	0	803,582	0
Extremely high	9,854	0	4,597	0
Total discharge (m3)	1,760,335	642,621	2,478,086	0

No accidental discharge occurred in 2021.



Water consumption [303-5]


Water Consumption	2021	2020
Water withdrawal	15,284,251	37,322,032
Water discharge	2,402,956	2,478,084
Water sold	0	3,168
Total water consumption (m3)	12,881,296	34,840,780

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

Discharge by areas of Water Stress	2021	2020
Low	39,232	22,589
Low-medium	631,418	629,815
Medium-high	165,550	193,015
High	12,022,987	33,984,691
Extremely high	22,108	10,668
Total water consumption (m3)	12,881,296	34,840,778

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, PEM1A, 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

Climate change poses a serious threat for the Group's business activities as it directly affects essential aspects such as the production of raw materials, the availability of critical resources (e.g. water), the viability of product transport, logistics and distribution operations and increased energy needs of our production processes, among others.

Accordingly, in accordance with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), we have identified the potential risks, impacts and opportunities that climate change may have on our organisation, establishing the appropriate mitigation and/or adaptation measures for each one. This will shortly be taken further, with the financial quantification of those risks and impacts.

Some of the mitigation measures are already contemplated in our Sustainability Plan HEADING FOR 2030, including: 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. The details and monitoring of each of these measures is available on the website caringforyouandtheplanet.com.

In 2020 we developed a Greenhouse Gas Emissions Inventory procedure for all the Group companies under standard ISO 14064-1:2019. Through the reporting under this standard we have been able to calculate the Scope 1 and 2 of the Group's Carbon Footprint. The next stage will be to measure Scope 3, with a view to designing a plan to reduce emissions. We have already started to develop initiatives that contribute towards that goal.

So with regard to Scopes 1 and 2, some of our companies, particularly those in Italy, have started installing photovoltaic (PV) energy generation units at their production plants. Similarly, cogeneration is used as one of their energy sources by the subsidiaries Garofalo and Ebro Frost Germany, and biomass, by Ebro Frost Denmark, Herba Ricemills, Mundiriso and Ebro India.

With regard to Scope 3, through our accession to the Lean & Green Programme for the calculation-reduction-offset of emissions produced in national overland logistics (Spain), we are close to concluding the reduction plan (20% in 5 years) that we will present in the second quarter of 2022.

Also in Scope 3, the Ebro Group takes an active approach to the promotion and investigation of environmentally sustainable growing techniques for application to the rice crop in different production areas, to contribute towards greater preservation of the environment, promote biodiversity and mitigate the effects of climate change. 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 (SRP).

In 2021, the most important examples of this work were:

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

This is a programme developed jointly 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 programme 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. The SRP audit is also made of the crop. The project completed its fourth year of rice production in 2021.

- Spain: Oryzonte Programme

This programme has been developed in the Guadalquivir Marshes (Seville) jointly with Mars Food and Danone.

The 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 on a commercial scale. In 2021, we worked with several Irrigation Associations to improve their understanding of the evolution of salinity within the water circuit during the rice campaign and its relationship with the production yield. 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 situation on the entire right-hand side of the rice-growing region of Seville.
- With regard to GHG emissions, the project checked that 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 land on both banks of the River Guadalquivir, without producing an adverse effect on the agricultural yield.

- Biodiversity. The programme has installed vertical structures and nests for bats and birds of prey of special interest, such as the barn owl or the lesser kestrel. Encouraging the presence of these birds of prey and bats is a promising strategy to reduce the use of pesticides and increase the sustainability of the agricultural production systems.

- Programmes developed by Ebro India

Our company Ebro India continues working on different sustainability projects, some of which have been in place for several years, such as EKTA, Control Farming and Organic Farming.

During 2021, it added a new programme to reduce the water consumption and emissions and encourage the use of biological plague control methods.

This new project teaches 50 growers how to use biological plague control methods (spider bundles and pheromone traps). The pheromone traps are a very visual method to see whether or not there is a plague of insects, thereby reducing the indiscriminate use of pesticides. Spider bundles provide a natural habitat for spiders, which are natural predators of insects. By reducing the population of insects, the quantity of pesticides needed is also reduced. Finally, they have been trained to use AWD tubes, with which they can check when it is necessary to irrigate, thereby eliminating any excessive use of water and, therefore, emissions.

EKTA, which has been in progress since 2015, continues to provide support for over 5000 growers. It is a training for growers, instructing them in the best agricultural practices and the optimum use of pesticides and fertilizers, and helping them to increase the yield from their crops and lower costs.

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, Ebro India works 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.

The Organic Farming programme consists of working jointly with around 830 growers for the production of organic basmati and non-basmati rice.

We should also point out that 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.

The Ebro Group'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 and mobile sources (fleet of vehicles 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)

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.

GHG emissions	2021		2020	
Scope 1 emissions	217,051	69%	190,406	66%
Scope 2 emissions	99,153	31%	99,960	34%
Total emissions (t CO₂e)	316,204		290,366	

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

The emissions from the rice crop of Mundi Riz in Morocco represents 1.82% of the Scope 1 emissions and 1.25% of the total emissions of the Group.

Biogenic CO₂ emissions

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

Biogenic CO2 Emissions	2021	2020
Biogenic CO2 (t CO2e)	7,466	10,051



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

We do not have the methodologies or activity data to calculate all the indirect GHG emissions produced outside the organisation (Scope 3). We plan to calculate Scope 3 over the course of 2022-2023, and subsequently define specific targets for emissions reduction. For the time being, we have the following partial measurements:

- The emissions associated with the maritime logistics of our raw materials and products of the Group's rice division. This calculation is made using 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 plant.

In 2021, EccoFreight handled approximately 32% of the shipments of the entire rice division, with 272,153 tonnes shipped and GHG emissions of 87,424 t CO2e.

By choosing more efficient routes instead of other alternative routes available with larger carbon footprints, we avoided the emission of 50,705 t CO2e, which is a 37% reduction of our Scope 3 emissions.

- Emissions associated with national overland logistics (Spain). After joining the Lean & Green programme, we have calculated the carbon footprint of our national logistics and will present our plan for reducing it (by 20% over 5 years) in the second quarter of 2022.



GHG emissions intensity [305-4]

Emissions Intensity	2021	2020
Total GHG emissions (t CO2e)	316,204	290,365
Ebro Net Sales (M€)	2,427.1	2,430.3
GHG emissions intensity (t CO2e M€ net sales)	130	119



Reduction of GHG emissions [305-5]

We are studying the possibility of defining emissions reduction objectives aligned with the recommendations of the scientific community. We plan to calculate our Scope 3 emissions over the course of 2022-2023 and subsequently define specific emission reduction targets.

In addition to the energy reduction initiatives described in section 302 energy, which entail reducing emissions, three companies have implemented initiatives to reduce emissions, for a total value of EUR 1,094,894.

Company		Indicator	Initiative	Cost
Herba Ingredients	Plant B-E	Emissions	New gas burner with low emissions	17,147 €
Boost	Plant A	Emissions	Replacement of coolant R22 (GWP=1810) with R32 with a lower GWP (=675), reducing emissions by 60%	8,433 €
Riviana Foods USA	Freeport	Emissions	Improvements to dust collection system and compressor room	1,069,244 €

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. The Ebro Group'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.

	2021							
NOx, SOx & other emissions (t)	NOX	CO	COV	SOx	PM10	PM2.5	PM	TOTAL
Stationary combustion	218	122	86	3	12	12		453
Mobile combustion	239	1,305	210				0	1,755
Total Pollutants (t)	457	1,427	296	3	12	12	0	2,207

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.



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.

During 2021, in line with the changes made in previous years by our dry rice brands La Fallera and La Cigala (Spain) and Risella (Finland), and according to the circular economy targets set for our packaging (100% recyclable by 2030), we continue striving to achieve more recyclable packaging. This is the case of our brand SOS specialties, currently sold in a non-recyclable flexible packaging (polyethylene & polypropylene PE/PP), for which we are studying the possibility of changing to recyclable paper, which would avoid the use of 19,480 tonnes of PE/PP that would end up in a landfill.

We also continue running tests 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.

We also mention the 100% recyclability achieved in one of the formats most sold by the Group: the Brillante rice cups.

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 other 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, the Ebro Foods Group 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.

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 2021, Ebro India, Mundi Riso and Herba Ricemills reported the use of rice husk as a renewable fuel to obtain thermal energy.



Waste generated [306-3]

Waste	2021	2020
Hazardous	118	52
Non-hazardous	37,800	28,182
Total Waste (t)	37,918	28,234



Waste diverted from disposal [306-4] (Recovery)

Non-hazardous waste for recovery	2021	2020
Recycled	5,588	3,338
Composted	4,273	2,011
Reused	10,870	1,746
Other recovery operations	2,310	2,757
Total recovery NH waste (t)	23,040	9,852

Hazardous waste for recovery	2021	2020
Recycled	43	5
Composted	4	1
Reused	0	0
Other recovery operations	15	15
Total recovery H waste (t)	62	21



Waste directed to disposal [306-5]

Non-hazardous waste directed to disposal	2021	2020
Landfilling	12,137	13,923
Incineration	873	3,511
Other disposal operations	1,751	897
Total disposal NH waste (t)	14,760	18,330

Non-hazardous waste directed to disposal	2021	2020
Landfilling	0	11
Incineration	13	4
Other disposal operations	44	16
Total disposal H waste (t)	57	31

In Spain, the company Herba Ricemills is making a profound change in its waste management. The different waste managers used up to now are being replaced with a new manager that only recovers waste. This change is being implemented gradually in all the company's production plants in Spain and will reduce the volume of waste taken to landfills.

GRI 307 Environmental Compliance

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

In 2021, 4 plants reported minor non-compliance with environmental laws and regulations, leading to small fines.

Company	Plant	Environmental non-compliance	Fine (€)	Remedial Action
Bertagni	Avio	Delay in the declaration of authorisation of the heating system	7,300	Presentation of the declaration
Garofalo	Gragnano	Accumulation of debris in an undesignated area by a contractor	11,000	Oversight of contractor's work
Lustucru	Lorette	Surpassing the concentration of DCO/DBO5 in effluent	20,000	Measures have been put into place to reduce DCO/DBO and comply with the criteria
Lustucru	St. Genis Laval	Non-compliance with stipulated pH and temperature of effluent	0	Measures have been put into place to lower the pH and temperature and comply with the criteria

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:

- Herba Ricemills (San Juan, Coria, Los Palacios and Isla Mayor plants)
- Garofalo Gragnano

Resources dedicated to environmental risk prevention

Thirteen of the 33 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 Foods USA
- Riviana Foods Canada
- Mundiriso
- Arrozeiras Mundiarroz
- Bertagni
- Boost Nutrition
- Ebro India
- Herba Bangkok
- Herba Cambodia
- Herba Ingredients
- Lassie

Environmental expense and investment	2021	2020
Cost of management and control	1,143,950 €	1,152,954 €
Investment to minimise impact	4,747,655 €	3,291,293 €
Total	5,891,605 €	4,444,248 €

The investments reported here include measures to reduce energy consumption, water consumption and emissions, as well as the cost of waste management, inspection of pressurised equipment, noise 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 SRP assessments in Spain.

The principal investments were made by Riviana Foods USA:

- Changes to the rice cooking system to allow reuse of the water with starch, thus reducing water withdrawal and effluent
- Improvements in the dust collection system and compressor room.

ANNEX 1

List of subsidiaries of the Ebro Group

Company	Country	Business Area
Agromeruan, SARL 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
Riviana Foods Canada Corporation	Canada	Fresh pasta
Ebro Foods, S.A.	Spain	Parent (Holding)
Ebro Foods Netherland BV (Lassie)	Netherlands	Rice
Ebrofrost Denmark, A/S	Denmark	Rice and pasta
Ebrofrost Germany, GmbH	Germany	Rice and pasta
Ebrofrost UK, Ltd	UK	Rice and pasta
Ebrofrost North America	USA	Rice and pasta
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
Indo European Foods Ltd.	UK	Rice
La Loma Alimentos, S.A.	Argentina	Rice
Lustucru Frais, S.A.S.	France	Fresh pasta
Lustucru Riz, S.A.S.	France	Rice
Mundi Riso, S.R.L.	Italy	Rice
Mundi Riz, S.A.	Morocco	Rice
Neofarms Bio, S.A.	Argentina	Rice
Pastificio Lucio Garofalo, Spa	Italy	Pasta
Riceland Magyarorzag, Kft	Hungary	Rice
Riviana Foods, Inc.	USA	Rice
Roland Monterrat, S.A.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

Company	Country	Workplace	Type of facility
Arotz Food	Spain	Navaleno	Industrial
Arrozeiras Mundiarroz	Portugal	Coruche	Industrial
		Lisbon	Office (lease)
Bertagni 1882	Italy	Arcugnano (Vicenza)	Industrial
		Avio	Industrial
		Avio Arcugnano	Warehouse
Boost Nutrition	Belgium	Merksem	Industrial
Ebro Foods Holding	Spain	Madrid	Office (lease)
		Barcelona	
		Granada	
Ebro Foods Netherland BV (Lassie)	Netherlands	Wormer	Industrial
Ebro India	India	Taraori	Industrial
Ebrofrost Denmark	Denmark	Orbaek	Industrial
Ebrofrost Germany	Germany	Offingen	Industrial
Ebro Frost North America	USA	Ebro Frost NA	Industrial
Ebrofrost UK	UK	Beckley	Industrial
Office (lease)	Office (lease)	Office (lease)	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	Industrial (4 plants)
		Office (lease)	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
Indo European Foods Ltd.	UK	Cotemsa, Raza y Ecorub	Warehouse
		Felixtowe	Industrial
La Loma Alimentos	Argentina	Los Charrúas	Industrial
		Chajarí	Industrial
		Los Conquistadores	Industrial
		Buenos Aires	Office (lease)
Lustucru Frais	France	St Genis Laval	Industrial

Company	Country	Workplace	Type of facility
		Lorette	Industrial
		Communay	Industrial
Mundi Riz	Morocco	Larache	Industrial
Mundi Riso	Italy	Vercelli	Industrial
Neofarm Bio	Argentina	Concordia	Office (lease)
Pastificio Lucio Garofalo	Italy	Gragnano	Industrial
Riceland Magyarorzag	Hungary	Budapest	Office (lease)
Riviana Foods Canada	Canada	Delta	Industrial
		Hamilton	Industrial
Riviana Foods USA	USA	Memphis	Industrial
		Carlisle	Industrial
		Brinkley	Industrial
		Hazen	Industrial
		Clearbrook	Industrial
		Freeport	Industrial
		Alvin	Industrial
Roland Monterrat	France	Feillens	Industrial
S&B Herba Foods	UK	Cambridge	Industrial
		Liverpool	Industrial
		Orpington	Office (lease)
Santa Rita Harinas	Spain	Loranca de Tajuña	Industrial
Tilda	UK	Classic	Industrial
		Jazz	Industrial
	India	India	Office (lease)
	UAE	Dubai	Office (lease)
Transimpex	Germany	Lambsheim	Industrial
			Office (owned)

ANNEX 2

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

Company	Country	Workplace	Certification
Arotz Food	Spain	Navaleno	IFS
Arrozeiras Mundiarroz	Portugal	Coruche	ISO 9001 IFS
Bertagni 1882	Italy	Avio	BRC
			MSC
			ASC
			ORGANIC CERTIFICATION
		Argunagno	IFS
			ORGANIC CERTIFICATION
			BRC
Boost Nutrition	Belgium	Merksem	IFS
			KOSHER
			FEED CHAIN ALLIANCE (FCA)
			ORGANIC CERTIFICATION
Ebro Foods Netherland BV (Lassie)	Netherlands	Wormer	ECOLOGICAL CERTIFICATION
			IFS
			GMP +
Ebrofrost Denmark	Denmark	Orbaek	BRC
Ebrofrost Germany	Germany	Offingen	BRC
			HALAL
			KAT
			ORGANIC CERTIFICATION
Ebrofrost UK	UK	Beckley	BRC
Ebrofrost North America	USA	Memphis	SQF
			ORGANIC CERTIFICATION
			HALAL
			KOSHER
Ebro India	India	Taraori	ISO 22000
			ORGANIC CERTIFICATION (organic paddy rice crop)
			ORGANIC CERTIFICATION (organic rice processing)
			BRC
			IPQC
			PPQS USA
			HALAL

Company	Country	Workplace	Certification
Geovita Functional Ingredients	Italy	Bruno	BCR
			ORGANIC CERTIFICATION
			KOSHER
			IFS
			HALAL
		Nizza Monferrato	FSSC 22000
			ORGANIC CERTIFICATION
		Villanova Monferrato	BRC
			IFS
			HALAL
			ORGANIC CERTIFICATION
Harinas Santa Rita	Spain	Loranca De Tajuña	IFS
Herba Bangkok	Thailand	Saraburi	ISO 9001
			BRC
			ORGANIC CERTIFICATION
			HALAL
			KOSHER
			GMP & HACCP
			GLUTEN FREE CERTIFICATION
Herba Cambodia	Cambodia	Phnom Phen	ORGANIC CERTIFICATION (EU)
			ORGANIC CERTIFICATION (USA)
			KOSHER
			GMP & HACCP
Herba Ingredients, B.V.	Belgium	Schoten (warehouse)	ORGANIC CERTIFICATION (EU)
		Schoten (plant B)	IFS FOOD
			GMP +
		Schoten (plant C)	IFS FOOD
			GMP +
			ECOLOGICAL CERTIFICATION (EU)
		Schoten (plant F)	IFS FOOD
			GMP +
	Netherlands	Wormer	ECOLOGICAL CERTIFICATION (CHINA)
			IFS BROKER
			IFS FOOD
			GMP +
			KOSHER
			HALAL
			ORGANIC CERTIFICATION (EU)

Company	Country	Workplace	Certification
			ORGANIC CERTIFICATION NATURLAND
Herba Ricemills	Spain	Coria del Río	IFS
			ISO 9001
			ECOLOGICAL CERTIFICATION ECOLOGICAL CERTIFICATE (USA)
			KOSHER
		San Juan de Aznafarache	ISO 9001
			BRC
			IFS
			ECOLOGICAL CERTIFICATION ECOLOGICAL CERTIFICATE (USA)
			KOSHER
		Jerez de la Frontera	ISO 9001
			IFS
			ECOLOGICAL CERTIFICATION ECOLOGICAL CERTIFICATE (USA)
			BRC
La Loma Alimentos	Argentina	Silla	IFS
			KOSHER
			ISO 9001
			BRC
		Algemesí (ready foods plant)	ISO 9001
			IFS
			BRC
			ISO 9001
		Algemesí (rice plant)	KOSHER
			IFS
			ISO 9001
			KOSHER
		Los Palacios	IFS
			ISO 9001
			ECOLOGICAL CERTIFICATION ECOLOGICAL CERTIFICATE (USA)
			KOSHER
La Loma Alimentos	Argentina	Los Charrúas	HACCP
			GLUTEN FREE CERTIFICATION GMP
			KOSHER

Company	Country	Workplace	Certification
Chajari			KOSHER HACCP GMP GLUTEN FREE CERTIFICATION
Lustucru Frais	France	Saint Genis Laval	IFS
		Lorette	IFS
		Communay	IFS
			ECOLOGICAL CERTIFICATION
Mundi Riso	Italy	Vercelli	IFS BRC ECOLOGICAL CERTIFICATION (EU) KOSHER
Mundi Riz	Morocco	Larache	ISO 22000
Neofarms Bio	Argentina	Entre Ríos	ECOLOGICAL CERTIFICATION (CHINA) KOSHER ECOLOGICAL CERTIFICATION (UE) ECOLOGICAL CERTIFICATION (USA) GLUTEN FREE CERTIFICATION
Pastificio Lucio Garofalo	Italy	Gragnano	BRC
			IFS
			VQIP
			GLUTEN FREE CERTIFICATION
			VEGAN
			KOSHER
			HALAL
			ECOLOGICAL CERTIFICATION
Riviana Foods Canada	Canada	Delta Hamilton	BRC
			BRC
Riviana Foods USA	USA	Memphis	KOSHER
			SQF
			HALAL
			ECOLOGICAL CERTIFICATION GLUTEN FREE CERTIFICATION
		Brinkley	SQF
			KOSHER
			ECOLOGICAL CERTIFICATION
		Clearbrook	KOSHER ECOLOGICAL CERTIFICATION

Company	Country	Workplace	Certification
		Alvin	SQF
			KOSHER
			SQF
		Carlisle	ECOLOGICAL CERTIFICATION
			KOSHER
			ECOLOGICAL CERTIFICATION
			HALAL
			SQF
		Freeport	KOSHER
			SQF
Roland Monterrat	France	Feillens	IFS
S&B Herba Foods	UK	Cambridge	BRC
			FEMAS
		Liverpool	KOSHER
			BRC
Tilda	UK	Rainham (classic site)	BRC
			FEMAS
		Rainham (Jazz site)	KOSHER
			BRC
Transimpex	Germany	Lambsheim	IFS
			ECOLOGICAL CERTIFICATION
			ORGANIC CERTIFICATION 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	0.03789	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	NCV	Unit NCV	Source NCV
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	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
Liquefied Natural Gas (LNG)	56.1	0.092	0.003	kg CO ₂ /GJ _{PCI}	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1 & 3)
Liquefied Petroleum Gas (LPG)	63.1	0.062	0.0002	kg CO ₂ /GJ _{PCI}	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1 & 3)

Gasoline	69.3	0.025	0.008	kg CO ₂ /GJ _{PCI}	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1 & 3)
Diesel	74.1	0.0039	0.0039	kg CO ₂ /GJ _{PCI}	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1 & 3)
Other data on Activity	FE CO ₂ (kgCO ₂ /GJ _{NCV})	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
Rice crop	0	1.3000	0	kg CO ₂ /GJ _{PCI}	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 _{PCI}	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.5, ch.6)

Table 3. Emission Factor of biogenic CO₂

Combustible	FE	Unidad FE
Charcoal	112	kg CO _{2e} /GJ
Biomass (wood chips)	112	kg CO _{2e} /GJ
Biomass (rice husk)	100	kg CO _{2e} /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

Table 5. Emission Factor Electricity (based on location)

Country	EF	Unit EF	Source EF
Spain	0.2500	kgCO ₂ e/kWh	Emission factors, Registration of Carbon Footprint, CO ₂ Offset and Absorption Projects. MITERD.April 2021 V. 17
UK	0.2331	kgCO ₂ e/kWh	UK Government GHG Conversion Factors for Company Reporting. DEFRA 2020
France	0.0850	kgCO ₂ e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME
Germany	0.4610	kgCO ₂ e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
Argentina	0.3670	kgCO ₂ e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
Belgium	0.2200	kgCO ₂ e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
Cambodia	0.8040	kgCO ₂ e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
Canada	0.1860	kgCO ₂ e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
Denmark	0.3600	kgCO ₂ e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
UAE	0.5980	kgCO ₂ e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
USA	0.5620	kgCO ₂ e/kWh	US EPA. Household Carbon Footprint Calculator
Morocco	0.7180	kgCO ₂ e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
Netherlands	0.4150	kgCO ₂ e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
Portugal	0.2550	kgCO ₂ e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
Romania	0.4990	kgCO ₂ e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
Hungary	0.3170	kgCO ₂ e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
India	0.9120	kgCO ₂ e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency

Italy	0.4060	kgCO ₂ e/kWh	Centre de ressources sur les bilans de gaz à effet de serre. Base Carbone. ADEME. International Energy Agency
Thailand	0.5130	kgCO ₂ e/kWh	Centre de ressources sur les bilans de gaz à effet de serre. Base Carbone. ADEME. International Energy Agency
Steam or heat purchased and consumed	0.1726	kgCO ₂ e/kWh	UK Government GHG Conversion Factors for Company Reporting. DEFRA 2020
Cooling purchased and consumed	0.0165	kgCO ₂ e/kWh	Centre de ressources sur les bilans de gaz à effet de serre 2020. Base Carbone. ADEME.

Table 6. Emission Factors of Coolants

Coolants	EF
Carbon dioxide	1
Methane	28
Nitrous oxide	265
HFC-23	14,800
HFC-32	675
HFC-41	92
HFC-125	3,500
HFC-134	1,100
HFC-134a = R134A	1,430
HFC-143	353
HFC-143a	4,470
HFC-152a	124
HFC-227ea	3,220
HFC-236fa	9,810
HFC-245fa	1,030
HFC-43-10mee	1,640
Perfluoromethane (PFC-14)	7,390
Perfluoroethane (PFC-116)	12,200
Perfluoropropane (PFC-218)	8,830
Perfluorocyclobutane (PFC-318)	10,300
Perfluorobutane (PFC-3-1-10)	8,860
Perfluoropentane (PFC-4-1-12)	9,160
Perfluorohexane (PFC-5-1-14)	9,300
Sulphur hexafluoride (SF ₆)	22,800
HFC-152	53
HFC-161	12
HFC-236cb	1,340

Coolants	EF
HFC-236ea	1,370
HFC-245ca	693
HFC-365mfc	794
R717 (ammonia)	0
R448A	1,387
R410A	1,890
HFC-1234ze (R1234ze)	7
R717 (ammonia)	0
R404A	3,922
R407A	2,107
R407C	1,774
R407F	1,825
R408A	3,152
R410A	2,088
R507A	3,985
R508B	13,396
R403A	3,124
R407B	2,804
R410B	2,229
R413A	2,053
R-417A	2,346
R-417B	3,026
R-422A	3,143
R-422D	2,729
R-424A	2,440
R-426A	1,508
R-427A	2,138
R-428A	3,607
R-434A	3,245
R-437A	1,805
R-438A	2,264
R-442A	1,888
R-449A	1,396
R-452A	2,140
R-453A	1,765

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
Pollutant		FC (g/GJ)	FC (g/GJ)	FC (g/GJ)	FC (g/GJ)
CO		1,911.64	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. Rice Crop Emission Factor

EF CH ₄ (kg/Ha/day)	Source NCV
1.19	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

Table 9. 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

ANNEX 4

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: – 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	P4-10	
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.11-18	
	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.13-14	
	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 area. This should include information on the impacts detected, giving a breakdown,	102-15	P.19-23	

	particularly regarding the main risks in the short, medium and long term.			
--	---	--	--	--

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.63-64, 72-74, 81-83	
	Environmental certification or assessment procedures	ISO 14001	P.82	
	Resources employed for preventing environmental risks	Internal framework: Accounting	P.82-83	
	Application of the precautionary principle	GRI 102-11	P.64	
	Quantity of provisions and guarantees for environmental risks	Internal framework: Insurance policy for third-party liability and accidental pollution damage	P.82-83	
Pollution	Measures to prevent, reduce or remedy carbon emissions (including noise and light pollution)	Internal framework: CSR internal reporting tool, 305-5	P.68, 76-77	
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.66, 78-81	
	Actions to combat food waste	Internal framework: 1) CSR internal reporting tool 2) Donations to food banks	P.79-80, 35	
Sustainable use of resources	Water consumption and water supply within local limits	GRI 303	P.69-71	
	Consumption of raw materials	GRI 301-1	P.65-66	
	Measures taken to make the use of water more efficient	GRI 301-2, 302-4	P.66, 68	
	Direct and indirect energy consumption	GRI 302-1, 302-2, 302-3, GRI 302-4	P.66-68	
	Measures implemented to enhance energy efficiency	GRI 302-4	P.68	
	Use of renewable energies	GRI 302-1	P. 66-67	
Climate change	Important elements of the GHG emissions generated	GRI 305	P. 74-77	
	Measures taken to adapt to the consequences of climate change	Internal framework: 1) Sustainable agriculture projects 2) Climate change risk matrix	P. 72-74, 22	
	Reduction goals established voluntarily	GRI 305-5 Internal framework: logistics emissions	P.76	
Protection of biodiversity	Measures taken to preserve or restore biodiversity	Internal framework: CSR internal reporting tool	P.71-74	
	Impacts caused by activities or operations in protected areas	GRI 304 Internal framework: CSR internal reporting tool	P.71-72	

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.43	
	Total number and distribution of types of employment contract	GRI 401-1	P.43	
	Annual average of permanent, temporary and part-time contracts by gender, age and professional category	GRI 401-1, 405-1	P.43-45	
	Number of dismissals by gender, age and professional category	GRI 401-1	P.45	
	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.54	
Organisation of work	Organisation of working time	Internal framework: CSR internal reporting tool	P.45	
	Number of hours absenteeism	Internal framework: Quantitative description of number of hours absenteeism	P.45	
	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.50	
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.51-53	
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.53-54	
Universal accessibility by persons with disability		Internal framework: Qualitative	P.55	

		description of the universal accessibility measures for persons with disability		
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.24-25	
Prevention of the risks of violating human rights and, where necessary, measures to mitigate, manage and redress possible abuse committed	GRI 412-2	P.24-25	
Complaints of violation of human rights	GRI 406-1	P.25	
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.24	

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.28-30	
Anti-money laundering measures	GRI 205-2	P.31	
Contributions to foundations and not-for-profit entities	GRI 201-1	P. 34-39	

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.34-39	
	Impact of the company's activities on local populations and region	Internal framework: CSR internal reporting tool	P.34-39	
	Relations with local communities and forms of dialogue with them	Internal framework: Qualitative description of the relations with local communities	P.34-39	
	Association or sponsorship actions	102-12, 102-13	P.34-39	
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.61-62	
	Consideration in relations with suppliers and subcontractors of their social and environmental responsibility	Internal framework: Supplier Code of Conduct CSR internal reporting tool	P.61-62	
	Supervision and audit systems and results	Internal framework: CSR internal reporting tool	P.62	
Consumers	Measures to guarantee consumer health and safety	Internal framework: Qualitative description of the measures for consumer health and safety	P.57-58 ANEXO 2	
	Grievance systems	418-1	P.58-60	
	Complaints received and solution provided	GRI 103-2, 416-2	P.59-60	
Tax information	Profit obtained, country by country	Internal framework: Tax and Finance Departments	P.34	
	Corporate income tax paid	Internal framework: Tax and Finance Departments	P.33	
	Government grants received	Internal framework: Tax and Finance Departments	P.34	

Independent Limited Assurance Report of the Consolidated Non-Financial Statement for the year ended December 31, 2021

EBRO FOODS, S.A. and SUBSIDIARIES

INDEPENDENT LIMITED ASSURANCE REPORT OF THE CONSOLIDATED NON-FINANCIAL STATEMENT

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

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 Consolidated Non-Financial Information Statement (hereinafter NFS) for the year ended December 31, 2021, of Ebro Foods, S.A. and subsidiaries (hereinafter, the Group), which is part of the Group's accompanying Consolidated Management Report.

The content of the Management Report includes additional information to that required by prevailing mercantile regulations in relation to non-financial information that has not been subject to our verification. In this regard, our assignment has been exclusively limited to the verification of the information shown in the Annex 4 "Index of contents required by Act 11/2018 of December 28" of the accompanying Statement.

Responsibility of the Administrators

The preparation of the NFS included in the Consolidated Management Report of Ebro Foods, S.A. and its content is the responsibility of the Administrators of Ebro Foods, S.A. The NFS was prepared in accordance with the content required by prevailing company law and in conformity with the criteria outlined in the *Global Reporting Initiative Sustainability Reporting Standards* (GRI standards) selected, as well as other criteria described in accordance with that indicated for each subject in the Annex 4 "Index of contents required by Act 11/2018 of December 28" from the accompanying Management Report.

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

They 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 professional integrity, objectivity, competence, diligence as well as confidentiality and professional behaviour.

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 verification report based on the work performed. 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 Revised) issued by the International Auditing and Assurance Standards Board (IAASB) of the International Federation of Accountants (IFAC) and the guidelines for verifying Non-Financial Statement, issued by the Spanish Official Register of Auditors of Accounts (ICJCE).

The procedures carried out in a limited assurance engagement vary in nature and execution 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 2021 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 NFS for the year 2021 based on the materiality analysis made by Ebro Foods, S.A. and described in section "Corporate social responsibility and sustainability model", considering the content required by prevailing mercantile regulations.
- ▶ Analyzing the processes for gathering and validating the data included in the 2021 Non-Financial Statement.
- ▶ Reviewing the information on the risks, policies and management approaches applied in relation to the material aspects included in the 2021 NFS.
- ▶ Checking, through tests, based on a selection of a sample, the information related to the content of the 2021 NFS and its correct compilation from the data provided by the information sources.
- ▶ Obtaining a representation letter from the Board of Directors and Management.

Paragraph of emphasis

Regulation (EU) 2020/852 of the European Parliament and the Council, June 18 2020, on the establishment of a framework to facilitate sustainable investments settles the obligation to disclose information on how and to what extent the company's activities are associated with economic activities that are considered environmentally sustainable in relation to climate change mitigation and adaptation objectives for the first time for the financial year 2021, provided that the Statement of Non-Financial Information is published as of January 1 2022. Consequently, comparative information on this matter has not been included in the accompanying Consolidated Management Report. Additionally, information has been included, for which the shareholders of Ebro Foods, S.A. have chosen to apply the criteria that, in their opinion, best enable compliance with the new obligation and which are defined within the "Corporate social responsibility and sustainability model" chapter of the accompanying Consolidated Management Report. Our conclusion has not been modified in relation to this matter.

Conclusion

Based on the limited assurance procedures conducted and the evidence obtained, no matter has come to our attention that would cause us to believe that Ebro Foods, S.A. NFS for the year ended December 31, 2021 has not been prepared, in all material respects, in accordance with the contents required by prevailing company law and the criteria of the selected GRI standards, as well as other criteria, described as explained for each subject matter in the Annex 4 "Index of contents required by Act 11/2018 of December 28" of the Consolidated Management Report.

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

March 30th, 2022