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# CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY REPORT

EBRO 2021



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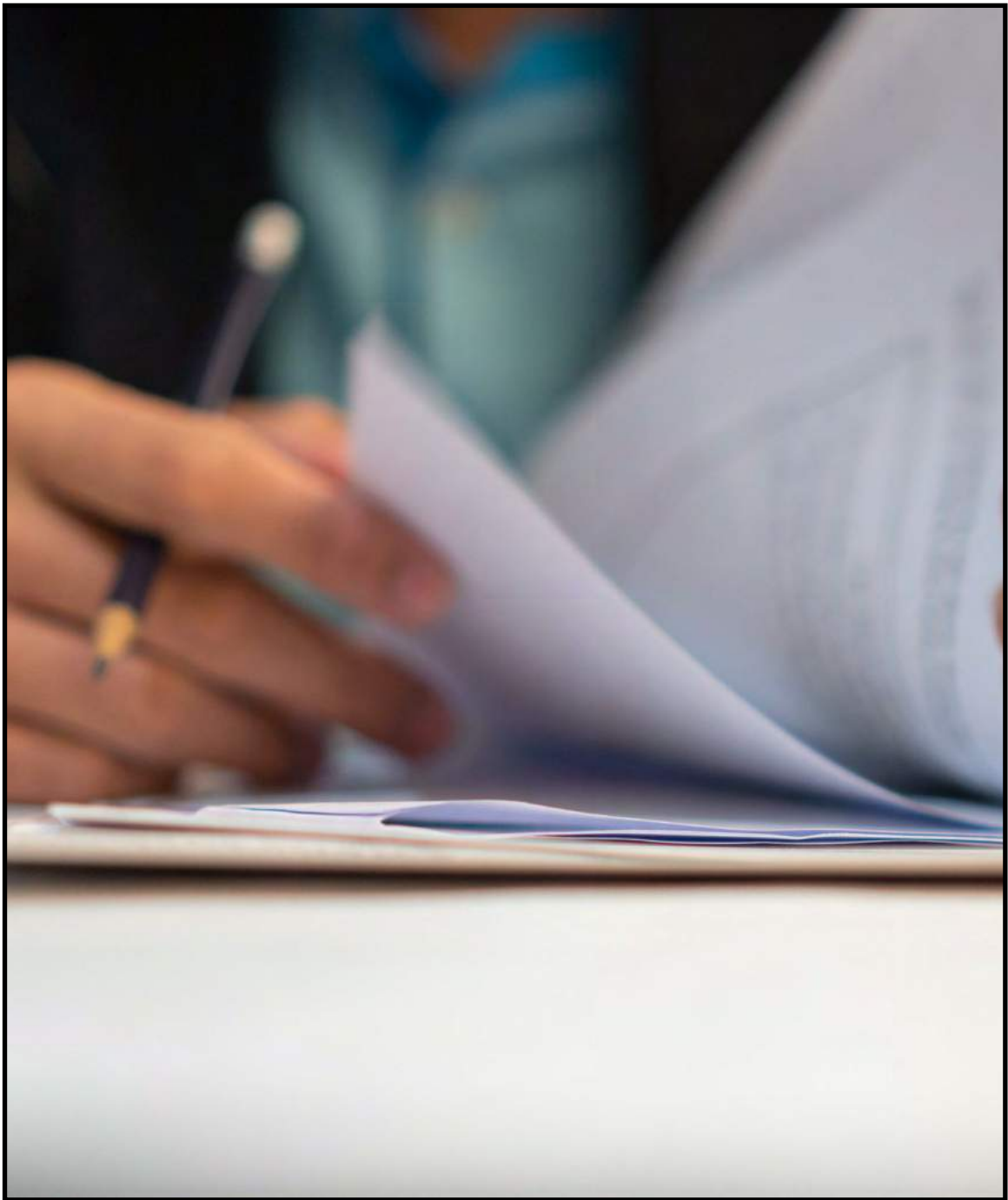
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## ABOUT THIS REPORT



01



## About this report

This report (the “**Report**”) informs on the actions and progress made in respect of CSR and Sustainability in the group of companies (the “**Ebro Group**” or the “**Group**”) headed by Ebro Foods, S.A. (the “**Company**”) during 2021.

### REPORTING PERIOD

2021

### MOST RECENT PREVIOUS REPORT

2020

### REPORTING FREQUENCY

Annual

### REPORTING FRAMEWORK

In this report we inform on the social, environmental and/or economic aspects that are important for the Ebro Group. The report has been prepared following the criteria of the GRI standards applicable to the Group’s activities, as well as other internal criteria that the Company has considered important to inform on all material aspects.

### 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. 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](http://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

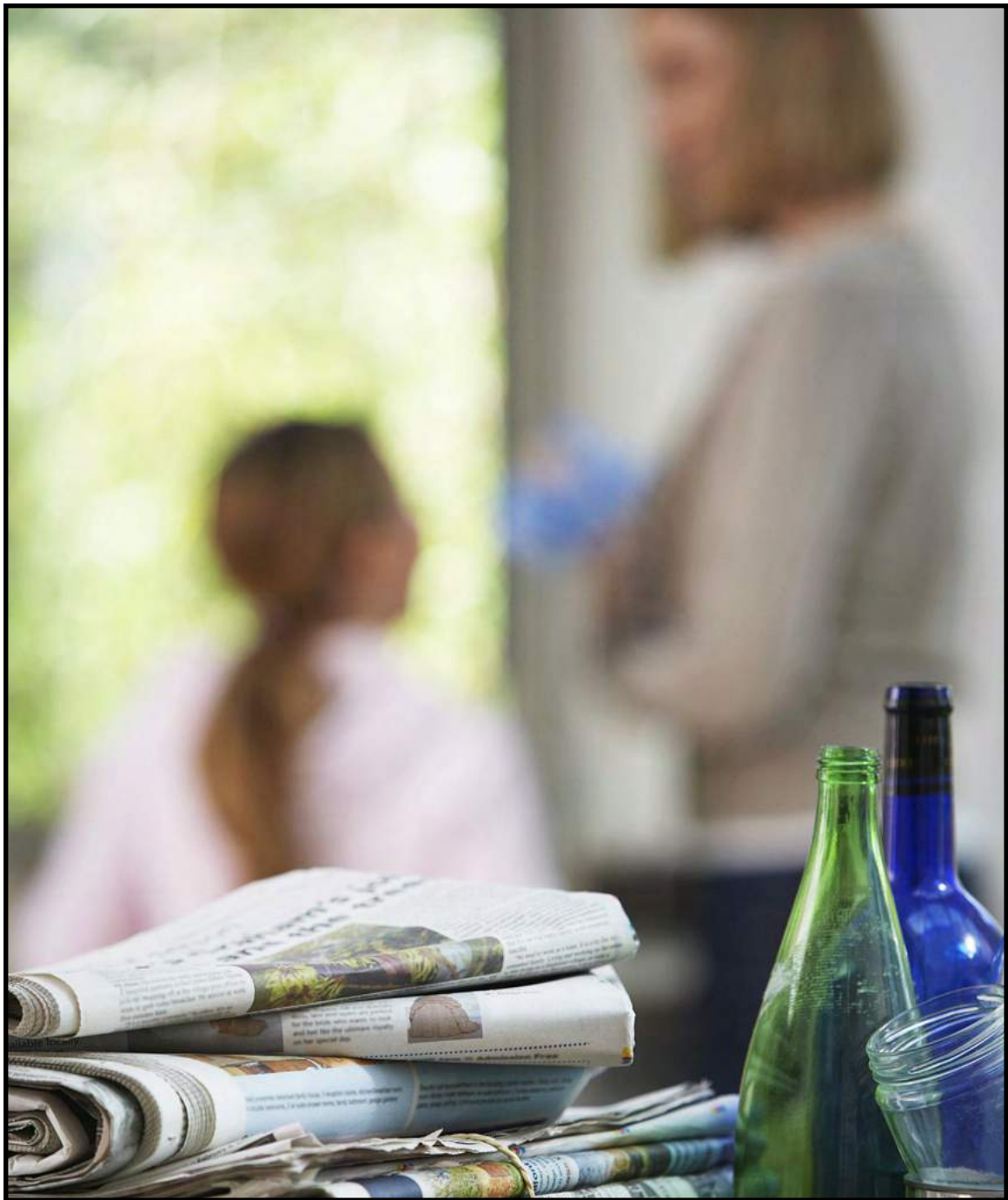
28046 Madrid

Spain

E-mail: [comunicacion@ebrofoods.es](mailto:comunicacion@ebrofoods.es)

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## CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY MODEL



02

## 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.

The company's principal stakeholders are:

- Shareholders
- Customers, consumers and distributors
- Employees
- Suppliers
- Society (Administration, NGOs and other institutions)
- Media

The frequency and form of communication with each group varies according to the company of the Ebro Group and the reason for the consultation or meeting, with at least one a year. Much of this dialogue is conducted directly by the parent company.

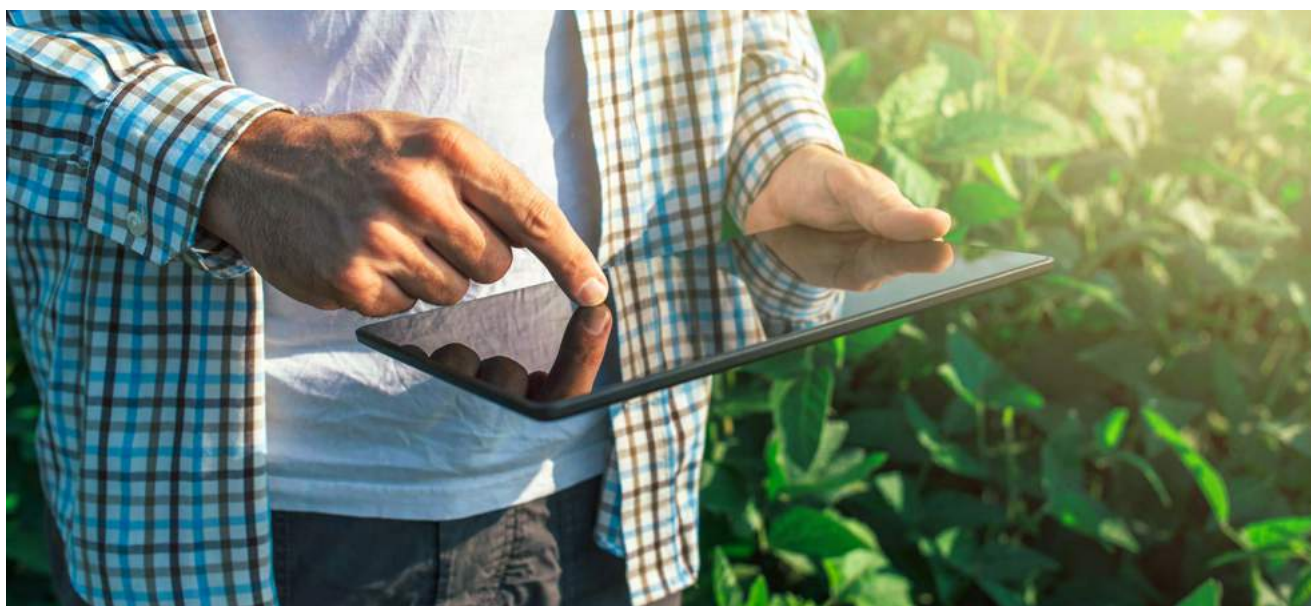
STAKEHOLDERS	DIALOGUE CHANNELS
Shareholders	<ul style="list-style-type: none"> <li>→ Corporate website</li> <li>→ Electronic shareholders' mailbox</li> <li>→ Shareholders' office</li> <li>→ CNMV regulatory announcements</li> <li>→ Investor Relations Department</li> <li>→ Meetings with analysts and investors</li> <li>→ Roadshows</li> <li>→ General Meeting of Shareholders</li> <li>→ Quarterly reports</li> <li>→ Annual Report</li> <li>→ Social media</li> <li>→ Press releases</li> <li>→ Reporting channel of the Code of Conduct (COC)</li> </ul>
Employees	<ul style="list-style-type: none"> <li>→ Corporate website and websites of our subsidiaries</li> <li>→ Corporate Intranet</li> <li>→ Suggestion box</li> <li>→ Social media</li> <li>→ Mailbox</li> <li>→ Digital newsletter</li> <li>→ Blogs (corporate and brand)</li> <li>→ Mailshots</li> <li>→ Department Days</li> <li>→ Works Council</li> <li>→ HR contacts</li> <li>→ Corporate Communications Department</li> <li>→ Annual Report</li> <li>→ Reporting channel of the COC</li> </ul>
Customers, consumers and distributors	<ul style="list-style-type: none"> <li>→ Corporate website and websites of our subsidiaries</li> <li>→ Customer services department</li> <li>→ Electronic mailboxes in each of the Group companies</li> <li>→ Parent company mailbox (comunicacion@ebrofoods.es)</li> <li>→ Advertising and Marketing</li> <li>→ Satisfaction surveys</li> <li>→ Regular one-to-one meetings and visits</li> <li>→ Social media</li> <li>→ Blogs (corporate and brand)</li> <li>→ Trade fairs, forums and conferences</li> <li>→ Annual Report</li> <li>→ Reporting channel of the COC</li> </ul>
Suppliers	<ul style="list-style-type: none"> <li>→ Corporate website and websites of our subsidiaries</li> <li>→ Meetings with the Purchasing Departments of Group companies</li> <li>→ Supplier Code of Conduct</li> <li>→ Regular visits to suppliers</li> <li>→ Surveys</li> <li>→ Assessments through Sedex</li> <li>→ Annual Report</li> <li>→ Social media</li> <li>→ Reporting channel of the COC</li> </ul>
Society	<ul style="list-style-type: none"> <li>→ Corporate website and websites of our subsidiaries</li> <li>→ Website of the Ebro Foods Foundation</li> <li>→ Social media</li> <li>→ Corporate blog</li> <li>→ Annual Report</li> <li>→ Communications and CSR Department</li> <li>→ Press releases</li> <li>→ Parent company mailbox (comunicacion@ebrofoods.es)</li> <li>→ Meetings with NGOs and social action institutions</li> <li>→ Meetings with local authorities</li> <li>→ Meetings with resident associations</li> <li>→ Reporting channel of the COC</li> </ul>



STAKEHOLDERS	DIALOGUE CHANNELS
Media	<ul style="list-style-type: none"> <li>→ Corporate website and websites of our subsidiaries</li> <li>→ Corporate Communications Department</li> <li>→ Parent company mailbox (comunicacion@ebrofoods.es)</li> <li>→ Press releases</li> <li>→ CNMV regulatory announcements</li> <li>→ Social media</li> <li>→ Corporate blog</li> <li>→ Regular meetings with different media</li> <li>→ Interviews</li> <li>→ Surveys and questionnaires</li> <li>→ Annual Report</li> </ul>

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

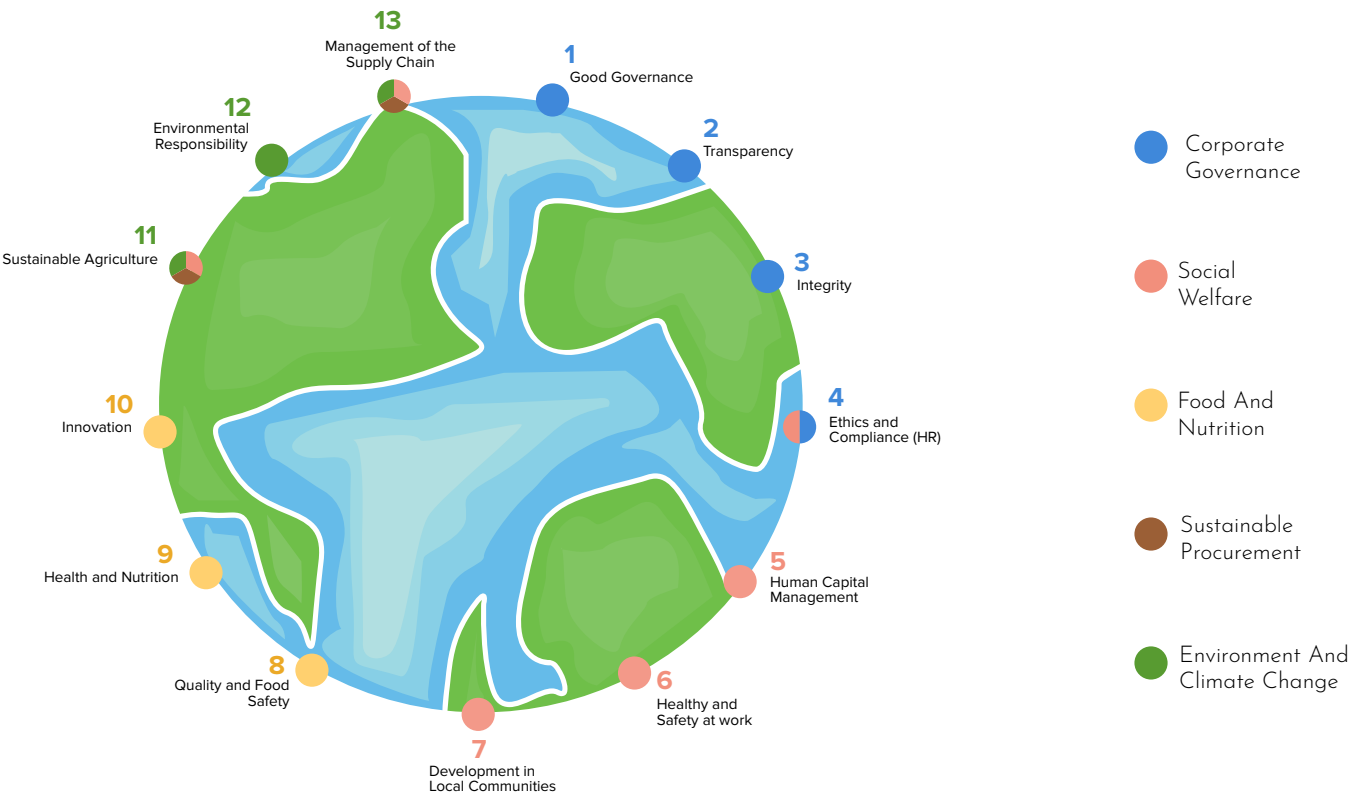
Since the end of 2021 we have been updating our materiality to the new proposed standard GRI101. We aim not only to measure the expectations of Ebro Foods’ priority stakeholders, but also to find out what matters are currently having a greater impact on the Group. Based on the results obtained, we will 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.

### CSR Model



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](https://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:

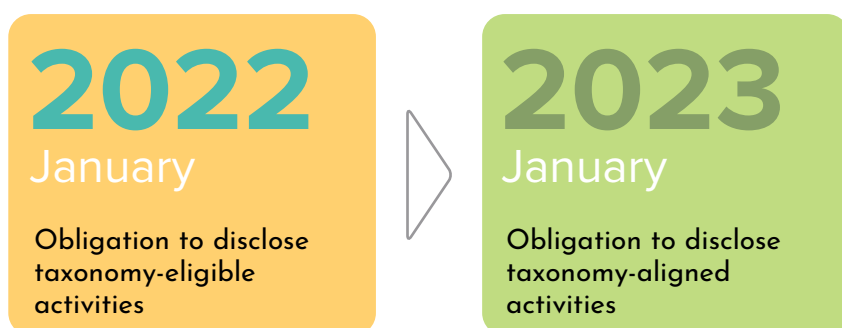
1. It must contribute substantially to one or more of the six environmental objectives.
2. It must not significantly harm any of the other environmental objectives.
3. It must be carried out in compliance with the minimum (social) safeguards laid down in Article 18 of the Taxonomy Regulation.
4. It must 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:



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:

	<p>Signatory of the United Nations Global Compact  <a href="http://www.pactomundial.org">www.pactomundial.org</a></p>
	<p>Member of the Redistribution Committee of the Spanish Commercial Coding Association (AECOC) project against food waste "Don't waste food, use it"  <a href="http://www.alimentacionsindesperdicio.com/">http://www.alimentacionsindesperdicio.com/</a></p>
	<p>Member of the SERES Foundation  <a href="http://www.fundacionseres.org/Paginas/Inicio.aspx">http://www.fundacionseres.org/Paginas/Inicio.aspx</a></p>
	<p>Member of Forética  <a href="http://www.foretica.org/">http://www.foretica.org/</a></p>
	<p>Sustainable Agriculture Initiative (SAI) Platform  <a href="http://www.saiplatform.org/">http://www.saiplatform.org/</a></p>
	<p>Sustainable Rice Platform (SRP)  <a href="http://www.sustainablerice.org/">http://www.sustainablerice.org/</a></p>
	<p>Sedex  <a href="https://www.sedexglobal.com/es/">https://www.sedexglobal.com/es/</a></p>
	<p>Waste Warrior Brands  <a href="https://toogoodtogo.es/es">https://toogoodtogo.es/es</a></p>

## 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:



## External assessments

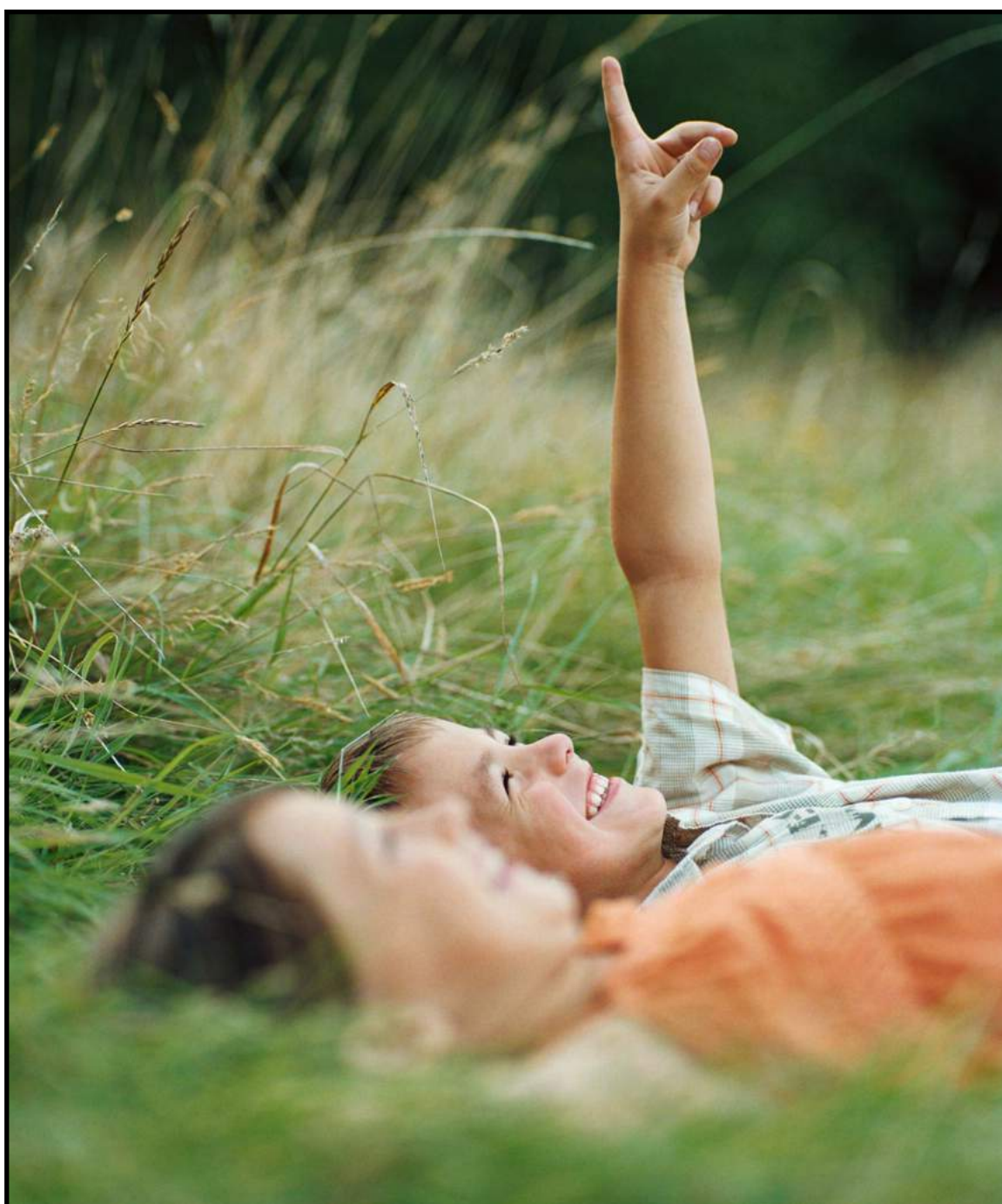
Since 2015, Ebro Foods has been part of the FTSE4Good Index Series, an international sustainability index that includes companies that prove their commitment and leadership in environmental, social and corporate governance aspects. Our inclusion in this index verifies that we are a socially responsible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

“

## CONTRIBUTION TO THE SDG



03

# “ EBRO FOODS, S.A.

## Contribution to the SDG

We are aware that the sustainable development of our Group is directly related with the social welfare of the communities and preservation of the environment where we perform our business activities. For this reason the Ebro Group, as a key player in the food sector, accepts the commitment launched by the United Nations to participate in achieving the 2030 Agenda, embracing the Sustainable Development Goals (SDGs) as our own challenges and a tool for monitoring, evaluating and reporting on its impacts.

In this context, although all the actions taken by the Ebro Group within the scope of its Social Responsibility and Sustainability are related directly or indirectly with the 17 SDGs, we have identified the ones to which we can make the greatest contribution by virtue of the nature of our business activity.

Based on our Sustainability Plan **HEADING FOR 2030**, we have defined the following as priority SDGs: 1 (No Poverty), 2 (Zero Hunger), 8 (Decent Work and Economic Growth), 10 (Reduced Inequality), 12 (Responsible Consumption and Production), 13 (Climate Action) and 17 (Partnerships for the Goals).





We describe below the indicators that show the Ebro Group's contribution to achieving the 2030 Agenda.



### **NO POVERTY**

End poverty in all its forms everywhere

- 784 thousand kg of food donated
- €5.3 million spent on social and environmental actions to boost development of the communities
- 166 global initiatives
- 836 thousand beneficiaries



### **ZERO HUNGER**

End hunger, achieve food security and improved nutrition and promote sustainable agriculture

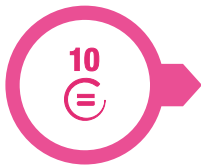
- €1.6 million in food donations
- €2.6 million invested in sustainable agriculture programmes



### **DECENT WORK AND ECONOMIC GROWTH**

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

- €131.2 million, total tax contribution
- 6,374 annual average headcount
- 102 persons with disabilities
- 120,322 hours of training
- Training and job placement programmes:
  - \* Gastronomix
  - \* Aula Laboral Capacis
  - \* Coach Exit
  - \* Training grants for students and prizes for women with the best academic records (India)
- Ebro Talent startup programme
- Fero and cicCartuja research programmes
- 27 SMETA audits to suppliers



### REDUCED INEQUALITY

Reduce inequalities and make sure nobody gets left behind

- €2.8 million in social programs
- 52 initiatives to promote equal opportunities



### RESPONSIBLE CONSUMPTION AND PRODUCTION

Ensure sustainable consumption and production patterns

- 173 Food Safety and Quality Certificates
- 295,050 tonnes of purchases sustainable rice certificated
- Members of the programme "No Food Waste" headed by AECOC
- Members of the platform Waste Warrior Brands, boosted by Too Good To Go
- 55% of the packaging is recyclable and 37% is ready to recycle
- Corporate Blog Sentirse Bien Se Nota (When you feel good, it shows): 110 posts on healthy eating and sustainability



### CLIMATE ACTION

Take urgent action to combat climate change and its impacts

- €5.9 million in environmental investments
- 1,916 Energy intensity (GJ/M€ net sales)
- 130 GHG emissions intensity (t CO<sub>2</sub>e M€ net sales)
- Emissions avoided to the atmosphere 59,773 t CO<sub>2</sub>e
- Citizen awareness programmes, corporate through the Corporate & brands communication channels
- General Sustainability Plan HEADING TOWARDS 2030



### PARTNERSHIPS FOR THE GOALS

The SDG can only be achieved through sound global partnerships and cooperation among entities of an identical or different nature

- The Ebro Group has 8 partnerships active with multistakeholder organisations and platforms that promote and implement companies' commitment to sustainability

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## HUMAN RIGHTS



04

## 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 in Human Rights

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](mailto: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	Oficina Concordia	30-07-2021	SMETA	Intertek Argentina Uruguay and Paraguay
Pastificio Lucio Garofalo	Italy	Gagnano	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	



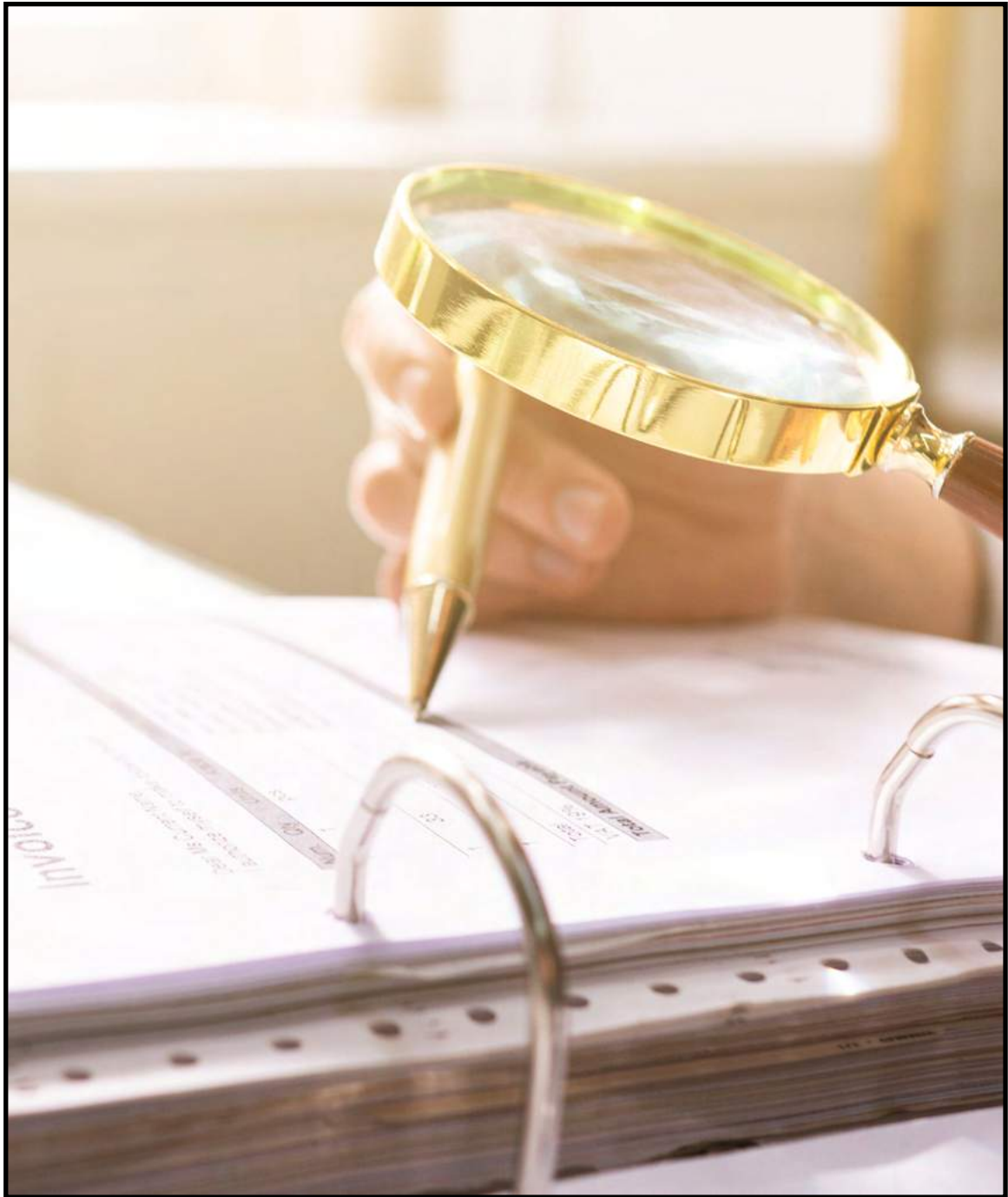
## Audits made on suppliers

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	Intertek Bulgaria
	04-03-2021	
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

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## ANTI-CORRUPTION AND BRIBERY MEASURES



05

## 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%

None of the companies in the Ebro Group have been aware of any cases of corruption during the year. 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 powers of attorney for bank transactions, through which it guarantees adequate control and monitoring of money movements in all its transactions.

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

The reimbursement of expenses incurred by employees in the course of their work is also strictly controlled, requiring proof of the expense and the reason and justification for it prior to any reimbursement. Drawings made using a company bank card (by employees who have a card, by virtue of their category) are subject

to the same requirements of proof and justification of use, such that if any use of the card is not justified and proved, the corresponding sums are withheld from payments to be made by the relevant company to the employee.

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

## Public Policy

The Ebro Group declares its political neutrality and establishes in its COC the prohibition for its professionals to make any contributions to political parties, authorities, organisations, public administration and institutions in general in its name or on behalf of any of the companies in the Ebro Group.

All relations with the authorities, regulatory bodies and government departments are conducted according to the principle of maximum cooperation and transparency, without prejudice to defence of the Group's legitimate interests.



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## VALUE CREATION MODEL



06

# EBRO FOODS, S.A.

## 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.

## 6.1. Social Cash Flow

(000€)	2021	2020
<b>Economic value generated</b>		
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
	<b>1,294,667</b>	<b>1,215,762</b>
<b>Economic value distributed</b>		
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)
	<b>(853,075)</b>	<b>(1,139,108)</b>
<b>Economic value retained</b>	<b>441,592</b>	<b>76,654</b>

(\*) Dividends paid in the corresponding year

## 6.2. 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

(000€)	2021	2020
Income tax paid	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
<b>TOTAL</b>	<b>126,164*</b>	<b>5,117</b>	<b>47,774</b>	<b>6,310</b>

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

(000€)	2021	2020
	PRE-TAX PROFIT **	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
<b>TOTAL</b>	<b>198,731</b>	<b>159,869</b>

MOST SIGNIFICANT COUNTRIES	2021	2020
	BAI**	BAI**
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

(000€)	2021	2020
Capital grants received	1,591	5,059
Operating grants received	490	420

## 6.3. 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.

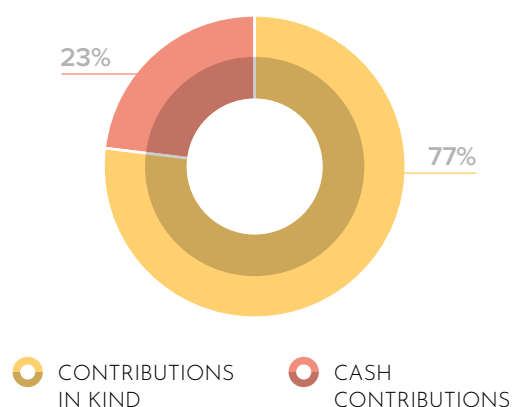
Apart from the extraordinary COVID-related social action, the Ebro Foundation and the Group have, as in previous years, participated in projects created by different not-for-profit organisations and promoted and developed motu proprio several initiatives of social and environmental interest.

Within this context, the global investment during 2021 was EUR 5.3 million.

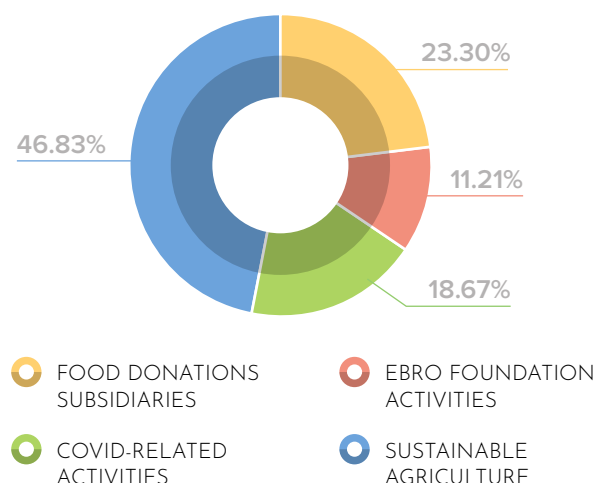
ACTIONS	AMOUNT €
Food donations subsidiaries	1,246,821
Ebro Foundation activities	599,960
COVID-related activities	998,988
Sustainable Agriculture Programmes	2,506,308
<b>TOTAL</b>	<b>5,352,077</b>



Types of contributions



Distribution of investment in 2021



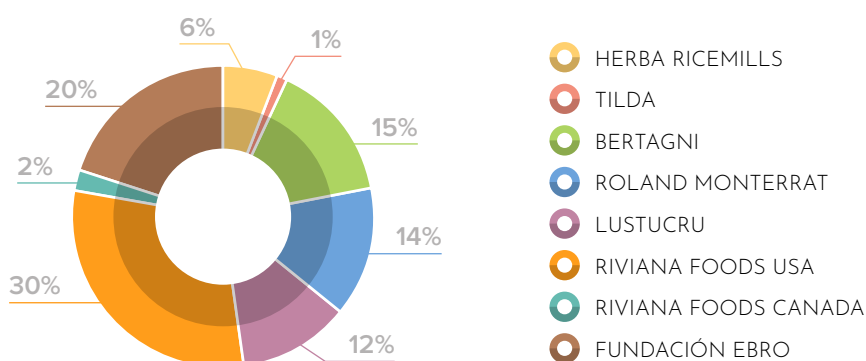
### FOOD DONATIONS

During 2021, Group companies in Spain, France, Italy, UK, USA and Canada donated almost 700 thousand kg of food, for an aggregate value of EUR 1.24 million.

Within the actions in Spain to mitigate the effects of COVID-19, 84 thousand kg of food was donated, valued at EUR 315,302.29.

COMPANIES	AMOUNT €
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
EBRO Foundation (Food donations COVID)	315,302
<b>TOTAL</b>	<b>1,562,123</b>

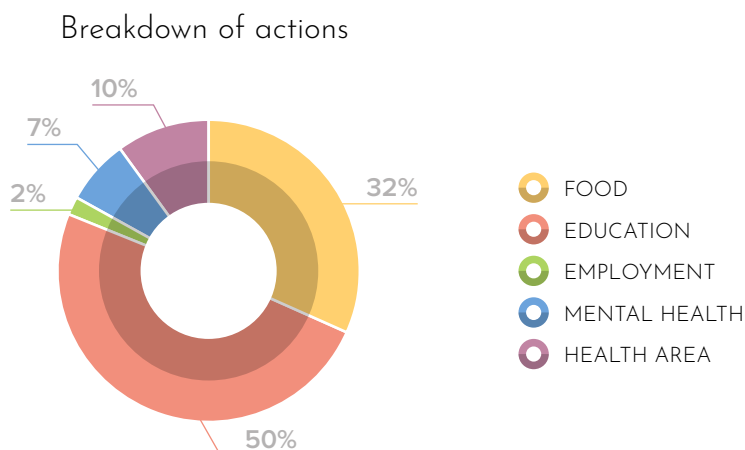
Food donations by Company



## DETAILS OF COVID-RELATED ACTIONS

The total amount invested in actions to combat the effects of the coronavirus was EUR 998,988.16. The breakdown of this investment is shown in the following graphs.

	NUMBER
Beneficiaries	145,211
Projects developed	129
Entities supported	100



Actions in the **healthcare area** included the following:

1. Donation of 96,000 masks to different Cáritas Diocesanas organisations for distribution among vulnerable groups.
2. Installation of an oxygen plant within the Kalpana Chawla Government Medical Collage & Hospital, in the region of Karnal (India).
3. Development of two projects promoted by Fundación Trauma and Fundación Educacional in the communities of Los Charrúas and Chajarí in Entre Ríos (Argentina). More specifically, the aim of the programme promoted together with Fundación Trauma was to develop strategies to improve the quality of health, through the training of healthcare professionals and members of the community in advanced first aid courses, so that they can provide adequate assistance in a medical emergency, thereby strengthening the response of the local health system. With Fundación Educacional we have worked on promoting healthy lifestyles in three schools in Los Charrúas and Chajarí, focusing on adequate eating habits, personal care and hygiene and sport.

Also in healthcare, a special effort has been made to mitigate the sequelae left by COVID-19 in groups with high social vulnerability, such as the homeless; who have suffered further deterioration of mental illnesses that they already suffered; or people with addictions, who have suffered a major increase in relapses due to the cancellation of therapies; or the elderly in nursing homes, who have suffered the effects of undesired loneliness. Specific programmes have been developed to address these problems with the Foundations Mundo Justo and Líneadicciones and the Residencias Lares group of nursing homes.

Within **food** projects, over 84 tonnes of food has been donated to different residential associations, 'hermandades' [brotherhoods], food banks, etc. for distribution among families at risk of exclusion. Cash donations have also been made to different entities and soup kitchens for the distribution of food among those most in need.

We also participated in the project “Nos sumamos #SALVEMOS LA HOSTELERÍA” [“We join in #SAVE HOSPITALITY”] in Seville, a 360° project with a dual goal: on the one hand, mitigate the crisis in the hospitality sector in Seville caused by the pandemic, restrictions and successive lockdowns, and on the other hand, help families in precarious economic situations. In this regard, the costs were financed of 16 restaurants that prepare meals for vulnerable groups previously identified by Cáritas and some Hermandades. The action overall covered 3,600 meals in total.

In the area of **employment** we have continued collaborating with Fundación Adecco in the programme “Emergencia por el Empleo” [Emergency for Employment], which aims to support the social and labour market inclusion of people who have lost their jobs as a result of the pandemic and, for reasons of age, gender or social situation, find it more difficult to return to work.

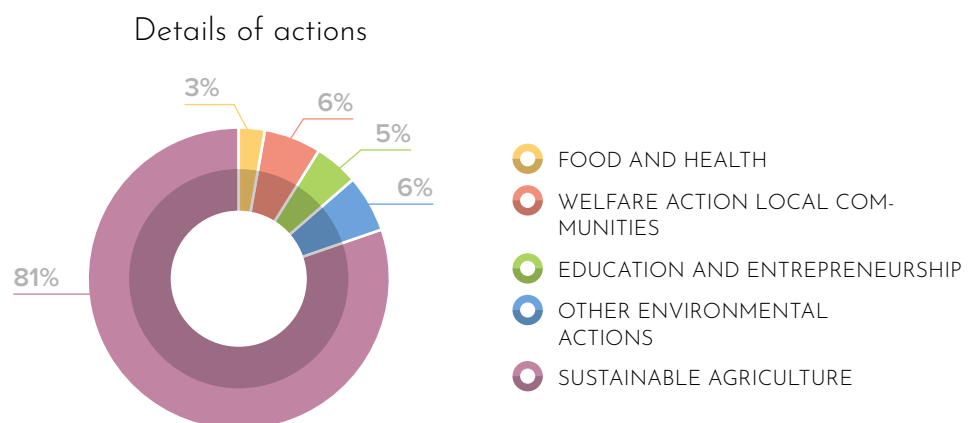
With regard to **education**, after an initial donation of one thousand laptops to the Andalusian regional government for destitute students in 2020, during 2021 we donated the same number of devices in Madrid for an integral project promoted by Asociación Madrid Futuro seeking to eliminate the digital gap among students in the capital of Spain. The programme was launched with the 1,000 donated laptops, covering in the first stage the 6 districts of the city in which the digital gap was most patent: Usera, Villaverde, Vicálvaro, Vallecas, Latina and Carabanchel.

## OTHER WELFARE AND ENVIRONMENTAL INITIATIVES

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

- Food and health
- Education and employment
- Sustainable agriculture and other environmental initiatives
- 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.

The principal initiatives supported during the year included:

- **Gastronomix:** Once again we have been the leading promoters of this project, which is now in its seventh year in Madrid and, for the first time, has opened its doors in Seville. Gastronomix is a welfare project aiming to secure the social and labour market inclusion of young people and students at risk of exclusion through a programme of intensive training in the Hospitality and Catering industry.
- **Ebroyoung**, developed in Madrid, is a welfare initiative promoted by Fundación Ebro and Asociación Norte Joven to foster youth employment through cookery training. This programme has provided training as kitchen assistants for young people with a history of academic failure in difficult socioeconomic circumstances. This training gives them the competence, skills and qualifications necessary to get a job or continue studying at higher levels.

## 2. Education, entrepreneurship and employment

This working area comprises support for education through scholarships, research projects, educational programmes, entrepreneurship and job promotion initiatives.

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

The principal actions included:

### SCHOLARSHIPS

#### Madrid

- **Carlos III University Foundation:** Financing of a dual-degree Alumni Scholarship for young students with good academic achievements and limited financial resources from other regions of Spain, to enable them to study at the Carlos III University in Madrid.

#### India:

- Financial allocation to reward female students with the best 10th-grade academic achievements in the State of Haryana. This initiative aims to promote equal rights and equal opportunities between genders in this country.
- Financial support for students with limited financial resources to do a training programme in maintenance at our Taraori factory.

### RESEARCH

#### Barcelona

- **Fero Foundation:** Financial contribution for a cancer research grant. The project that won the XXI Fero Grant focused on research into treatment for advanced melanoma, a type of cancer which, although not one of the most common forms of skin cancer, is fatal for 70% of those who have it.

The FERO Grants give each researcher EUR 80,000 to fund their translational research project for a period of 2 years.

#### Seville

- **cicCartuja-Ebro Foods Research Award:** Owing to the pandemic, the awards for 2020 and 2021 were given during the reporting period.

In this tenth and eleventh edition, the cicCartuja-Ebro Foods Research Award was funded with EUR 20,000, of which EUR 10,000 was for the winners, EUR 5,000 for the first runner-up and another EUR 5,000 to be split between the two projects selected as the second runner-up.

Through this initiative, the company and the public are informed of the scientific work done by young talent from the Scientific Research Centre Isla De La Cartuja Cic (cicCartuja), stressing the social nature of science, conceived by and for citizens.

## EDUCATION PROGRAMMES

### Seville

- We renewed for a further year our commitment to the project that the Balia Foundation is implementing in Seville to stimulate the social and educational development of children and adolescents in situations of poverty. This project seeks to boost the talent and abilities of children and adolescents at risk of exclusion through education in values, so that they have a chance to become integrated adults and contribute to the economic and social benefit of the community. It is run in the Tres Barrios-Amate district of Seville. Thanks to this initiative, minors aged 6-17 were able to participate in the following activities in 2021:
  - Balia classes: 152
  - Summer camps: 35
  - Guidance for expelled students: 89
  - Youth Territory: 47

### Isla Mayor - Seville

- Contribution made by the Ebro Foundation to the infant and primary school **CEIP Félix Hernández** to support the education of children with special needs.

### Madrid

- Once again, the Ebro Foundation has collaborated with the **Aula Laboral Project** for persons with disability from the **Capacis Foundation**. Thanks to this programme, many young people with borderline intelligence have found their first job.

"Aula Laboral: Different teaching methods for different abilities" was set up with the aim of improving both the social inclusion and the employability of young people with intellectual disabilities and borderline intelligence, breaking away from the traditional model of training for employment and life embraced by most entities in this sector and with this segment of population. Some 24 young people participated in the Aula Laboral project during 2021.

## JOB PROMOTION AND ENTREPRENEURSHIP INITIATIVES

### Seville

- The initiative **Ebro Talent: Caring for Innovation** has been developed jointly with the Loyola University in Seville. It is an open innovation programme intended to detect innovative projects and ideas in the food sector, identify innovative talent and encourage the development of sustainable solutions that can be applied to the value chain of the Spanish food sector.

Ebro Talent: Caring for Innovation is structured around four major challenges: Responsible Production and Efficiency, Environment and Sustainability, Healthy Eating and Food Quality, and New Models and Responsible Consumption in a post-Covid19 scenario.

- **#coachExit Project**, an employee engagement initiative intended to enhance the employability of young people at risk of social exclusion through Coaching and Mentoring. Fundación Exit trains employee volunteers to "coach" those youngsters. Three volunteers from the Ebro Group's offices in Seville participated in the 2021 edition.

### 3. Environmental sustainability: sustainable agriculture and other environmental initiatives

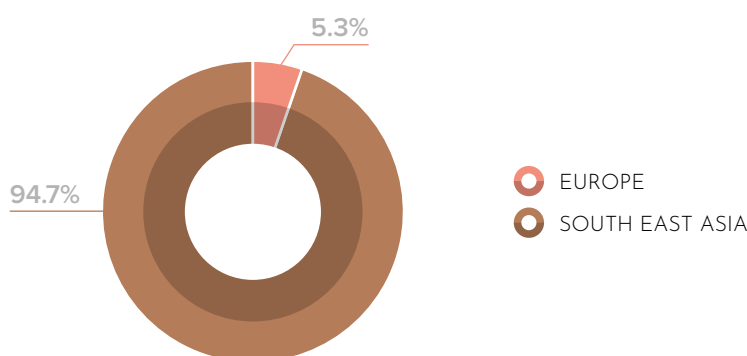
Environmental conservation is another essential aspect within the work of the Ebro Foundation. The Foundation supports the sustainable agriculture strategy put into practice by the Ebro Group and works on developing and publicising environmental sustainability.

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 Ebro Group and its Foundation invested EUR 2.6 million in these initiatives during 2021.

The distribution of sustainable agriculture programmes is shown in the following graph:

Investment in sustainable agricultural projects



**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, India and Morocco.



## SEVILLE

- **Hermanidad de la Macarena en Sevilla:** Construction of the “Balcony of Hope”, a space annexed to the ITU at the Virgen Macarena teaching hospital, built to enable long-stay patients to get outside, accompanied by a relative...
- **Asperger’s Association in Seville:** Financial contribution to the project Self-Help Workshop for Women with Autism Spectrum Disorder (ASD). This project was set up with the general aim of creating an integral support service specifically for women and secure the well-being of people with Asperger syndrome and other similar ASD through the creation of resources for their welfare, therapy, training, job placement, defence of their rights, etc.
- **Proyecto Hombre in Seville:** Funding of four grants to contribute towards the costs of rehabilitation and the reintegration in society and the labour market of four destitute drug addicts from some of the villages of San Juan de Aznalfarache, Coria del Rio, Isla Mayor and La Puebla del Río that participate in some of the Proyecto Hombre Seville programmes offering aid to combat drug dependence.
- **Mater et Magistra Association:** Financial contribution to improve accessibility at the centre. Maintenance and upkeep has continued, specifically embarking on the second stage of the renovation and reconstruction of the roof.

## MADRID

- **Vianorte Laguna Foundation:** Donation for the online Christmas charity concert for the Paediatric Day Unit for children with rare and advanced diseases.

## VALENCIA

- **Association of Families of Alzheimer’s patients of Benifaió:** Economic assistance for the Project “Click intervention for dementia using new technologies”, which aims to promote the use of touchscreen laptops and tablets through the channelling of a web platform of stimulation and rehabilitation (NeuronUp). This is intended to improve the cognitive and functional performance of users with mild or moderate cognitive impairment, thus promoting their personal and social autonomy.

## MOROCCO

- Financing of school transport for children from the kabilas next to our factory, who have no means for getting to school.
- In collaboration with our subsidiary Agromeruan, we have funded the work to improve the road between kabilas from Chilihate to Larache. This contributes towards securing a considerable improvement in the living conditions of the residence in those kabilas.

## INDIA

- Financial support to build a multi-use sports hall for children with different disabilities. Tapan Project.

*Detailed information on the projects developed by the Foundation during 2021 can be found on its website [www.fundacionebrofoods.es](http://www.fundacionebrofoods.es)*

## Compliance

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.

“

## OUR PROFESSIONALS



07

## Our professionals



DECENT WORK AND  
ECONOMIC GROWTH



REDUCED  
INEQUALITIES



6,374

Average headcount



31%

Women



69%

Men



<=30 **16%**  
30-50 **54%**  
>=50 **30%**

Age group

## 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

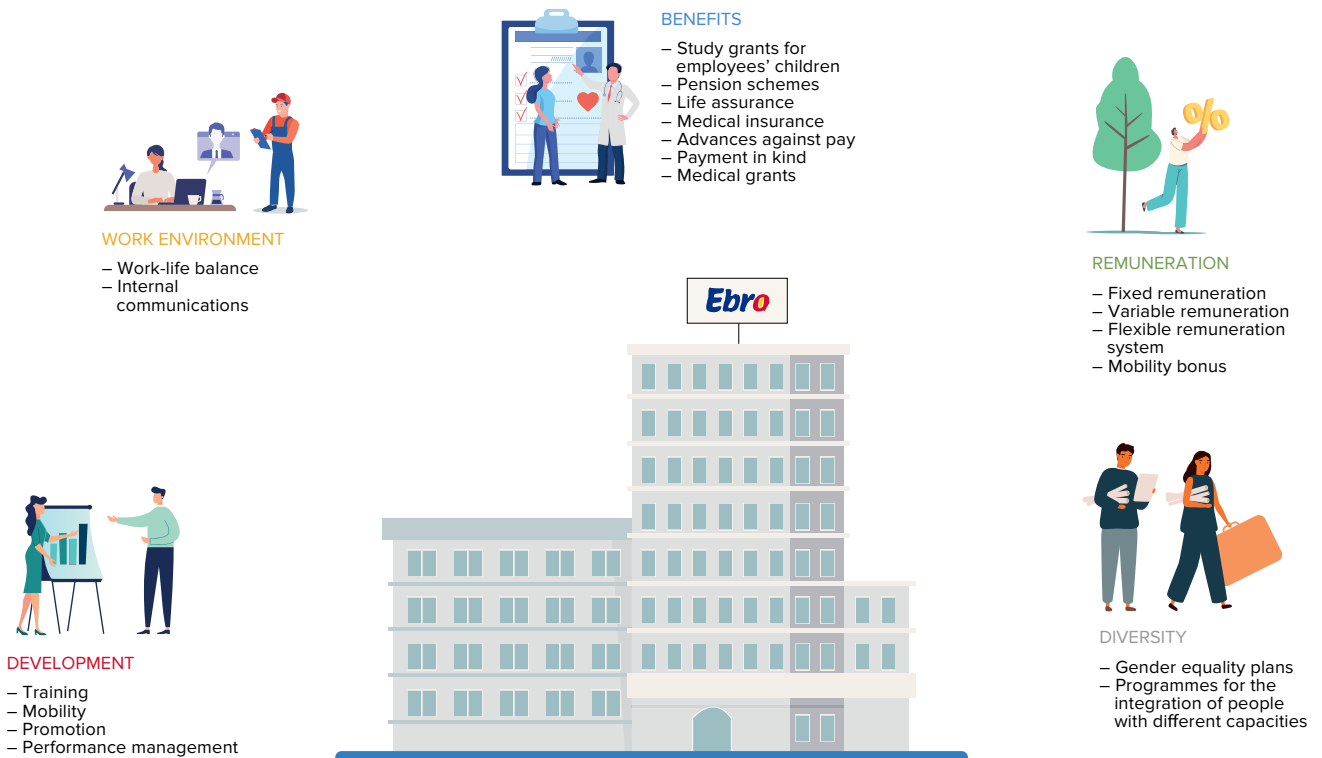
The most valuable asset of the Ebro Group is its **6,374 professionals, of whom 5,306 are employed directly by the company and 1,068 are contracted** through different external agencies. A very close-knit team of professionals with enormous talent potential aligned with the organisation's strategy. Through 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



**5,306**  
Employees



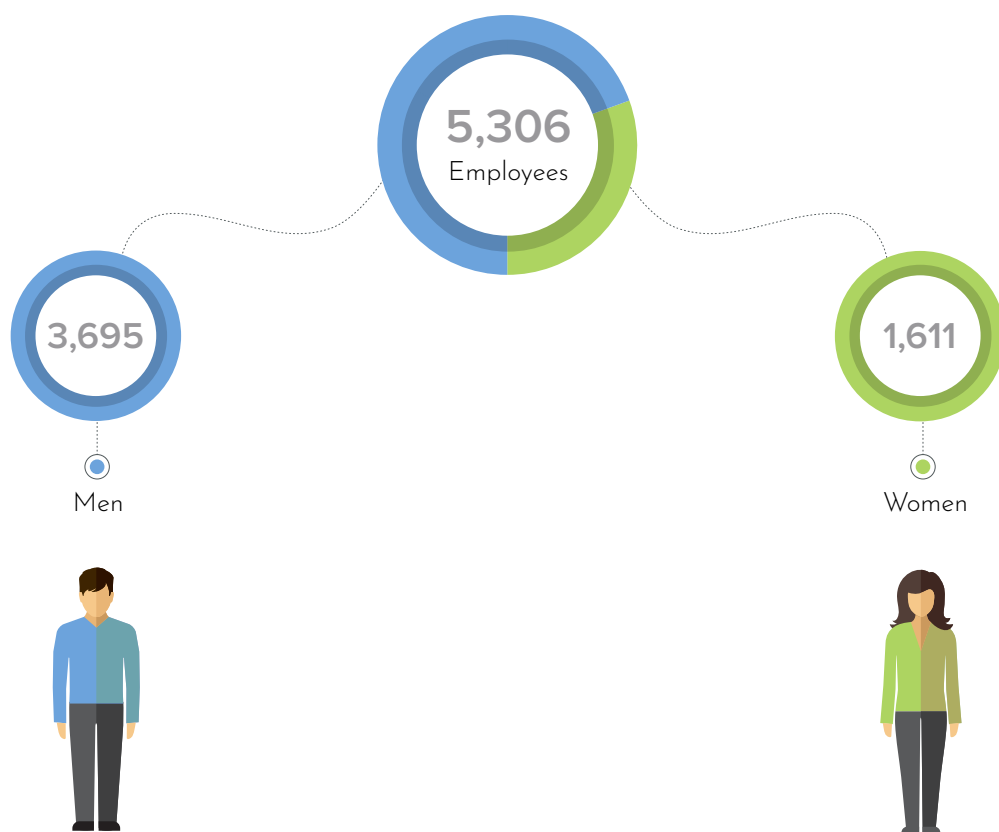
**1,060**  
Supervised workers



**8**  
Independent contractors

### DISTRIBUTION OF THE HEADCOUNT BY CONTINENT

CONTINENT	TYPE OF WORKER	2021		2020	
		NO. WORKERS	% OF TOTAL GROUP HEADCOUNT	NO. WORKERS	% OF TOTAL GROUP HEADCOUNT
Africa	Employees	209	3.28%	219	3.37%
	Supervised workers	0	0.00%	0	0.00%
	Independent contractors	0	0.00%	0	0.00%
<b>TOTAL AFRICA</b>		<b>209</b>	<b>3.28%</b>	<b>219</b>	<b>3.37%</b>
Asia	Employees	385	6.04%	388	5.97%
	Supervised workers	238	3.73%	305	4.69%
	Independent contractors	5	0.08%	5	0.08%
<b>TOTAL ASIA</b>		<b>628</b>	<b>9.85%</b>	<b>698</b>	<b>10.74%</b>
Europe	Employees	3,413	53.55%	3,342	51.41%
	Supervised workers	725	11.37%	732	11.26%
	Independent contractors	3	0.05%	5	0.08%
<b>TOTAL EUROPE</b>		<b>4,141</b>	<b>64.97%</b>	<b>4,079</b>	<b>62.74%</b>
North America	Employees	1,142	17.92%	1,137	17.49%
	Supervised workers	97	1.52%	167	2.57%
	Independent contractors	0	0.00%	0	0.00%
<b>TOTAL NORTH AMERICA</b>		<b>1,239</b>	<b>19.44%</b>	<b>1,304</b>	<b>20.06%</b>
South America	Employees	157	2.46%	125	1.92%
	Supervised workers	0	0.00%	76	1.17%
	Independent contractors	0	0.00%	0	0.00%
<b>TOTAL SOUTH AMERICA</b>		<b>157</b>	<b>2.46%</b>	<b>201</b>	<b>3.09%</b>
<b>TOTAL HEADCOUNT</b>		<b>6,374</b>		<b>6,501</b>	



93.72% ← Indefinite contracts → 93.05%

21.46% ← % Executives and Middle Management → 23.90%

68.09% ← Training → 71.20%

10.19 ← Seniority (average years) → 9

3.44% ← Staff Turnover → 9.25%

1.87% ← Disability → 2.05%



## 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%
<b>TOTAL EMPLOYEES</b>	<b>5,306</b>		<b>5,211</b>	

**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

AGE GROUP	2021		2020	
	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%
<b>TOTAL EMPLOYEES</b>	<b>5,306</b>		<b>5,211</b>	

## BREAKDOWN OF EMPLOYEES BY AGE GROUP AND GENDER

AGE GROUP	2021				2020			
	MEN	% OF TOTAL MEN	WOMEN	% OF TOTAL WOMEN	MEN	% OF TOTAL MEN	WOMEN	% OF TOTAL WOMEN
<= 30	521	14.10%	267	16.57%	534	14.74%	296	18.65%
30 - 50	1,933	52.31%	848	52.64%	1,881	51.90%	813	51.23%
>= 50	1,241	33.59%	496	30.79%	1,209	33.36%	478	30.12%
<b>TOTAL EMPLOYEES</b>	<b>3,695</b>		<b>1,611</b>		<b>3,624</b>		<b>1,587</b>	

## DISTRIBUTION OF EMPLOYEES BY AGE GROUP, GENDER AND CONTINENT

CONTINENT	AGE GROUP	2021			2020		
		MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Africa	<= 30	17	10	27	22	9	31
	30 - 50	109	10	119	111	15	126
	>= 50	60	3	63	59	3	62
TOTAL AFRICA		186	23	209	192	27	219
Asia	<= 30	57	37	94	61	49	110
	30 - 50	204	57	261	202	49	251
	>= 50	27	3	30	24	3	27
TOTAL ASIA		288	97	385	287	101	388
Europe	<= 30	313	175	488	320	184	504
	30 - 50	1,217	577	1,794	1,188	551	1,739
	>= 50	823	308	1,131	803	296	1,099
TOTAL EUROPE		2,353	1,060	3,413	2,311	1,031	3,342
North America	<= 30	103	34	137	104	47	151
	30 - 50	324	181	505	325	179	504
	>= 50	319	181	500	308	174	482
TOTAL NORTH AMERICA		746	396	1,142	737	400	1,137
South America	<= 30	31	11	42	27	7	34
	30 - 50	79	23	102	55	19	74
	>= 50	12	1	13	15	2	17
TOTAL SOUTH AMERICA		122	35	157	97	28	125
TOTAL EMPLOYEES		3,695	1,611	5,306	3,624	1,587	5,211

## DISTRIBUTION OF EMPLOYEES BY BUSINESS AREA AND GENDER

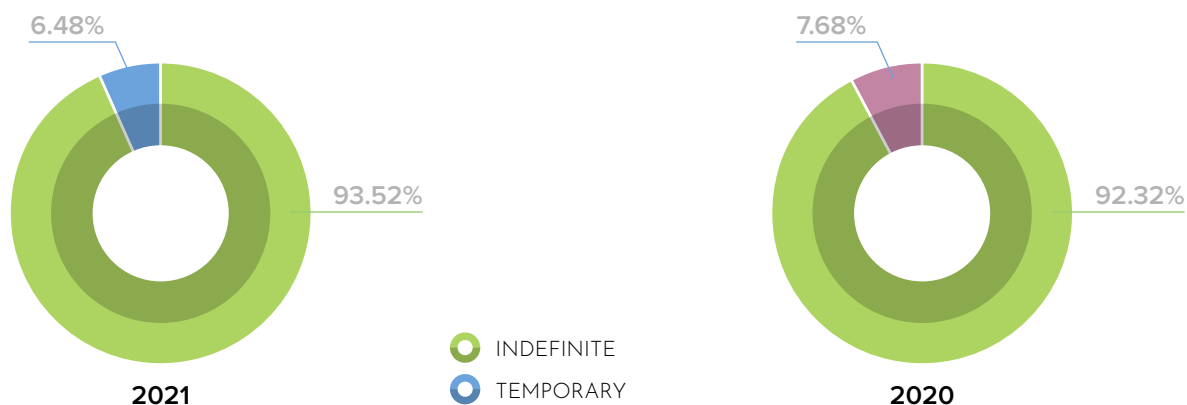
AREA	2021				2020			
	NO. EMPLOYEES		% OF TOTAL BUSINESS AREA		NO. EMPLOYEES		% OF TOTAL BUSINESS AREA	
	MEN	WOMEN	% MEN	% WOMEN	MEN	WOMEN	% MEN	% WOMEN
Rice	2,564	927	73.45%	26.55%	2,568	937	73.27%	26.73%
Pasta	1,071	641	62.56%	37.44%	37	24	60.66%	39.34%
Holding	36	24	60.00%	40.00%	23	12	65.71%	34.29%
Others	24	19	55.81%	44.19%	996	614	61.86%	38.14%
TOTAL EMPLOYEES	3,695	1,611	69.64%	30.36%	3,624	1,587	69.55%	30.45%

## DISTRIBUTION OF EMPLOYEES BY TYPE OF CONTRACT

The Ebro Group offers its employees stable, quality employment and a sound, structured, attractive career, with 93.52% of all contracts being permanent (*indefinite and At-Will contracts*).

TYPE OF CONTRACT	2021		2020	
	NO. EMPLOYEES	% OF TOTAL EMPLOYEES GROUP	NO. EMPLOYEES	% OF TOTAL EMPLOYEES GROUP
Indefinite / Permanent	3,815	71.90%	3,666	70.35%
Fixed-term / Temporary	344	6.48%	400	7.68%
At-Will	1,147	21.62%	1,145	21.97%
<b>TOTAL EMPLOYEES</b>	<b>5,306</b>		<b>5,211</b>	

% employees by type of contract



#### BREAKDOWN OF TYPE OF CONTRACT BY CONTINENT

CONTINENT	TYPE OF CONTRACT	2021		2020	
		NO. EMPLOYEES	% OF TOTAL EMPLOYEES CONTINENT	NO. EMPLOYEES	% OF TOTAL EMPLOYEES CONTINENT
Africa	Indefinite/Permanent	90	43.06%	93	42.47%
	Fixed-term/Temporary	119	56.94%	126	57.53%
	At-Will	0	0.00%	0	0.00%
<b>TOTAL AFRICA</b>		<b>209</b>	<b>3.94%</b>	<b>219</b>	<b>4.20%</b>
Asia	Indefinite/Permanent	385	100.00%	387	99.74%
	Fixed-term/Temporary	0	0.00%	1	0.26%
	At-Will	0	0.00%	0	0.00%
<b>TOTAL ASIA</b>		<b>385</b>	<b>7.26%</b>	<b>388</b>	<b>7.45%</b>
Europe	Indefinite/Permanent	3,211	94.08%	3,072	91.92%
	Fixed-term/Temporary	197	5.77%	262	7.84%
	At-Will	5	0.15%	8	0.24%
<b>TOTAL EUROPE</b>		<b>3,413</b>	<b>64.32%</b>	<b>3,342</b>	<b>64.13%</b>
North America	Indefinite/Permanent	129	82.17%	114	91.20%
	Fixed-term/Temporary	28	17.83%	11	8.80%
	At-Will	0	0.00%	0	0.00%
<b>TOTAL NORTH AMERICA</b>		<b>1,142</b>	<b>21.52%</b>	<b>1,137</b>	<b>21.82%</b>
South America	Indefinite/Permanent	129	82.17%	114	91.20%
	Fixed-term/Temporary	28	17.83%	11	8.80%
	At-Will	0	0.00%	0	0.00%
<b>TOTAL SOUTH AMERICA</b>		<b>157</b>	<b>2.96%</b>	<b>125</b>	<b>2.40%</b>
<b>TOTAL EMPLOYEES</b>		<b>5,306</b>		<b>5,211</b>	

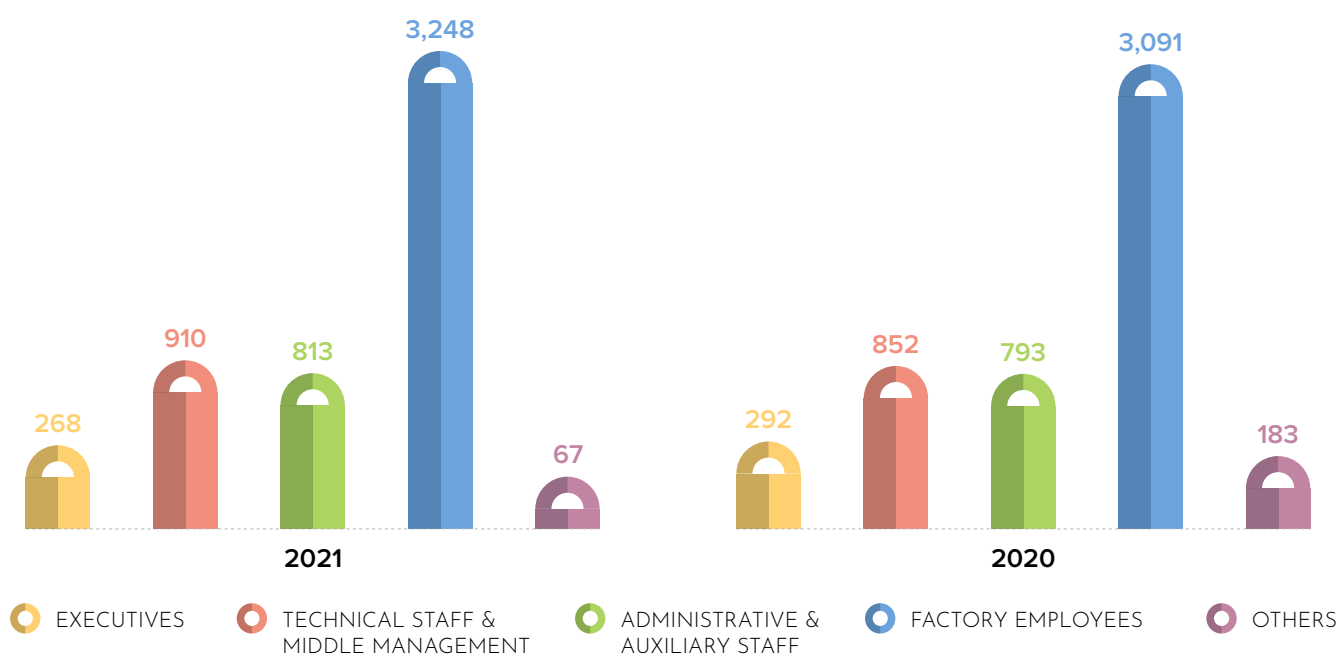
## BREAKDOWN OF FORM OF CONTRACT OF EMPLOYEES

FORM OF CONTRACT	2021		2020	
	NO. EMPLOYEES	% OF TOTAL EMPLOYEES	NO. EMPLOYEES	% OF TOTAL EMPLOYEES
Written contracts	3,905	73.60%	3,763	72.21%
Oral contracts	243	4.58%	311	5.97%
At-will contracts	1,158	21.82%	1,137	21.82%
<b>TOTAL EMPLOYEES</b>	<b>5,306</b>		<b>5,211</b>	

## BREAKDOWN OF FORM OF CONTRACT FOR PERMANENT EMPLOYEES BY GENDER

FORM OF CONTRACT	2021			2020		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Written contracts	2,513	1,052	3,565	2,513	1,015	3,528
Oral contracts	186	55	241	113	26	139
At-will contracts	750	397	1,147	742	403	1,145
<b>TOTAL EMPLOYEES</b>	<b>3,449</b>	<b>1,504</b>	<b>4,953</b>	<b>3,368</b>	<b>1,444</b>	<b>4,812</b>

Distribution of employees by professional category



## DISTRIBUTION OF EMPLOYEES BY PROFESSIONAL CATEGORY AND GENDER

PROFESSIONAL CATEGORY	2021				2020			
	MEN	% MEN / TOTAL CATEGORY	WOMEN	% WOMEN / TOTAL CATEGORY	MEN	% MEN / TOTAL CATEGORY	WOMEN	% WOMEN / TOTAL CATEGORY
Executives	196	73.13%	72	26.87%	206	70.55%	86	29.45%
Technical staff & middle management	597	65.60%	313	34.40%	550	64.55%	302	35.45%
Administrative & auxiliary staff	381	46.86%	432	53.14%	370	46.66%	423	53.34%
Factory employees	2,480	76.35%	768	23.65%	2,368	76.61%	723	23.39%
Others	41	61.19%	26	38.81%	130	71.04%	53	28.96%
<b>TOTAL EMPLOYEES</b>	<b>3,695</b>	<b>69.64%</b>	<b>1,611</b>	<b>30.36%</b>	<b>3,624</b>	<b>69.55%</b>	<b>1,587</b>	<b>30.45%</b>

## DISTRIBUTION OF EMPLOYEES BY PROFESSIONAL CATEGORY AND AGE GROUP

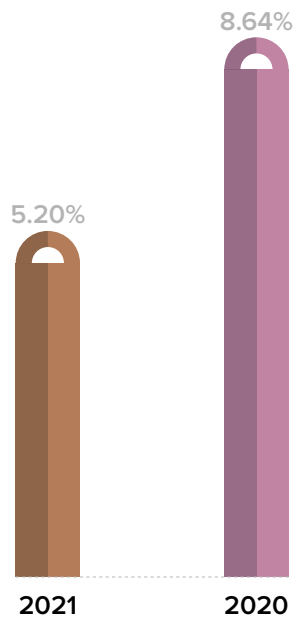
PROFESSIONAL CATEGORY	2021				2020			
	<= 30	30 - 50	>= 50	NO. EMPLOYEES	<= 30	30 - 50	>= 50	NO. EMPLOYEES
Executives	5	147	116	268	7	175	110	292
Technical staff & middle management	100	477	333	910	96	438	318	852
Administrative & auxiliary staff	150	457	206	813	168	419	206	793
Factory employees	526	1,677	1,045	3,248	538	1,577	976	3,091
Others	6	24	37	67	21	85	77	183
<b>TOTAL EMPLOYEES</b>	<b>787</b>	<b>2,782</b>	<b>1,737</b>	<b>5,306</b>	<b>830</b>	<b>2,694</b>	<b>1,687</b>	<b>5,211</b>

## EMPLOYEE TURNOVER AND NET JOB CREATION

TYPE OF TURNOVER	NO. EMPLOYEES	
	2021	2020
New hires	1,037	1,030
Resigned	426	310
Dismissed	254	190
Retired	62	64
Permanent disability	15	11
Deceased	19	16

TYPE OF TURNOVER	2021		2020	
	MEN	WOMEN	MEN	WOMEN
New hires	614	423	647	383
Resigned	260	166	204	106
Dismissed	175	79	133	57
Retired	42	20	46	18
Permanent disability	11	4	10	1
Deceased	10	9	9	7

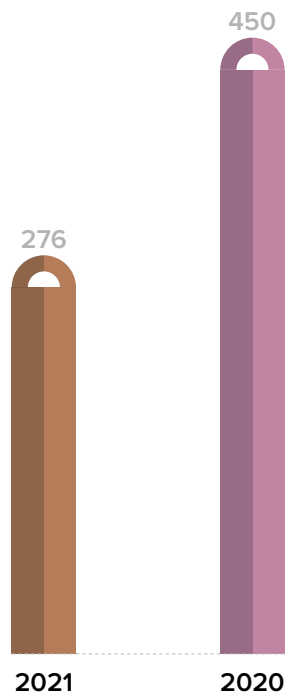
## Turnover rate



3.44% ← 2021 → 9.25%

7.04% ← 2020 → 12.29%

## Net job creation



127 ← 2021 → 149

255 ← 2020 → 195



## 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
<b>TOTAL EMPLOYEES</b>	<b>51</b>	<b>77</b>	<b>47</b>	<b>23</b>	<b>42</b>	<b>14</b>	<b>254</b>	<b>42</b>	<b>61</b>	<b>30</b>	<b>23</b>	<b>26</b>	<b>8</b>	<b>190</b>

## EMPLOYEES PROMOTED DURING THE YEAR, BY GENDER

2021				2020			
INTERNAL PROMOTIONS		% OF GENDER EMPLOYEES		INTERNAL PROMOTIONS		% OF GENDER EMPLOYEES	
MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
159	75	4.30%	4.66%	164	81	4.53%	5.10%

## AVERAGE LENGTH OF SERVICE OF EMPLOYEES, BY CATEGORY AND GENDER

PROFESSIONAL CATEGORY	2021			2020		
	MEN	WOMEN	AVERAGE YEARS	MEN	WOMEN	AVERAGE YEARS
Executives	12.23	11.71	12.09	11.48	11.44	11.47
Technical staff & middle management	12.47	11.21	12.04	12.01	10.06	11.32
Administrative & auxiliary staff	8.01	8.78	8.42	7.68	10.29	9.07
Factory employees	9.78	7.79	9.31	9.48	8.35	9.22
Others	12.85	11.55	12.34	10.12	9.32	9.88
<b>AVERAGE LENGTH OF SERVICE</b>	<b>10.19</b>	<b>8.96</b>	<b>9.82</b>	<b>9.82</b>	<b>9.39</b>	<b>9.69</b>

## 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	
Arrozeiras Mundiarroz	Parental leave	All employees
	Disability/invalidity cover	
	Medical insurance	
Bertagni	Shares	All employees
	Parental leave	
	Disability/invalidity cover	
	Pension fund	
	Payment in kind	
	Life insurance	
Boost Nutrition	Medical insurance	All employees
	Parental leave	
	Disability/invalidity cover	
	Life insurance	
Ebro Foods	Medical insurance	All employees
	Parental leave	
	Disability/invalidity cover	
	Reimbursement children's education expenses	
Ebro India	Reimbursement medical expenses	All employees
	Parental leave	
	Pension fund	
	Life insurance	
Garofalo	Medical insurance	All employees
	Parental leave	
	Disability/invalidity cover	
	Pension fund	
Geovita	Life insurance	All employees
	Medical insurance	
	Food Healthcare Fund	
	Parental leave	
Herba Bangkok	Pension fund	All employees
	Disability/invalidity cover	
	Life insurance	
	Medical insurance	
	Social welfare	
	Food Healthcare Fund	

COMPANY	WELFARE BENEFITS	TYPE OF EMPLOYEE
Herba Ingredients	Parental leave	All employees
	Pension fund	
	Life insurance	
	Medical insurance	
Herba Ricemills	Shares	All employees
	Parental leave	
	Disability/invalidity cover	
	Life insurance	
La Loma Alimentos	Medical insurance	All employees
	Parental leave	
	Disability/invalidity cover	
	Pension fund	
Ebro Foods Netherland BV (Lassie)	Life insurance	All employees
	Medical insurance	
	Parental leave	
	Disability/invalidity cover	
Lustucru	Pension fund	All employees
	Life insurance	
	Medical insurance	
	Disability/invalidity cover	
Mundi Riso	Parental leave	All employees
	Disability/invalidity cover	
	Pension fund	
	Life insurance	
Mundi Riz	Medical insurance	All employees
	Welfare Bit	
	Parental leave	
	Disability/invalidity cover	
Riviana Foods Canada	Medical insurance	Full-time employees
	Parental leave	
	Disability/invalidity cover	
	Pension fund	
Riviana Foods USA	Life insurance	Full-time employees
	Medical insurance	
	Disability/invalidity cover	
	Parental leave	
	Pension fund	All employees

COMPANY	WELFARE BENEFITS	TYPE OF EMPLOYEE
Roland Monterrát	Shares	All employees
	Parental leave	
	Disability/invalidity cover	
	Pension fund	
	Life insurance	
S&B Herba Foods	Medical insurance	All employees
	Parental leave	
	Disability/invalidity cover	
	Pension fund	
	Life insurance	
Tilda	Medical insurance	All employees
	Parental leave	
	Meal vouchers	
	Medical grants	
	Life insurance	
Transimpex	Medical insurance	Full-time employees
	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
<b>TOTAL EMPLOYEES HOMEWORKING</b>	<b>248</b>	<b>228</b>	<b>476</b>	<b>97</b>	<b>145</b>	<b>242</b>

## PARENTAL LEAVE

	2021			2020		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Entitled to leave	77	77	154	78	75	153
Took leave	76	77	153	76	75	151

	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.

#### INVESTMENT, HOURS' TRAINING AND COST OF TRAINING IN OCCUPATIONAL HAZARD PREVENTION

	2021	2020
Investment	2,981,877.70	2,262,154.60
Hours training	19,277.75	17,619.75
Cost training	382,678.84	456,848.73

The Group companies invest in the purchase of personal protection equipment, machinery protection, regular inspections of safety equipment, first aid training and materials and medical examinations. In addition, during the past year we continued investing in 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.

### NUMBER OF STRIKE HOURS BY GROUP EMPLOYEES

	AGROMERUAN	LUSTUCRU
Hours	800	35

**Nota:** The reasons for the strikes are indicated below:

**Agromeruan:** Change of management, which led to protests and stoppages.

**Lustucru:** Pension reform by the French government and annual pay rise

## 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.

	2021	2020
Cost	€2,082,303	€1,214,616
Hours	120,322	111,368
No. employees	3,663	3,299
<b>% OF TOTAL EMPLOYEES</b>	<b>69.04%</b>	<b>63.31%</b>



## TOTAL NO. OF EMPLOYEES WHO HAVE RECEIVED TRAINING, BY GENDER AND PROFESSIONAL CATEGORY

PROFESSIONAL CATEGORY	2021			2020		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Executives	140	59	199	127	63	190
Technical staff & middle management	395	279	674	412	203	615
Administrative & auxiliary staff	251	237	488	251	266	517
Factory employees	1,710	561	2,271	1,525	416	1,941
Others	20	11	31	19	17	36
<b>TOTAL EMPLOYEES</b>	<b>2,516</b>	<b>1,147</b>	<b>3,663</b>	<b>2,334</b>	<b>965</b>	<b>3,299</b>

## 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
<b>TOTAL HOURS TRAINING</b>	<b>87,664</b>	<b>32,658</b>	<b>82,335</b>	<b>29,033</b>

## AVERAGE HOURS TRAINING OF EMPLOYEES, BY GENDER AND PROFESSIONAL CATEGORY

PROFESSIONAL CATEGORY	2021		2020	
	MEN	WOMEN	MEN	WOMEN
Executives	8.76	14.31	6.93	9.19
Technical staff & middle management	19.22	14.34	13.65	11.75
Administrative & auxiliary staff	8.37	7.30	8.26	6.90
Factory employees	28.66	31.04	29.66	29.83
Others	5.22	5.75	0.80	3.98
<b>AVERAGE HOURS</b>	<b>23.72</b>	<b>20.27</b>	<b>22.72</b>	<b>18.29</b>

NB: The principal subject areas on which training has been given are: languages, office, quality, health and safety at work, occupational hazard prevention, information technologies, development of commercial and marketing skills, environment, corrective and preventive maintenance, gender equality, handling of food, etc.

## 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 EMPLEADOS	% S/TOTAL EMPLEADOS	Nº EMPLEADOS	% S/TOTAL EMPLEADOS
Men	3,695	69.64%	3,624	69.55%
Women	1,611	30.36%	1,587	30.45%
<b>TOTAL EMPLOYEES</b>	<b>5,306</b>		<b>5,211</b>	

### EMPLOYEES WITH DIFFERENT ABILITIES

2021		2020	
MEN	WOMEN	MEN	WOMEN
69	33	68	36

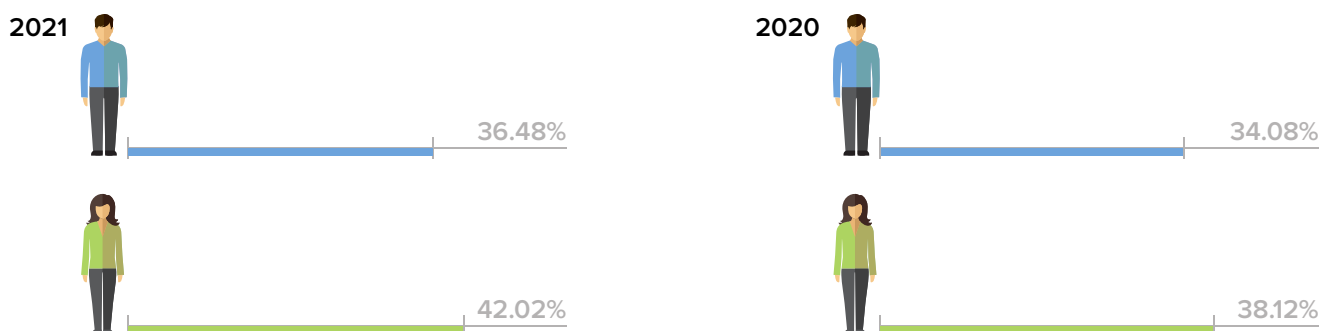
During 2021, several actions were taken in Spain to promote the socio-occupational integration of persons with different abilities, through the contracting of certain services with special employment centres (CEE).

CENTRE	SERVICES	AMOUNT
C.E.E. CADEMADRID	Printing	2,110 €
C.E.E. INSERCIÓN PERSONAL DISCAPACITADOS " IPD"	Cleaning head office in Madrid	99,260 €
<b>TOTAL</b>		<b>101,371 €</b>

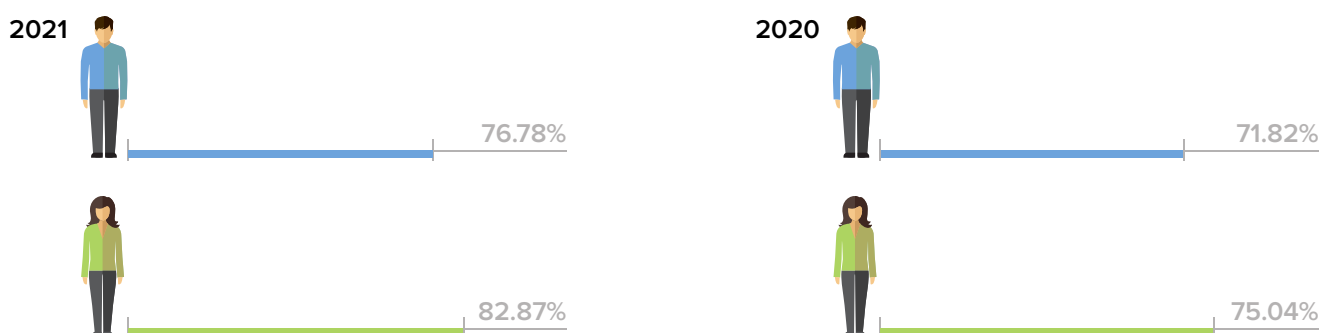
With regard to the universal accessibility and integration of persons with different abilities in physical environments, some Group companies have already made the necessary adaptations to eliminate architectural barriers.

## EMPLOYEES WHO RECEIVE REGULAR PERFORMANCE AND PROFESSIONAL DEVELOPMENT ASSESSMENTS

% Employees with assessment and remuneration/Total employees by gender



% Employees with assessment-based variable remuneration



EMPLOYEES WHO HAVE RECEIVED ASSESSMENT				EMPLOYEES WITH ASSESSMENT-BASED VARIABLE REMUNERATION			
2021		2020		2021		2020	
MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
1,348	677	1,235	605	1,035	561	887	454

30% of the employees of the different companies in the Ebro Group are included in a variable remuneration scheme which links the variable part of their annual salary to a number of collective (of the Ebro Group overall and the different business units) and job-specific objectives.

In addition, several employees of the Ebro Group in Spain benefit from the payment-in-kind programme, whereby taxation of their salaries can be optimised through the receipt of certain benefits, such as medical insurance, company car, computers or nursery service.

This remuneration policy includes the Ebro Foods, S.A. share delivery scheme, which is established for all employees of the Ebro Group with tax residence in Spain, both the parent and its Spanish subsidiaries. Participation in the scheme is voluntary and charged against employees' variable remuneration, or fixed remuneration, as the case may be. Under current tax laws, any employees who so wish may receive up to 12,000 euros in Ebro Foods, S.A. shares without considering them remuneration for the purpose of personal income tax. During 2021, 70 employees of different Ebro Group received shares in Ebro Foods, S.A. for an overall sum of EUR 614,924.

## Ratio of the entry level wage paid by the Group to its employees compared to the local minimum wage stipulated by law

SIGNIFICANT BUSINESS UNITS	RATIO
Herba Ricemills (Spain)	1.3
Lustucru (France)	1
Riviana (USA)	2.1

BUSINESS UNITS IN DEVELOPING COUNTRIES	RATIO
Ebro India (India)	1
Mundi Riz (Morocco)	1

**NB.** This ratio was calculated by dividing the entry level wage in each of the Ebro Group companies by the legal minimum wage.

## Percentage of senior management hired from the local community

SIGNIFICANT BUSINESS UNITS	NATIONAL EXECUTIVES
Herba Ricemills (Spain)	89%
Lustucru (France)	97%
Riviana (USA)	79%

BUSINESS UNITS IN DEVELOPING COUNTRIES	NATIONAL EXECUTIVES
Ebro India (India)	83%
Mundi Riz (Morocco)	100%

## 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:  $(\text{average remuneration men} - \text{average remuneration women}) / \text{average remuneration men}$ .

### Average remuneration of directors, by gender

(000€)	2021		2020	
	MEN	WOMEN	MEN	WOMEN
Average remuneration directors	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](http://www.cnmv.es)) and the corporate website ([www.ebrofoods.es](http://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.

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## CUSTOMERS AND CONSUMERS



08

# EBRO FOODS, S.A.

## 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).

## Customer health and safety

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.

The Group companies that have been assessed on health and safety in order to promote improvements are listed below:

COMPANY	CATEGORIES/PRODUCTS	% PRODUCTS ASSESSED
Boost Nutrition	Rice, retail	4.55%
	Loose rice, retail	3.85%
	Rice bags, retail	2.13%
	Resealable square rice packets, retail	1.47%
	Commercial impulse cakes	27.27%
	Bosto grains	12.5%
	Bosto microwave	25%
Ebro Frost UK	IQF Pasta	100%
Harinas Santa Rita	Flours and batter mix	100%
Lassie	Mixes	50%
	Specialty rice	75%
Lustucru	Gnocchi	3.03%
	Simple pasta	10.53%
Riviana Foods Canada	Vegan	100%
	Vegetarian	100%
	Carolina mix	100%
Riviana Foods USA	Carolina organic	100%
	Mahatma organic	100%
	RiceSelect Discoveries	100%
	Success Garden and Grains	100%
	Tilda Ready to heat	100%

## Product and Service Labelling

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

The following companies also provide the following information:

### Contents, especially regarding substances that could have an environmental or social impact

COMPANY	% PRODUCTS
Ebro Frost UK	100%
Ebro India	100%
La Loma Alimentos	100%
Neofarms	100%
Roland Monterra	100%

### Elimination of the product and its environmental or social impact

COMPANY	% PRODUCTS
Ebro India	100%
Geovita	100%
Harinas Santa Rita	80%
Herba Ricemills	100%
Lustucru	100%
Riviana Foods Canada	100%
Riviana Foods USA	100%
Roland Monterra	100%
Tilda	100%

### Source of components in the product

COMPANY	% PRODUCTS
Arrozeiras Mundiarroz	9%
Ebro Frost Denmark	100%
Ebro Frost UK	100%
Ebro India	100%
Garofalo	23%
Geovita	25%
Harinas Santa Rita	50%
Herba Ricemills	10.86%
La Loma Alimentos	100%
Lustucru	65%
Mundi Riz	100%
Neofarms	100%
Riviana Foods Canada	100%
Riviana Foods USA	100%
Roland Monterra	100%
Tilda	100%

### Product safety instructions

COMPANY	% PRODUCTS
Arrozeiras Mundiarroz	36%
Bertagni	100%
Ebro Frost Denmark	100%
Ebro Frost UK	100%
Ebro India	100%
Geovita	100%
Lustucru	19%
Mundi Riz	100%
Riviana Foods Canada	100%
Riviana Foods USA	100%
Roland Monterra	100%

## 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
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 Fraix	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 Monerrat	503	
Tilda	1,144	1,602

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



## % Production outsourced

The following table shows the percentage of production volume manufactured at certified sites by an independent third party according to internationally recognised food safety standards:

COMPANY	PRODUCT MANUFACTURED	COUNTRY	% OF MANUFACTURING
Arrozeiras Mundiarroz	Noodles	Hungary	100%
	Ready to Serve, Essential	Spain	100%
Ebro India	Rice	India	5.6%
Garofalo	Preserved tomato	Italy	100%
	Couscous	France	100%
	Couscous & ethnic	Italy	100%
	Dry pasta	Italy	100%
	Extra virgin olive oil	Italy	100%
	Filled pasta	Italy	100%
	Fresh pasta	Italy	100%
	Gluten-free pasta	Italy	100%
	Packaged flour	Italy	100%
	Potato balls	Italy	100%
	Sieved tomato	Italy	100%
	Shinode rice 10 kg	Italy	7.26%
	Shinode rice 20 kg	Italy	0.43%
Herba Ingredients	HerbaMIX RSS	Netherlands	1%
	Ecological rice cereal	Netherlands	1%
Herba Ricemills	Cargo rice	Spain	2.22%
La Loma Alimentos	Parboiled rice	Argentina	3%
Lassie	Cereal mix	Netherlands	0,01%
	Rice mix with herbs	Netherlands	0,46%
Lustucru	Filled fresh pasta	Italy	100%
	Crisps	Netherlands	100%
	Lasagne	Italy	100%
	Organic tagliatelle	Italy	100%
	Sandwiches	France	100%
Mundi Riso	Red and black rice	Italy	0.23%
	Broken rice	Italy	0.27%
	Parboiled rice	Italy	1.33%
	Parboiled rice	Italy	0.42%
	Parboiled rice	Italy	3.22%
Neofarms	Parboiled rice	Argentina	3%

COMPANY	PRODUCT MANUFACTURED	COUNTRY	% OF MANUFACTURING
Riviana Foods USA	RTS/Basmati	Spain	2.9%
	Calrose	USA	0.8%
	Jasmine Rice	Thailand	7.6%
	Medium grain	USA	0.4%
	SUP rice mix	USA	1.1%
Tilda	Dry rice	Belgium	1%
	Frozen rice	UK	1%
	Frozen rice	Spain	1%
	Rice milk	Italy	0.01%
	Risotto rice	Italy	0.2%

## 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](https://www.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.

In 2021, Healthy segment sales accounted for 8.90% of the total net sales of Group companies selling products in this category.

COMPANY	% OF TOTAL SALES OF THE COMPANY
Arrozeiras Mundiarroz	1.03%
Boost Nutrition	0.76%
Ebro India	0.55%
Euryza	16.55%
Garofalo	19.77%
Geovita	2.29%
Herba Ricemills	11.92%
Lassie	7.68%
Lustucru	0.69%
Riceland Magyarorzag	4.81%
Riviana Foods USA	10.86%
S&B Herba Foods	5.87%
Tilda	10.17%
<b>% TOTAL</b>	<b>8.90%</b>

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## SUPPLY CHAIN MANAGEMENT



09



# EBRO FOODS, S.A.

## Supply chain management



### A. 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 México
Norway	20-06-2021	DNV
Pakistan	06-10-2021	ALGI Pakistán
	16-09-2021	ELEVATE
Peru	11-06-2021	Bureau Veritas Certificación
	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.

## B. Management of the supply chain for agricultural raw materials

### DETAILS OF OUR SUPPLY CHAIN

The information reported in this section only takes into account the supply chains of the agricultural raw materials rice, durum wheat and quinoa, which account for the bulk of the raw materials used by the Ebro Group.

Both rice and durum wheat are purchased from three types of 1st tier suppliers, which may vary according to the countries in which the raw material is sourced:

- Farmers or cooperatives
- Millers and/or plants
- Traders

Quinoa is mainly purchased from farmer cooperatives and millers.

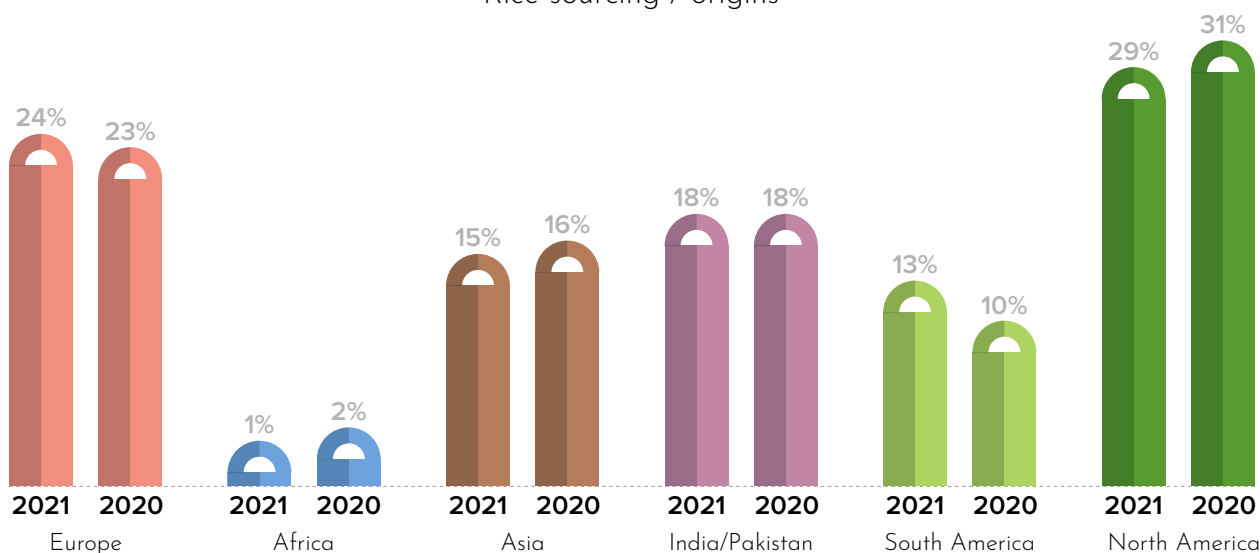
### VOLUMES BY ORIGIN

#### Rice

After the divestments in dry pasta, rice now accounts for 90% of the Group's raw material purchases. 24% of that rice is sourced in Europe, 29% in North America and the remaining 47% (mainly aromatic varieties) in India, Pakistan, South America and Southeast Asia, based on the location of our companies Ebro India, Herba Bangkok, La Loma Alimentos and Herba Cambodia.

	2021		2020	
	TONNES	%	TONNES	%
Europe	441,039	24%	379,953	23%
Africa	25,274	1%	27,245	2%
Asia	287,643	15%	267,151	16%
India/Pakistan	329,948	18%	298,004	18%
South America	237,676	13%	171,586	10%
North America	544,592	29%	513,302	31%
<b>TOTAL</b>	<b>1,866,172</b>		<b>1,657,241</b>	

Rice sourcing / origins

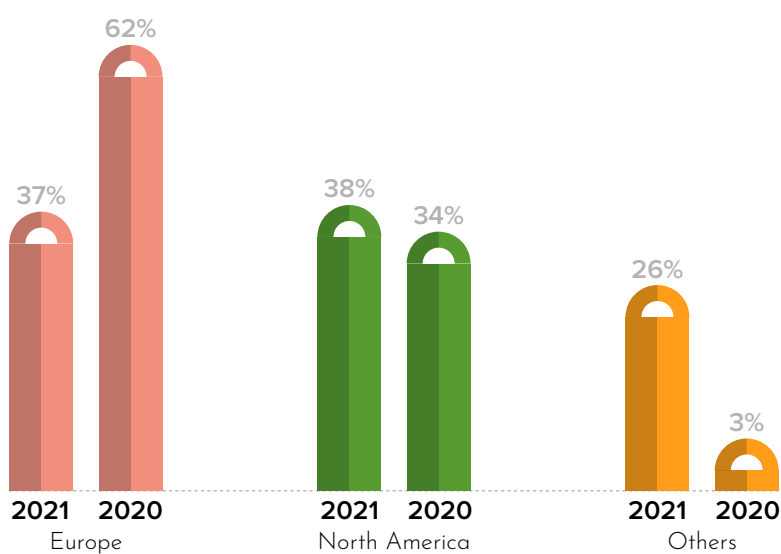


### Durum wheat

The Ebro Group sources its durum wheat mainly in Europe and North America, the largest quantities being purchased in the USA and Italy.

	2021		2020	
	TONNES	%	TONNES	%
Europe	77,687	37%	594,540	62%
North America	80,756	38%	327,249	34%
Others	54,249	26%	30,981	3%
<b>TOTAL</b>	<b>212,692</b>		<b>952,770</b>	

Wheat sourcing /  
origins

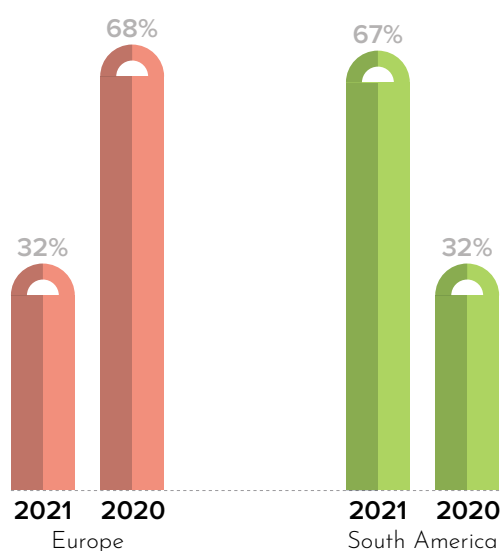


### Quinoa

The Ebro Group sources its quinoa in South America and Europe (Spain).

	2021		2020	
	TONNES	%	TONNES	%
Europe	897	32%	1,310	68%
South America	1,910	67%	624	32%
Others	24	1%	0	0%
<b>TOTAL</b>	<b>2,831</b>		<b>1,934</b>	

Quinoa sourcing /  
origins



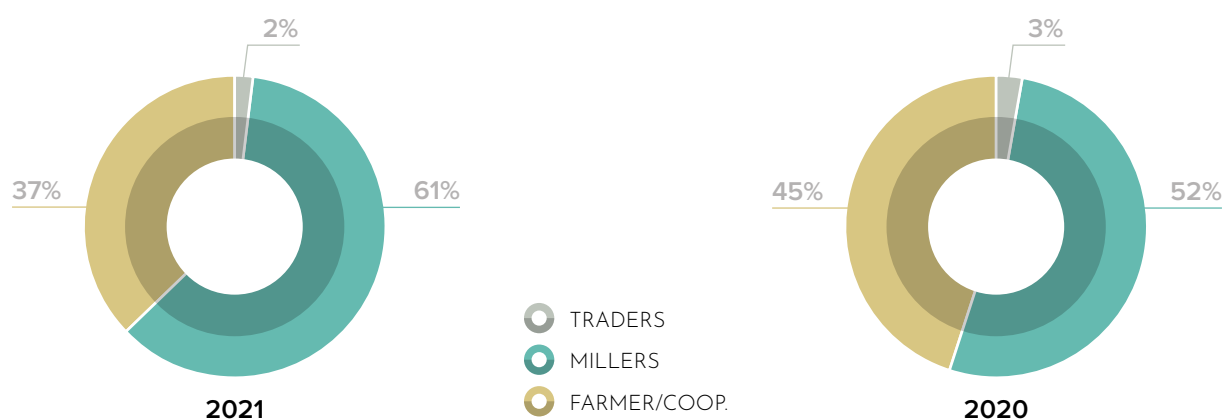
## VOLUME BY SUPPLIER

### Rice

On a global level, rice is bought directly from farmers, cooperatives and millers, and a very small quantity is purchased from traders.

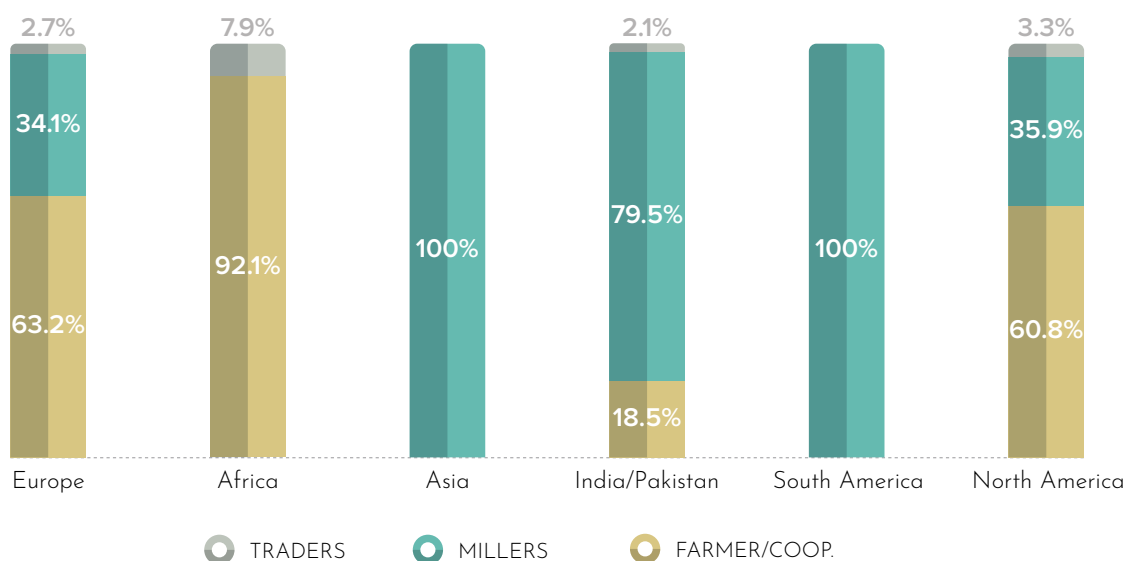
	2021		2020	
	TONNES	%	TONNES	%
Farmer/Coop	693,911	37%	750,379	45%
Millers	1,133,312	61%	859,750	52%
Traders	38,948	2%	47,111	3%
<b>TOTAL</b>	<b>1,866,172</b>		<b>1,657,241</b>	

Rice sourcing - 1<sup>st</sup> tier suppliers



At a disaggregated level, this volume/supplier distribution varies considerably from one geographical region to another.

Rice sourcing 2021 / 1<sup>st</sup> tier suppliers / origins

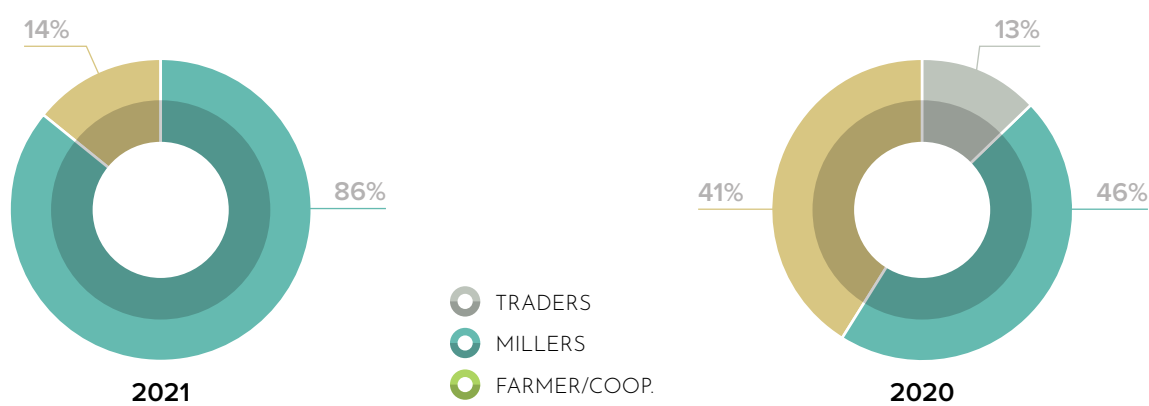


## Durum wheat

On a global level most of the wheat was sourced from millers in 2021 and in smaller quantities from farmers and cooperatives.

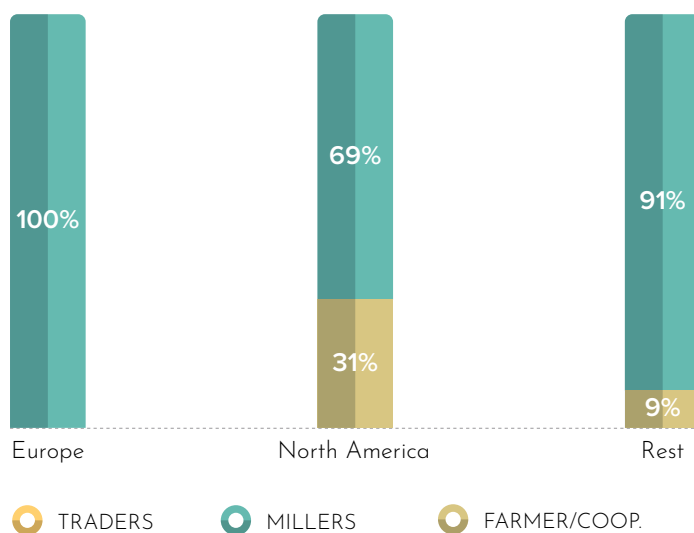
	2021		2020	
	TONNES	%	TONNES	%
Farmer/Coop	29,948	14%	391,859	41%
Millers	182,744	86%	437,517	46%
Traders	0	0%	123,394	13%
<b>TOTAL</b>	<b>212,692</b>		<b>952,770</b>	

Wheat sourcing - 1<sup>st</sup> tier suppliers



At a disaggregated level, the direct suppliers are mainly millers in all regions.

Wheat sourcing - 1<sup>st</sup> tier suppliers / origins

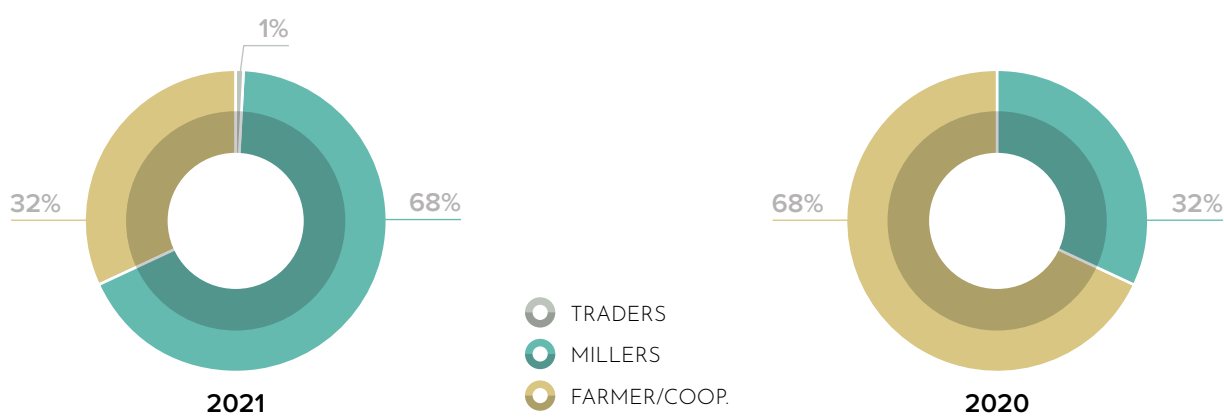


## Quinoa

In 2021 most of the quinoa was sourced directly from millers and farmers or cooperatives.

	2021		2020	
	TM	%	TM	%
Farmer/Coop	897	32%	1,310	68%
Millers	1,914	68%	624	32%
Traders	20	1%	0	0%
<b>TOTAL</b>	<b>2,831</b>		<b>1,934</b>	

Quinoa sourcing - 1<sup>st</sup> tier suppliers



At a disaggregated level, the direct suppliers are entirely different for each geographical region: farmers or cooperatives in Europe and millers in South America.

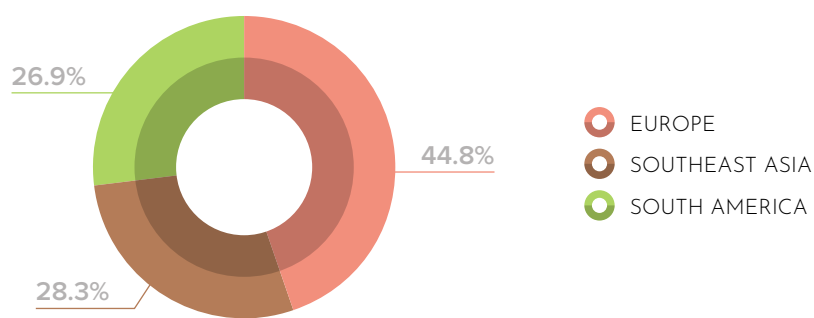
Quinoa sourcing - 1<sup>st</sup> tier suppliers / origins





SOURCING OF SUSTAINABLE RAW MATERIALS

In 2021, the Group bought 295,050 tonnes of sustainable rice (16% of the total), with the following distribution:



“

## OUR COMMITMENT TO THE ENVIRONMENT



10



### 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.

## MATERIALS

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

### Raw Materials

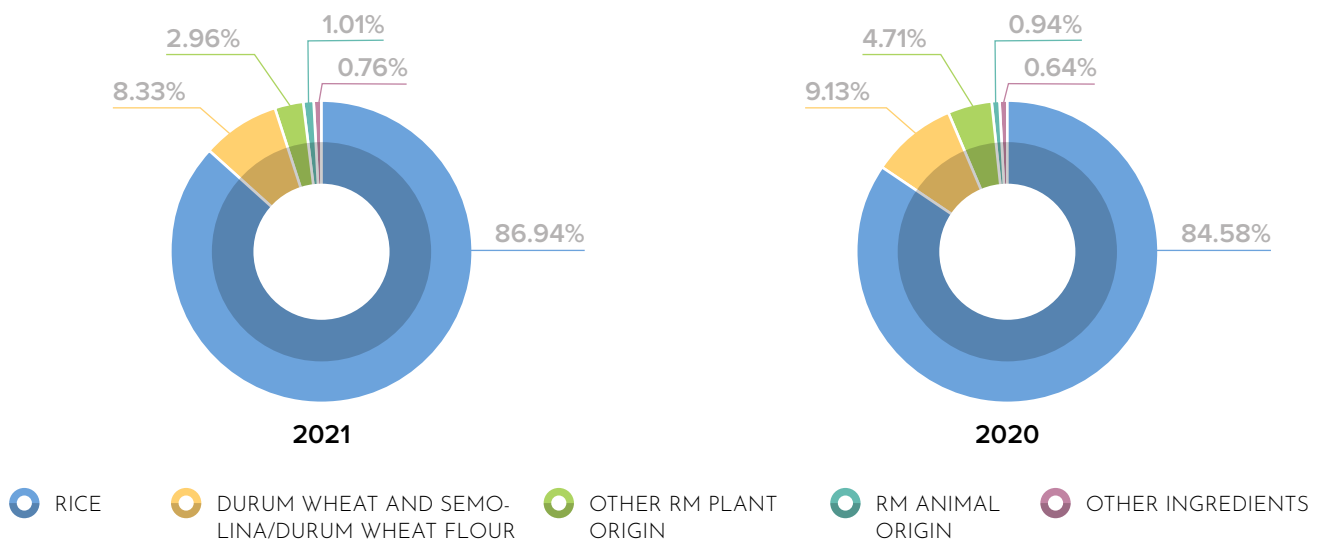
The raw materials used are divided into two major categories, those used in the preparation of finished goods and the packaging materials.

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	
	T	%	T	%
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%
<b>TOTAL</b>	<b>2,333,006</b>		<b>2,370,599</b>	

Raw Materials



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

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
<b>TOTAL (T)</b>	<b>86,447</b>	<b>104,819</b>

### RECYCLED INPUT MATERIALS

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.

## 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

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)

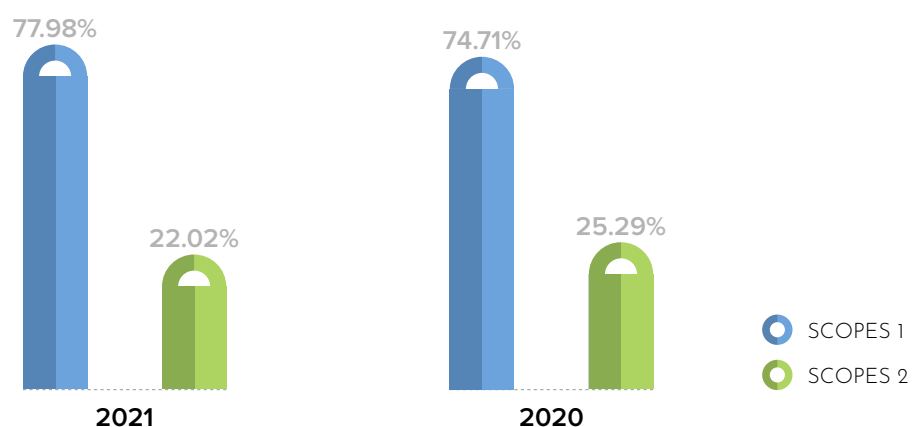
NON-RENEWABLE FUEL CONSUMED	2021		2020	
Natural gas	2,749,039	75.80%	2,915,873	95.15%
Other non-renewables	805,189	22.20%	77,531	2.53%
<b>TOTAL CONSUMPTION NON-RENEWABLES</b>	<b>3,554,228</b>	<b>98.01%</b>	<b>2,993,404</b>	<b>97.68%</b>
RENEWABLE FUEL CONSUMED	2021		2020	
Biomass/Charcoal	70,194	1.94%	64,843	2.12%
<b>TOTAL CONSUMPTION RENEWABLES</b>	<b>70,194</b>	<b>1.94%</b>	<b>64,843</b>	<b>2.12%</b>
SELF-GENERATED ENERGY	2021		2020	
Photovoltaic panels	2,956	0.08%	6,810	0.22%
Cogeneration	94,458	2.60%	91,271	2.98%
<b>TOTAL SELF-GENERATION</b>	<b>97,414</b>	<b>2.69%</b>	<b>98,081</b>	<b>3.20%</b>
SELF-GENERATED ENERGY SOLD	2021		2020	
Photovoltaic panels	13	0.00%	0	0.00%
Stationary combustion/Cogeneration	838	0.02%	637	0.02%
<b>TOTAL SELF-GENERATION SOLD</b>	<b>851</b>	<b>0.02%</b>	<b>637</b>	<b>0.02%</b>
SELF-CONSUMPTION PHOTOVOLTAIC	2021		2020	
Self-consumption PV	2,943	0.08%	6,810	0.22%
<b>TOTAL SCOPE1</b>	<b>3,626,527</b>	<b>100.00%</b>	<b>3,064,420</b>	<b>100.00%</b>

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%
<b>TOTAL (GJ)</b>	<b>1,023,949</b>	<b>100.00%</b>	<b>1,037,528</b>	<b>100.00%</b>
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%
<b>TOTAL SCOPES 1&amp;2 (GJ)</b>	<b>4,650,476</b>	<b>100.00%</b>	<b>4,101,947</b>	<b>100.00%</b>

## Total energy consumption



## ENERGY CONSUMPTION OUTSIDE OF THE ORGANISATION

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

## ENERGY INTENSITY

ENERGY INTENSITY	2021	2020
Total energy consumed (GJ)	4,650,476	4,101,947
Net Sales Ebro (M€)	2,427.1	2,430.3
<b>ENERGY INTENSITY (GJ/M€ NET SALES)</b>	<b>1,916</b>	<b>1,688</b>

## REDUCTION OF ENERGY CONSUMPTION

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.



## Water and Effluents

This indicator is reported under standard GRI 303 (2018)

### INTERACTIONS WITH WATER

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

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

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 (M3)	2021	%	2020	%
Third-party water	2,786,513	18%	2,839,731	8%
Groundwater	617,738	4%	642,301	2%
<b>TOTAL INDUSTRIAL PROCESSES</b>	<b>3,404,251</b>	<b>22%</b>	<b>3,482,032</b>	<b>9%</b>
Inland surface freshwater	11,880,000	78%	33,840,000	91%
Inland surface salt water	0	0%	0	0%
<b>TOTAL WATER WITHDRAWN</b>	<b>15,284,251</b>		<b>37,322,032</b>	
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	
	M <sup>3</sup>	%	M <sup>3</sup>	%
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%
<b>TOTAL WATER WITHDRAWN</b>	<b>15,284,251</b>		<b>37,322,032</b>	

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

## WATER DISCHARGE

DESTINATION OF DISCHARGE (M³)	2021	2020
Third party water (Sewage network, treatment plants)	2,137,154	2,452,992
Inland water	265,802	25,093
Seawater	0	0
<b>TOTAL</b>	<b>2,402,956</b>	<b>2,478,085</b>

DISCHARGE TREATMENT (M³)	2021	2020
No treatment	1,697,143	1,780,516
Primary/secondary treatment	695,958	692,973
Tertiary treatment	9,854	4,597
<b>TOTAL</b>	<b>2,402,956</b>	<b>2,478,085</b>

TYPE OF DISCHARGE (M³)	2021	2020
Freshwater (SS<1000 mg/l)	1,760,335	2,478,085
Other water (SS>1000 mg/l)	642,621	0
<b>TOTAL</b>	<b>2,402,956</b>	<b>2,478,085</b>

DISCHARGE BY AREAS OF WATER STRESS (M³)	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
<b>TOTAL DISCHARGE</b>	<b>1,760,335</b>	<b>642,621</b>	<b>2,478,086</b>	<b>0</b>

No accidental discharge occurred in 2021.

## WATER CONSUMPTION

WATER CONSUMPTION (M³)	2021	2020
Water withdrawal	15,284,251	37,322,032
Water discharge	2,402,956	2,478,084
Water sold	0	3,168
<b>TOTAL WATER CONSUMPTION</b>	<b>12,881,296</b>	<b>34,840,780</b>

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

DISCHARGE BY AREAS OF WATER STRESS (M³)	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
<b>TOTAL WATER CONSUMPTION</b>	<b>12,881,296</b>	<b>34,840,778</b>

## 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**

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**

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

### **HABITATS PROTECTED OR RESTORED**

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](http://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

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](http://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.

## 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: CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFC, PFC, SF<sub>6</sub>, NF<sub>3</sub>.

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

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

- Emissions of CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O 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 CH<sub>4</sub> from the rice crop
- Emissions of N<sub>2</sub>O from elimination of nutrients in water treatment
- Direct emissions of CH<sub>4</sub> and N<sub>2</sub>O from Biomass (rice husk, wood and charcoal)

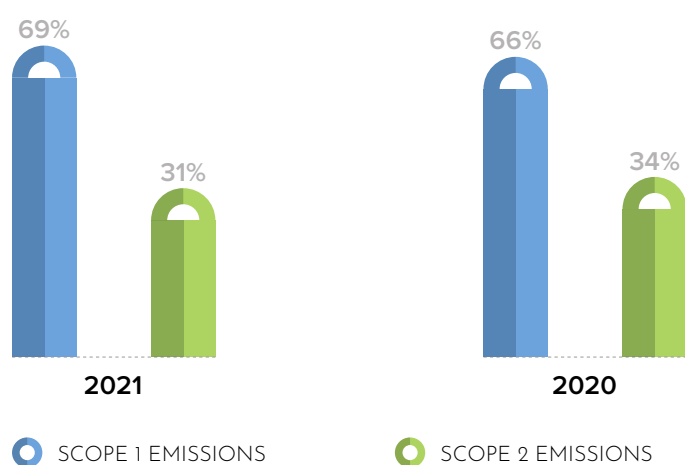
## INDIRECT (SCOPE 2) GHG EMISSIONS

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

- Emissions of CO<sub>2</sub> 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%
<b>TOTAL EMISSIONS (T CO<sub>2</sub>E)</b>	<b>316,204</b>		<b>290,366</b>	

GHG emissions



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 CO<sub>2</sub> emissions are produced in the combustion of renewable fuels, in our case rice husk, wood chips and charcoal.

BIOGENIC CO <sub>2</sub> EMISSIONS	2021	2020
Biogenic CO <sub>2</sub> (T CO <sub>2</sub> e)	7,466	10,051

## OTHER INDIRECT (SCOPE 3) GHG EMISSIONS

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 CO<sub>2</sub>e.

By choosing more efficient routes instead of other alternative routes available with larger carbon footprints, we avoided the emission of 50,705 t CO<sub>2</sub>e, 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

EMISSIONS INTENSITY	2021	2020
Total GHG emissions (t CO <sub>2</sub> e)	316,204	290,365
Ebro Net Sales (M€)	2,427.1	2,430.3
<b>GHG EMISSIONS INTENSITY (T CO<sub>2</sub>E M€ NET SALES)</b>	<b>130</b>	<b>119</b>

## REDUCTION OF GHG EMISSIONS

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 €

We avoided emissions of 9,068 t CO<sub>2</sub>eq in 2021, through the purchase of guarantee of origin (GO or GoO) electricity, photovoltaic self-generation and the use of fuels from renewable sources.

EMISSIONS AVOIDED	2021	
	MWH	TM CO <sub>2</sub> E
GoO electricity	20,553	4,793
Photovoltaic self-generation	821	333
Biomass	70	3,942
<b>TOTAL</b>	<b>21,445</b>	<b>9,068</b>

### EMISSIONS OF OZONE-DEPLETING SUBSTANCES (ODS)

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

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

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

NOX, SOX & OTHER EMISSIONS (T)	2021							
	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
<b>TOTAL POLLUTANTS (T)</b>	<b>457</b>	<b>1,427</b>	<b>296</b>	<b>3</b>	<b>12</b>	<b>12</b>	<b>0</b>	<b>2,207</b>

## Waste

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

### WASTE GENERATION

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

### MANAGEMENT OF SIGNIFICANT WASTE-RELATED IMPACTS

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

WASTE	2021	2020
Hazardous	118	52
Non-hazardous	37,800	28,182
<b>TOTAL WASTE (T)</b>	<b>37,918</b>	<b>28,234</b>

### Waste diverted from disposal (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
<b>TOTAL RECOVERY NH WASTE (T)</b>	<b>23,040</b>	<b>9,852</b>

HAZARDOUS WASTE FOR RECOVERY	2021	2020
Recycled	43	5
Composted	4	1
Reused	0	0
Other recovery operations	15	15
<b>TOTAL RECOVERY H WASTE (T)</b>	<b>62</b>	<b>21</b>

## Waste directed to disposal

NON-HAZARDOUS WASTE DIRECTED TO DISPOSAL	2021	2020
Landfilling	12,137	13,923
Incineration	873	3,511
Other disposal operations	1,751	897
<b>TOTAL DISPOSAL NH WASTE (T)</b>	<b>14,760</b>	<b>18,330</b>

NON-HAZARDOUS WASTE DIRECTED TO DISPOSAL	2021	2020
Landfilling	0	11
Incineration	13	4
Other disposal operations	44	16
<b>TOTAL DISPOSAL H WASTE (T)</b>	<b>57</b>	<b>31</b>

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.

## Environmental Compliance

### NON-COMPLIANCE WITH ENVIRONMENTAL LAWS AND REGULATIONS

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                      → Arrozeiras Mundiarroz                      → Herba Cambodia
- Herba Ricemills                                      → Bertagni                                      → Herba Ingredients
- Riviana Foods USA                                      → Boost Nutrition                                      → Lassie
- Riviana Foods Canada                                      → Ebro India
- Mundiriso                                      → Herba Bangkok

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 €
<b>TOTAL</b>	<b>5,891,605 €</b>	<b>4,444,248 €</b>

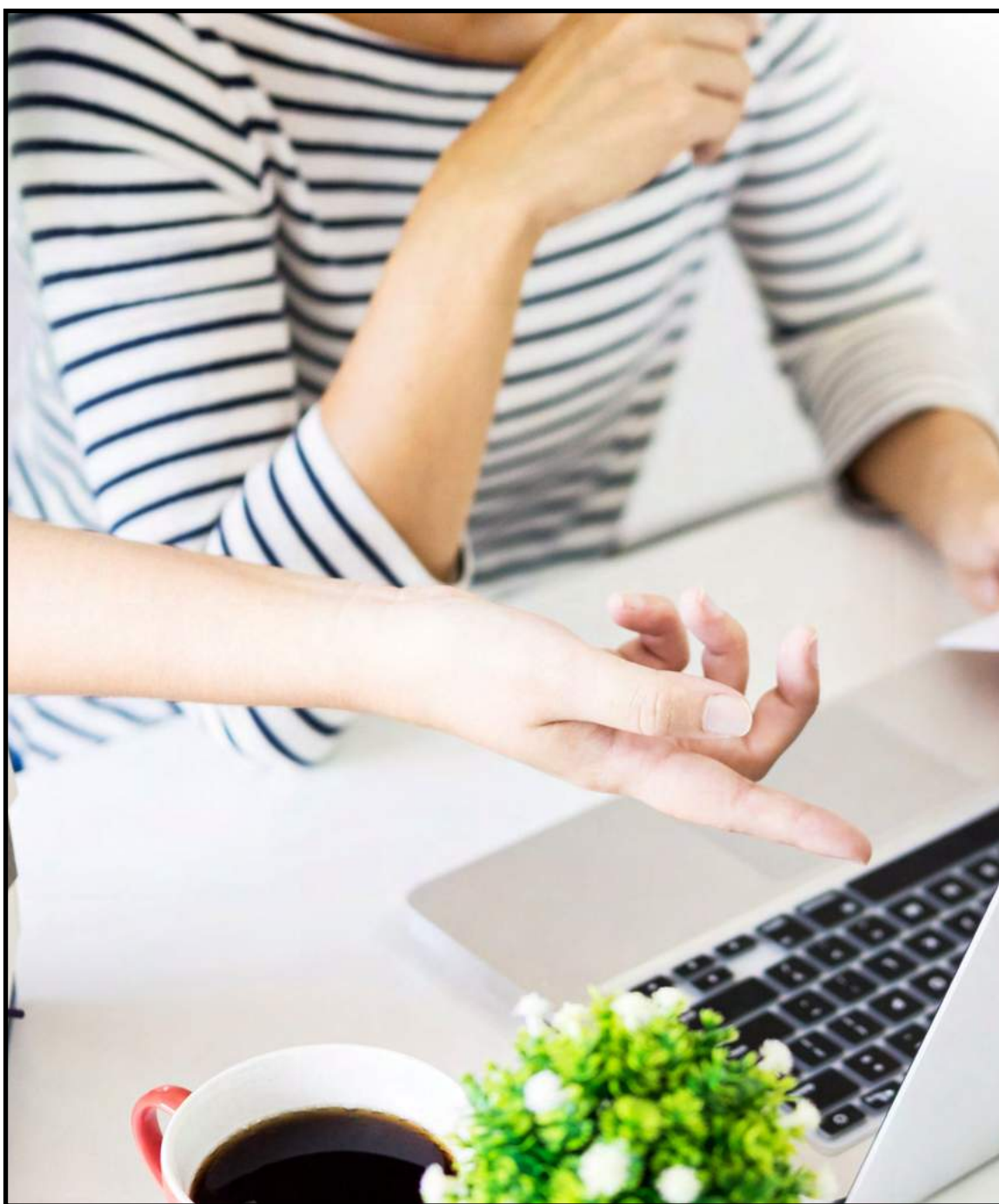
The investments reported here include measures to reduce energy consumption, water consumption and emissions, as well as the cost of waste management, inspection of pressurised equipment, noise measurements and analyses. They also include initiatives to adapt to climate change, such as the Oryzonte project, 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.

“

## ANNEXES



11

## 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
		Lisboa	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
Euryza	Office (lease)	Hamburgo	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)
		Beernen	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)



COMPANY	COUNTRY	WORKPLACE	TYPE OF FACILITY
Lustucru Frais	France	St Genis Laval	Industrial
		Lorette	Industrial
		Communay	Industrial
Mundi Riz	Morocco	Larache	Industrial
Mundi Riso	Italy	Vercelli	Industrial
Neofarm Bio	Argentina	Concordia	Office (lease)
Pastificio Lucio Garofalo	Italy	Gragnano	Office (lease)
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
Bertagni 1882	Italy	Avio	IFS
			BRC
			MSC
			ASC
		Argunagno	ORGANIC CERTIFICATION
			IFS
			ORGANIC CERTIFICATION
			BRC
Boost Nutrition	Belgium	Merksem	IFS
			KOSHER
			FEED CHAIN ALLIANCE (FCA)
			CERTIFICACIÓN ORGÁNICA
Ebro Foods Netherland BV (Lassie)	Netherlands	Wormer	CERTIFICACIÓN ECOLÓGICA
			IFS
Ebrofrost Denmark	Denmark	Orbaek	GMP +
			BRC
Ebrofrost Germany	Germany	Offingen	BRC
			HALAL
			KAT
			ORGANIC CERTIFICATION
Ebrofrost UK	UK	Beckley	BRC
Ebrofrost Northamerica	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
			ORGANIC CERTIFICATION (EU)
Herba Ingredients, B.V.	Belgium	Schoten (warehouse)	ORGANIC CERTIFICATION (EU)
		Schoten (plant B)	IFS FOOD
			GMP +
		Schoten (plant C)	IFS FOOD
			GMP +
			ORGANIC CERTIFICATION (EU)
		Schoten (plant F)	IFS FOOD
			GMP +
			ECOLOGICAL CERTIFICATION (CHINA)
	Netherlands	Wormer	IFS BROKER
			IFS FOOD
			GMP +
			KOSHER
			HALAL
			ORGANIC CERTIFICATION (EU)
			ORGANIC CERTIFICATION NATURLAND

COMPANY	COUNTRY	WORKPLACE	CERTIFICATION	
Herba Ricemills	Spain	Coria del Río	IFS	
			ISO 9001	
			ECOLOGICAL CERTIFICATION	
			ECOLOGICAL CERTIFICATION (USA)	
		San Juan de Aznafarache	KOSHER	
			ISO 9001	
			BRC	
			IFS	
			ECOLOGICAL CERTIFICATION	
			ECOLOGICAL CERTIFICATION (USA)	
			Jerez de la Frontera	KOSHER
				ISO 9001
		IFS		
		ECOLOGICAL CERTIFICATION		
		Silla	ECOLOGICAL CERTIFICATION (USA)	
			BRC	
			IFS	
			KOSHER	
			ISO 9001	
			BRC	
			Algemesí (ready foods plant)	ISO 9001
				IFS
BRC				
Algemesí (rice plant)	ISO 9001			
	KOSHER			
Algemesí (flour mill)	IFS			
	ISO 9001			
	KOSHER			
Los Palacios	IFS			
	ISO 9001			
	ECOLOGICAL CERTIFICATION			
	ECOLOGICAL CERTIFICATION (USA)			
	KOSHER			
La Loma Alimentos	Argentina	Los Charrúas	HACCP	
			GLUTEN FREE CERTIFICATION	
			GMP	
		Chajarí	KOSHER	
			KOSHER	
			HACCP	
			GMP	
GLUTEN FREE CERTIFICATION				
Lustucru Frais	France	Saint Genis Laval	IFS	
		Lorette	IFS	
		Communay	IFS	
			ECOLOGICAL CERTIFICATION	

COMPANY	COUNTRY	WORKPLACE	CERTIFICATION
Mundi Riso	Italy	Vercelli	IFS
			BRC
			ECOLOGICAL CERTIFICATION (EU)
Mundi Riz	Morocco	Larache	KOSHER
Neofarms Bio	Argentina	Entre Ríos	ISO 22000
			ECOLOGICAL CERTIFICATION (CHINA)
			KOSHER
			ECOLOGICAL CERTIFICATION (UE)
			ECOLOGICAL CERTIFICATION (USA)
Pastificio Lucio Garofalo	Italy	Gragnano	GLUTEN FREE CERTIFICATION
			BRC
			IFS
			VQIP
			GLUTEN FREE CERTIFICATION
			VEGAN
			KOSHER
			HALAL
Riviana Foods Canada	Canada	Delta	ECOLOGICAL CERTIFICATION
		Hamilton	NO-GMO
Riviana Foods USA	Usa	Memphis	BRC
			BRC
			KOSHER
			SQF
			HALAL
		Brinkley	ECOLOGICAL CERTIFICATION
			GLUTEN FREE CERTIFICATION
			SQF
		Clearbrook	KOSHER
			ECOLOGICAL CERTIFICATION
			SQF
		Alvin	KOSHER
			ECOLOGICAL CERTIFICATION
			SQF
		Carlisle	KOSHER
			ECOLOGICAL CERTIFICATION
			HALAL
Roland Monerrat	France	Feillens	SQF
			KOSHER

COMPANY	COUNTRY	WORKPLACE	CERTIFICATION
S&B Herba Foods	UK	Cambridge	BRC
			FEMAS
			KOSHER
		Liverpool	BRC
Tilda	UK	Rainham (classic site)	KOSHER
			BRC
		Rainham (Jazz site)	FEMAS
			KOSHER
Transimpex	Germany	Lambsheim	BRC
			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 <sup>3</sup> 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 <sub>2</sub> (KGCO <sub>2</sub> /GJNCV)	EF CH <sub>4</sub> (KGCH <sub>4</sub> /GJNCV)	EF N <sub>2</sub> O (KGN <sub>2</sub> O/GJNCV)	UNIT EF	SOURCE NCV
Natural Gas	56.1	0.001	0.0001	kg CO <sub>2</sub> /GJNCV	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.2)
Liquefied Petroleum Gas (LPG)	63.1	0.001	0.0001	kg CO <sub>2</sub> /GJNCV	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.2)
Propane	63.6	0	0	kg CO <sub>2</sub> /GJNCV	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 <sub>2</sub> /GJNCV	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.2)
Butane	66.2	0	0	kg CO <sub>2</sub> /GJNCV	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 <sub>2</sub> /GJNCV	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.2)
Diesel	74.1	0.003	0.0006	kg CO <sub>2</sub> /GJNCV	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.2)
Charcoal	0	0.2	0.004	kg CO <sub>2</sub> /GJNCV	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch. 1 & 2)
Biomass (wood chips)	0	0.03	0.004	kg CO <sub>2</sub> /GJNCV	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch. 1 & 2)
Biomass (rice husk)	0	0.03	0.004	kg CO <sub>2</sub> /GJNCV	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch. 1 & 2)



FUEL IN MOBILE SOURCES	EF CO <sub>2</sub> (KGCO <sub>2</sub> /GJNCV)	EF CH <sub>4</sub> (KGCH <sub>4</sub> /GJNCV)	EF N <sub>2</sub> O (KGN <sub>2</sub> O/GJNCV)	UNIT EF	SOURCE NCV
Liquefied Natural Gas (LNG)	56.1	0.092	0.003	kg CO <sub>2</sub> /GJPCI	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 <sub>2</sub> /GJPCI	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1 & 3)
Gasoline	69.3	0.025	0.008	kg CO <sub>2</sub> /GJPCI	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1 & 3)
Diesel	74.1	0.0039	0.0039	kg CO <sub>2</sub> /GJPCI	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1 & 3)

OTHER DATA ON ACTIVITY	EF CO <sub>2</sub> (KGCO <sub>2</sub> /GJNCV)	EF CH <sub>4</sub> (KGCH <sub>4</sub> /GJNCV)	EF N <sub>2</sub> O (KGN <sub>2</sub> O/GJNCV)	UNIT EF	SOURCE NVC
Rice crop	0	1.3000	0	kg CO <sub>2</sub> /GJPCI	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 <sub>2</sub> /GJPCI	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.5, ch.6)

**Table 3. Emission Factor of biogenic CO<sub>2</sub>**

GAS	EF	UNIT EF
Charcoal	112	kg CO <sub>2</sub> e/GJ
Biomass (wood chips)	112	kg CO <sub>2</sub> e/GJ
Biomass (rice husk)	100	kg CO <sub>2</sub> e/GJ

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

**Table 4. Global Warming Potential of GHG**

GHG	GWP	SOURCE GWP
CO <sub>2</sub>	1	IPPC fourth assessment report
CH <sub>4</sub>	28	IPPC fourth assessment report
N <sub>2</sub> O	265	IPPC fourth assessment report

Table 5. Emission Factor Electricity (based on location)

COUNTRY	EF	UNIT EF	SOURCE EF
Spain	0.2500	kgCO <sub>2</sub> e/kWh	Emission factors, Registration of Carbon Footprint, CO <sub>2</sub> Offset and Absorption Projects. MITERD. April 2021 V. 17
UK	0.2331	kgCO <sub>2</sub> e/kWh	UK Government GHG Conversion Factors for Company Reporting. DEFRA 2020
France	0.0850	kgCO <sub>2</sub> e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME
Germany	0.4610	kgCO <sub>2</sub> e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
Argentina	0.3670	kgCO <sub>2</sub> e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
Belgium	0.2200	kgCO <sub>2</sub> e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
Cambodia	0.8040	kgCO <sub>2</sub> e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
Canada	0.1860	kgCO <sub>2</sub> e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
Denmark	0.3600	kgCO <sub>2</sub> e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
UAE	0.5980	kgCO <sub>2</sub> e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
USA	0.5620	kgCO <sub>2</sub> e/kWh	US EPA. Household Carbon Footprint Calculator
Morocco	0.7180	kgCO <sub>2</sub> e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
Netherlands	0.4150	kgCO <sub>2</sub> e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
Portugal	0.2550	kgCO <sub>2</sub> e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
Romania	0.4990	kgCO <sub>2</sub> e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
Hungary	0.3170	kgCO <sub>2</sub> e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
India	0.9120	kgCO <sub>2</sub> e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
Italy	0.4060	kgCO <sub>2</sub> e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
Thailand	0.5130	kgCO <sub>2</sub> e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
Steam or heat purchased and consumed	0.1726	kgCO <sub>2</sub> e/kWh	UK Government GHG Conversion Factors for Company Reporting. DEFRA 2020
Cooling purchased and consumed	0.0165	kgCO <sub>2</sub> 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 (SF6)	22,800
HFC-152	53
HFC-161	12
HFC-236cb	1,340
HFC-236ea	1,370
HFC-245ca	693
HFC-365mfc	794
R717 (ammonia)	0

COOLANTS	EF
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 CO<sub>2</sub>e/kg coolant

Source: IPCC Fourth Assessment Report

Table 7. Emission Factors of Pollutants NOx, CO, SOx, COV, PM

	STATIONARY COMBUSTION		
GJ POLLUTANT	NATURAL GAS+LNG+LPG+BUTANE+PROPANE FC (G/GJ)	GASOLINE+DIESEL FC (G/GJ)	RICE HUSK +WOOD CHIPS +CHARCOAL 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 POLLUTANT	GASOLINE FC (G/GJ)	DIESEL FC (G/GJ)	LPG FC (G/GJ)	LNG FC (G/GJ)
CO	1,911.64	77.42	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 CH4 (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

