

## SOCIAL CASH FLOW

Ebro Foods 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, support for the value chain and investment in R&D and innovation.

Over 95% of the income generated during the year was distributed among its stakeholders in 2015.

SOCIAL CASH FLOW	2015	2014
<b>Economic value generated</b>		
Net turnover	2,461,915	2,120,722
Other income	31,448	29,581
Interest income	31,112	32,470
Share of profits of associates	3,629	1,985
	<b>2,528,104</b>	<b>2,184,758</b>
<b>Economic value distributed</b>		
Consumption and other external expenses	1,391,646	1,189,285
Employee benefits	306,304	261,710
Other operating expenses	484,626	421,922
Interest expense	43,183	24,758
Corporate income tax	79,034	64,407
Net income from discontinued operations	0	2,223
Dividends(*)	102,657	76,932
	<b>2,407,450</b>	<b>2,041,237</b>
<b>Economic value retained</b>	<b>120,654</b>	<b>143,521</b>

Thousand of euros

(\*) Dividends paid in the corresponding year

**EC5 - Ratio of the entry level wage paid by the Group to its employees and the local minimum wage stipulated by law**  
(broken down by significant business units and business units in developing countries)

SIGNIFICANT BUSINESS UNITS	%
Herba Ricemills (Spain)	+ 86.90%
NWP Group (USA and Canada)	+ 93.84%
Panzani Group (France)	+ 10%
Riviana Group (USA)	+ 34%
BUSINESS UNITS IN DEVELOPING COUNTRIES	%
Herba Egypt (Egypt)	+ 40%
Ebro India (India)	+ 29.27%
Mundi Riz (Morocco)	0%

**EC6 - Percentage of senior management hired from the local community** (broken down by significant business units and business units in developing countries)

SIGNIFICANT BUSINESS UNITS	NATIONAL EXECUTIVES
Herba Ricemills (Spain)	100%
NWP Group (USA and Canada)	80%
Panzani Group (France)	100%
Riviana Group (USA)	50%

BUSINESS UNITS IN DEVELOPING COUNTRIES	NATIONAL EXECUTIVES
Ebro India (India)	80%
Herba Egypt (Egypt)	60%
Mundi Riz (Morocco)	100%

