

Principles and orientation of this Report

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1 Dialogue with stakeholders



[G4-18] [G4-24] [G4-27]

This report was prepared following the guidelines of the International Integrated Reporting Council (IIRC) and the Global Reporting Initiative (GRI), G4 guidelines and the food sector supplement. Consequently, the report includes some of the basic contents promoted by both guidelines, those of the GRI being marked with the corresponding indicator.

Dialogue with stakeholders

The Ebro Group engages in constant dialogue with its stakeholders to identify their principal concerns and incorporate their suggestions in the design and implementation of its Corporate Social Responsibility (CSR) action plans.

The company's main groups of 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.

Channels of dialogue with our stakeholders

STAKEHOLDERS	CHANNELS OF DIALOGUE BETWEEN THE EBRO GROUP AND ITS STAKEHOLDERS
Shareholders	Corporate website Electronic shareholders' mailbox Shareholders' office CNMV regulatory announcements Investor Relations Department Meetings with analysts and investors Roadshows General Meeting of Shareholders Quarterly reports Annual Report Social networks Press releases Reporting channel of the Code of Conduct (COC)

Channels of dialogue with our stakeholders

STAKEHOLDERS	CHANNELS OF DIALOGUE BETWEEN THE EBRO GROUP AND ITS STAKEHOLDERS
Employees	<ul style="list-style-type: none"> Corporate website and websites of our subsidiaries Corporate Intranet Suggestion box Social networks Mailbox Digital newsletter Blogs (corporate and brand) Mailshots Department Days Works Council HR contacts Corporate Communications Department Annual Report Reporting channel of the COC
Customers, consumers and distributors	<ul style="list-style-type: none"> Corporate website and websites of our subsidiaries Customer services department Electronic mailboxes in each of the Group companies Parent company mailbox (comunicacion@ebrofoods.es) Advertising and Marketing Satisfaction surveys Regular one-to-one meetings and visits Social networks Blogs (corporate and brand) Trade fairs, forums and conferences Annual Report Reporting channel of the COC
Suppliers	<ul style="list-style-type: none"> Corporate website and websites of our subsidiaries Meetings with the Purchasing Departments of Group companies Supplier Code of Conduct Regular visits to suppliers Surveys Assessments through Sedex Annual Report Social networks Reporting channel of the COC

Channels of dialogue with our stakeholders

STAKEHOLDERS	CHANNELS OF DIALOGUE BETWEEN THE EBRO GROUP AND ITS STAKEHOLDERS
Society	<p>Corporate website and websites of our subsidiaries</p> <p>Website of the Ebro Foods Foundation</p> <p>Social networks</p> <p>Corporate blog</p> <p>Annual Report</p> <p>Communications and CSR Department</p> <p>Press releases</p> <p>Parent company mailbox (comunicacion@ebrofoods.es)</p> <p>Meetings with NGOs and social action institutions</p> <p>Meetings with local authorities</p> <p>Meetings with resident associations</p> <p>Reporting channel of the COC</p>
Media	<p>Corporate website and websites of our subsidiaries</p> <p>Corporate Communications Department</p> <p>Parent company mailbox (comunicacion@ebrofoods.es)</p> <p>Press releases</p> <p>CNMV regulatory announcements</p> <p>Social networks</p> <p>Corporate blog</p> <p>Regular meetings with different media</p> <p>Interviews</p> <p>Surveys and questionnaires</p> <p>Annual Report</p>



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Materiality and identification of important issues



The contents of this Report have been defined according to the most important social, environmental and/or economic issues for the Ebro Group and its stakeholders.

First of all, these issues were identified through an analysis that contemplated:

- I.** The strategic vision of the company
- II.** The expectations of our principal stakeholders
- III.** Sector trends
- IV.** Information required for external assessments

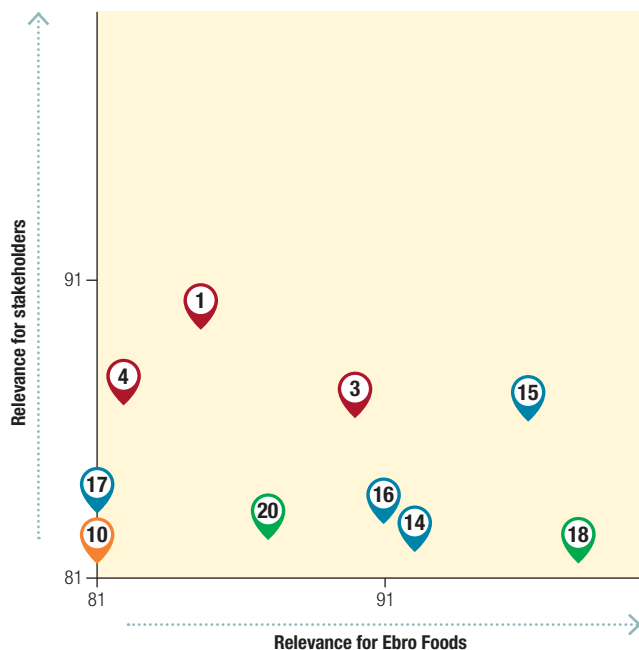
The following issues were thus defined as important for our Report:

- I.** Quality in employment: job stability, professional development and retaining of talent
- II.** Health and safety at work
- III.** Socioeconomic impact
- IV.** Innovation
- V.** Health benefits of food products
- VI.** Food Safety and Quality
- VII.** Sustainable agriculture
- VIII.** Sustainability of the value chain
- IX.** Respect for the environment
- X.** Transparency

To see whether there are any other issues that may be important for our stakeholders or any additional areas requiring attention, in 2017 we updated our materiality analysis, assisted by the independent firm Forética. That analysis contemplates the expectations of our stakeholders (authorities, customers, employees, investors, media, NGOs and suppliers) in Spain, North America, France, Italy, the Netherlands, India and Morocco, and our Corporate Administration, represented by the Audit and Compliance Committee.

After identifying the Group's principal challenges and opportunities in sustainability, analysing its CSR strategy 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



Three aspects stand out for their relevance for the organization and its stakeholders:



Maximizing sustainability, quality and food safety all along the value chain.



Preventing accidents and damage by enhancing workplace safety (direct and indirect production and distribution employees)



Implementing environmental policies (particularly those related with climate change and responsible water management)

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