
CORPORATE SOCIAL
Responsibility Model





EBRO FOODS, S.A.

Corporate Social Responsibility Model

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

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

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

1. Diagnosis of the sustainability measures taken by the different companies in the Group.
2. Detailed analysis of our value chain with a view to identifying the potential risks and impacts, both positive and negative, of our operations. Within this process we have identified three key areas, in which we can make the most valuable contributions to society, as they are inherent in our core business and present throughout the entire chain: (i) nutrition and health, (ii) agricultural development, by promoting and implementing sustainable agricultural practices, and (iii) environmental management.
3. Constant dialogue with our internal and external stakeholders, which has enabled us to identify their main concerns and incorporate their suggestions in the design and implementation of the Group's action plans.

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.

STAKEHOLDERS **CHANNELS OF DIALOGUE BETWEEN THE EBRO GROUP AND ITS STAKEHOLDERS**

Shareholders	<ul style="list-style-type: none"> ➤ 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 media ➤ Press releases ➤ Reporting channel of the Code of Conduct (COC)
Employees	<ul style="list-style-type: none"> ➤ Corporate website and websites of our subsidiaries ➤ Corporate Intranet ➤ Suggestion box ➤ Social media ➤ Mailbox ➤ Department Days ➤ Works Council ➤ HR contacts ➤ Corporate Communications Department ➤ Comité de Empresa ➤ Interlocutores de RRHH ➤ Departamento de Comunicación Corporativa ➤ 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 media ➤ 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 media ➤ Reporting channel of the COC



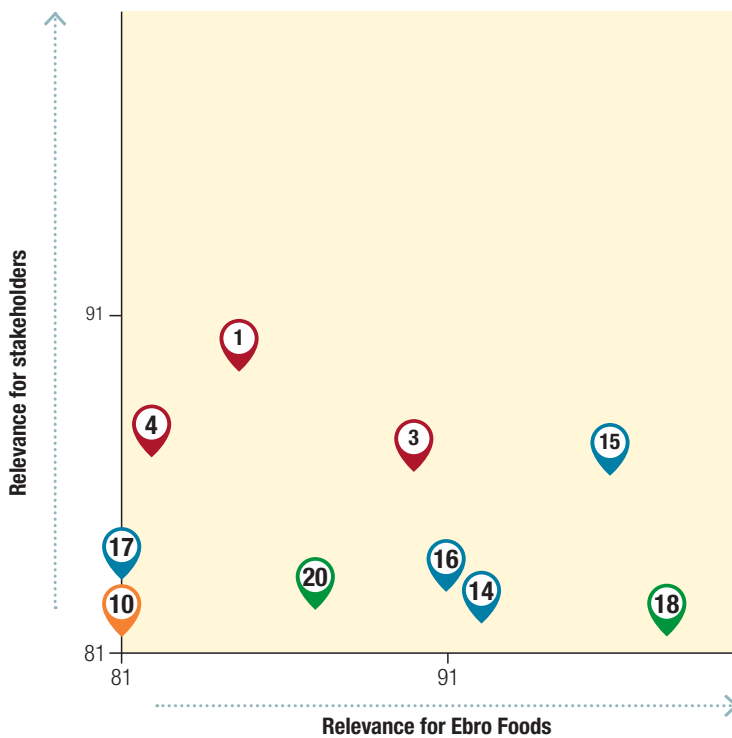
STAKEHOLDERS	CHANNELS OF DIALOGUE BETWEEN THE EBRO GROUP AND ITS STAKEHOLDERS
Society	<ul style="list-style-type: none"> ➤ Corporate website and websites of our subsidiaries ➤ Website of the Ebro Foods Foundation ➤ Social media ➤ Corporate blog ➤ Annual Report ➤ Communications and CSR Department ➤ Press releases ➤ Parent company mailbox (comunicacion@ebrofoods.es) ➤ Meetings with NGOs and social action institutions ➤ Meetings with local authorities ➤ Meetings with resident associations ➤ Reporting channel of the COC
Media	<ul style="list-style-type: none"> ➤ Corporate website and websites of our subsidiaries ➤ Corporate Communications Department ➤ Parent company mailbox (comunicacion@ebrofoods.es) ➤ Press releases ➤ CNMV regulatory announcements ➤ Social media ➤ Corporate blog ➤ Regular meetings with different media ➤ Interviews ➤ Surveys and questionnaires ➤ Annual Report

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 administration, 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



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

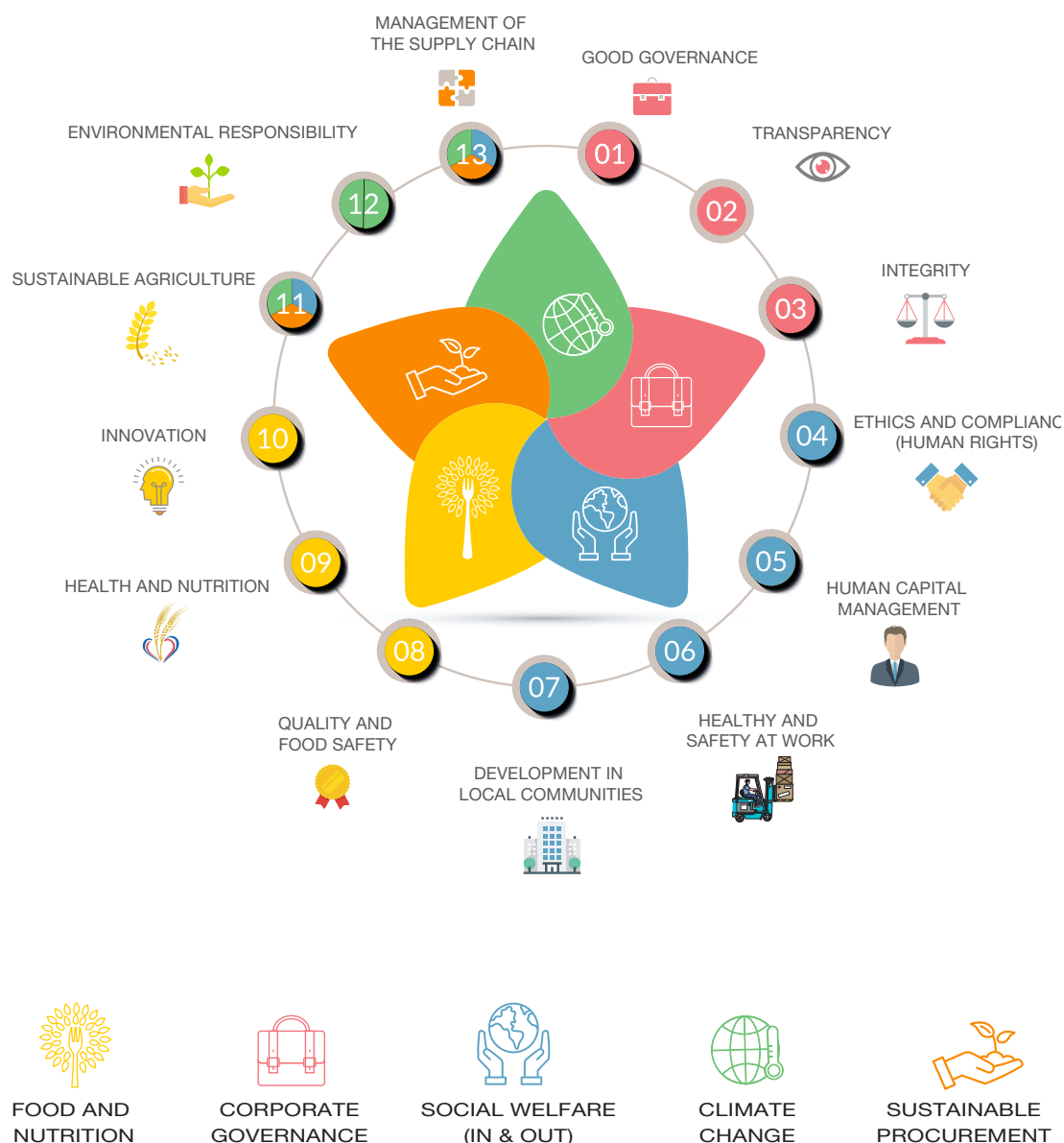
- 17 Promote the implementation of management systems and tools to maximise quality and information for consumers

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

Five strategic focal points have been identified through this procedure: **Our Team, Our Community, Our Public, Our Shareholders and Our Environment**, and five areas for action organised around the economic, environmental, social and governance pillars, namely: **Corporate Governance, In&Out Social Well Being, Food and Nutrition, Sustainable Procurement and Climate Change**.

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



To secure effective development of these 13 priorities, last December the board of directors of Ebro Foods approved the Global Sustainability Plan “Heading for 2030”, with the slogan “Caring for you, Caring for the earth, Caring for food”. The Plan lays out the guidelines and action plans to be followed by the Ebro Group from 2019 to 2030 to: (i) implement and guarantee sustainability throughout its value chain, (ii) satisfy the demands and expectations of its stakeholders and (iii) contribute towards achievement of the Agenda 2030.

REGULATORY FRAMEWORK

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

1. Code of Conduct of the Ebro Group
2. Supplier Code of Conduct
3. Corporate Social Responsibility Policy
4. Social Policy
5. Risk Control and Management Policy
6. Corporate Governance Policy
7. Internal Code of Market Conduct
8. Policy for Selecting Candidates to be Director
9. Senior Executive Remuneration Policy
10. Dividend Policy
11. Investment and Financing Policy
12. Treasury Stock Policy
13. Policy on Communication and Relations with Shareholders, Institutional Investors and Proxy Advisors



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 www.pactomundial.org</p>
	<p>Member of the Redistribution Committee of the Spanish Commercial Coding Association (AECOC) project against food waste "Don't waste food, use it" http://www.alimentacionsindesperdicio.com/</p>
	<p>Member of the SERES Foundation http://www.fundacionseres.org/Paginas/Inicio.aspx</p>
	<p>Member of Forética http://www.foretica.org/</p>
	<p>Member of Fundación Lealtad http://www.fundacionlealtad.org/</p>
	<p>Protector member of Fundación Secot http://www.secot.org/</p>
	<p>Sustainable Agriculture Initiative (SAI) Platform http://www.saiplatform.org/</p>
	<p>Sustainable Rice Platform (SRP) http://www.sustainablerice.org/</p>
	<p>Cool Farm Alliance (CFA) https://coolfarmtool.org/cool-farm-alliance/</p>
	<p>Ecovadis https://www.ecovadis.com/es/</p>

EXTERNAL ASSESSMENTS

Since 2015, Ebro Foods has been part of the FTSE4Good Index Series, an international sustainability index that includes companies that prove their commitment and leadership in environmental, social and corporate governance aspects. Inclusion in this index confirms our condition as a socially responsible investment vehicle.