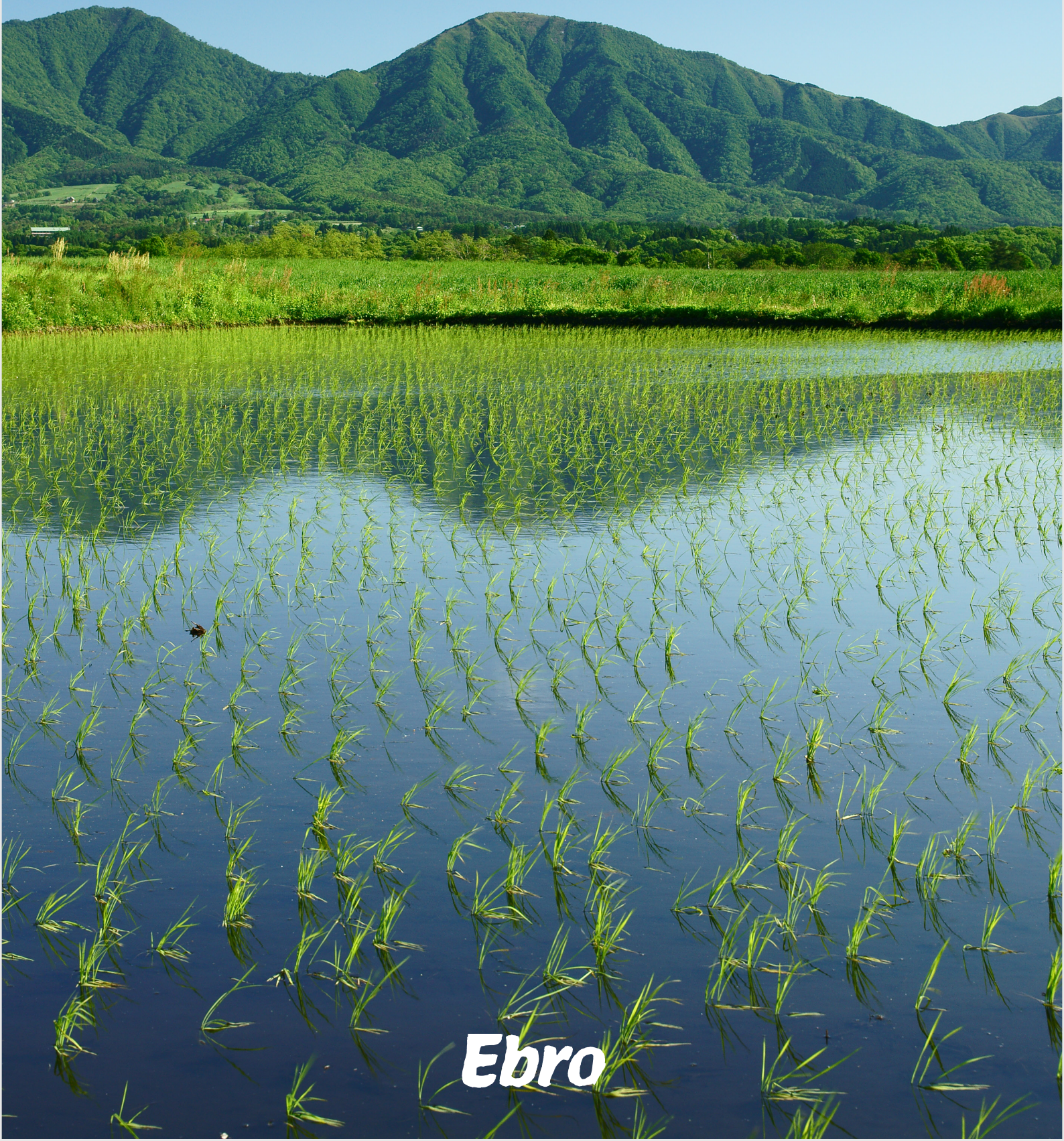


CORPORATE SOCIAL RESPONSIBILITY REPORT 2019



Ebro



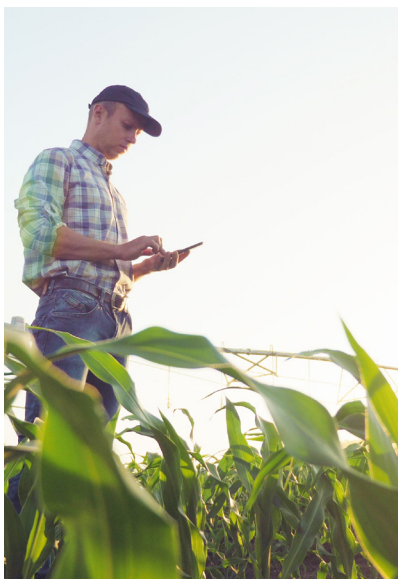
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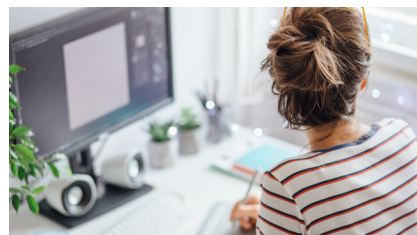
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ABOUT THIS REPORT



EBRO FOODS, S.A.

ABOUT THIS REPORT

REPORTING PERIOD

2019

MOST RECENT PREVIOUS REPORT

2018

REPORTING FREQUENCY

Annual

REPORTING FRAMEWORK

In this statement we report on the social, environmental and/or economic aspects that are important for the Ebro Group. The report has been prepared 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 except for the Tilda Group, a rice business specialising mainly in the basmati variety, which was acquired on 28 August 2019 and its final consolidation on a non-financial level was not completed until practically the end of the year. Consequently, it will be included in the Corporate Social Responsibility Report of the Consolidated Group as from 2020. In this regard, it should be noted that the reporting perimeter of this Report does not coincide with that of the Consolidated Annual Accounts, which do include the Tilda Group in the financial report.

The offices of Ebro Foods, S.A. in Granada, Neofarms Bio (Argentina), Herba Ricemills Rom, SRL (Romania) and Transimpex Warenhandelsgesell-Schaft, Mbh (Hamburg), all leased, and the three industrial plants of La Loma Alimentos, S.A. (Argentina) have also been excluded from the environmental report because their quantitative data had not been received by the closing date for this report (see Annex 1).

CHANGES IN THE REPORTING PERIMETER IN RESPECT OF 2018

The main changes in the perimeter for consolidated reporting are:

1. Exclusion of JILOCA, S.A., CELNAT, S.A.S., VEGETALIA, S.L. and HERBA EGYPT RICEMILLS, LTD. The first three were sold and the fourth was shut down during 2019.
2. Inclusion of TRANSIMPEX, Warenhandelsgesell-Schaft, Mbh, LA LOMA ALIMENTOS, S.A. and NEOFARMS BIO, S.A., which were incorporated in the Ebro Group during the second half of 2018, so they are included in the consolidated report for the first time in 2019.

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

SOCIAL RESPONSIBILITY MODEL



EBRO FOODS, S.A.

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 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:

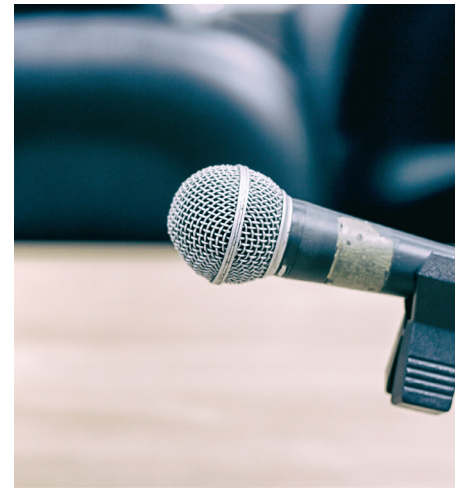
1. Diagnosis of the sustainability measures taken by the different companies in the Group.
2. Detailed analysis of our value chain with a view to identifying the potential risks and impacts, both positive and negative, of our operations. Within this process we have identified three key areas, in which 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 ➤ 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 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 |
| 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 |

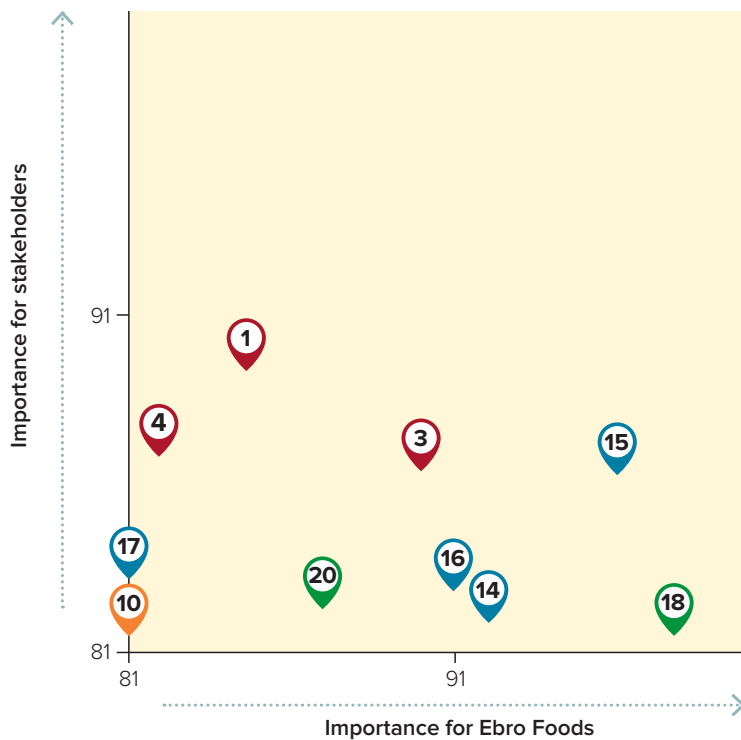


| STAKEHOLDERS | CHANNELS OF DIALOGUE BETWEEN THE Ebro GROUP AND ITS STAKEHOLDERS |
|--------------|--|
| Media | <ul style="list-style-type: none"> ▶ Corporate website and websites of our subsidiaries ▶ Corporate Communications Department ▶ Parent company mailbox (comunicacion@ebrofoods.es) ▶ Press 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.

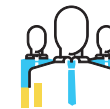
GLOBAL MATERIALITY MATRIX



Three aspects stand out for their importance for the organisation and its stakeholders:



Maximising the sustainability, quality and safety of food throughout the value chain



Preventing and avoiding accidents and damage by improving the safety of direct and indirect jobs (manufacturing and distribution)



Implementing environmental policies (especially those related with climate change and water)

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 Manage human resources responsibly (equality, work-life balance, diversity)

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

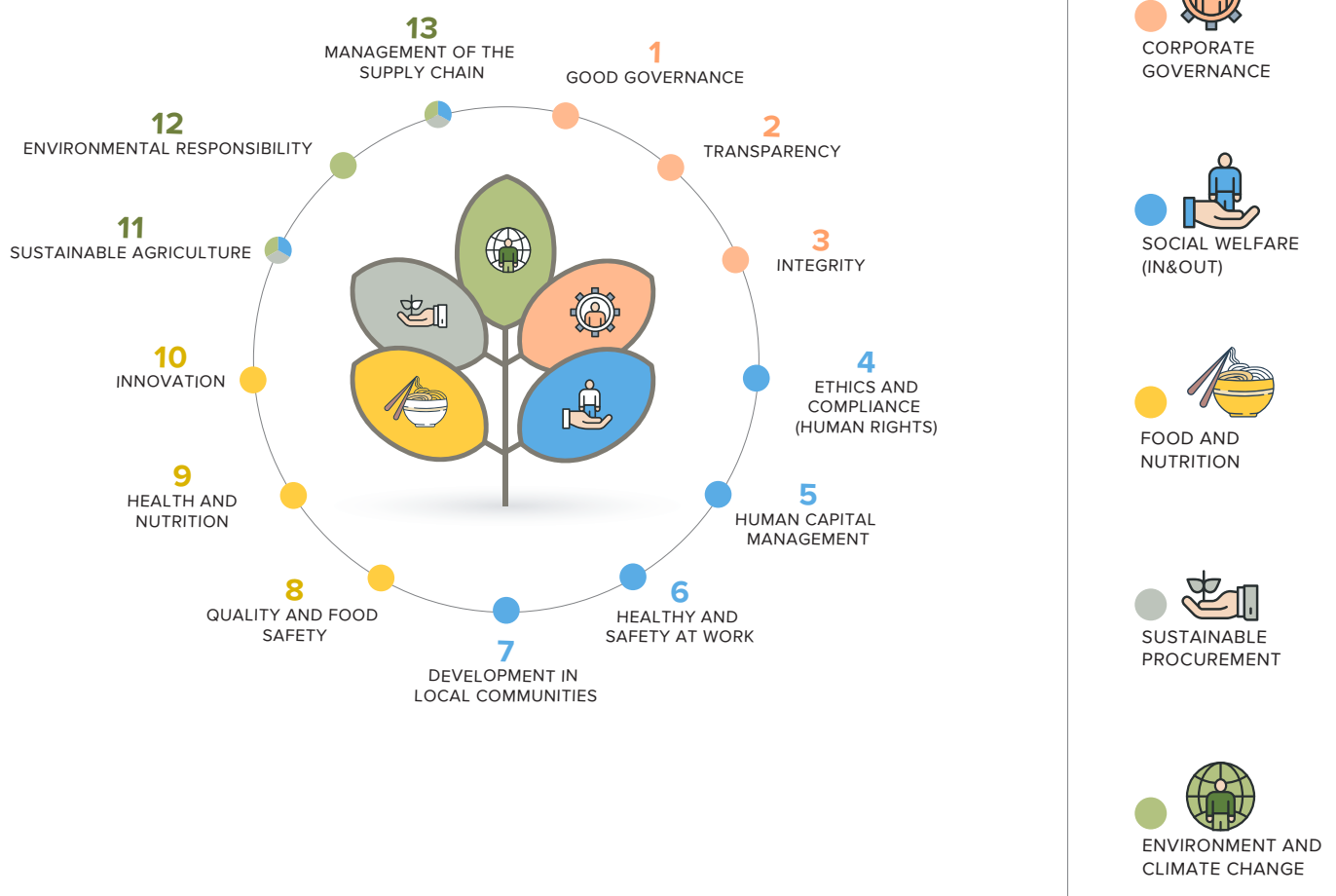
IMPLEMENT ENVIRONMENTAL POLICIES

- 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.

CSR Model



To make these 13 priorities effective, during 2019 we embarked on the Global Sustainability Plan **HEADING FOR 2030** ["RUMBO A 2030"], with the slogan **Caring for you and the Planet**. This Plan lays down the guidelines and action plans that the Ebro Group will implement from 2019 to 2030 to meet the demands and expectations expressed by our stakeholders in the materiality analysis, contribute towards achievement of the Agenda 2030 and minimise 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 achieve a good work-life balance 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.

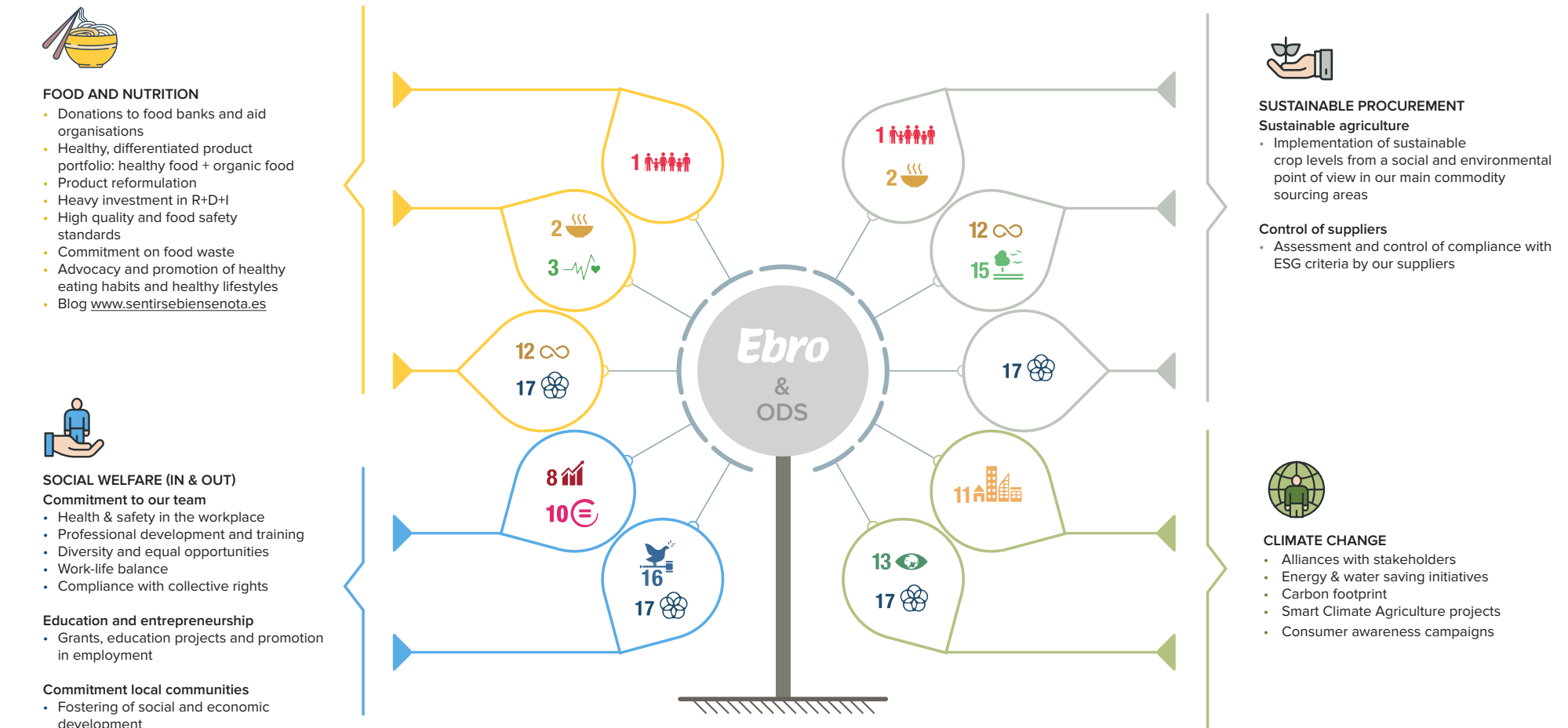
Our primary goals in caring for the planet are to guarantee the environmental efficiency of all the Group's operations, working to mitigate and adapt to the effects of climate change and the sustainability of our principal raw materials.

As for the third pillar, with the aim of securing the health and well-being of our consumers, in addition to its heavy investment in R&D and innovation to guarantee a broad range of safe, healthy products, the Group will continue to oversee the quality and food safety of those products while actively promoting healthy eating habits and lifestyles.

2019 was the starting point for this Plan and the definition of part of the indicators that will monitor the progress achieved in each of the goals up to 2030. We will be able to report on the progress towards each goal as from 2020. During this year, 2020, we will also complete quantification of the goals yet to be determined within HEADING FOR 2030, essentially those referring to the environment. In addition, a specific microsite has been set up on the domain caringforyouandtheplanet.com as an information and monitoring tool for the Plan.

ALIGNMENT OF THE MODEL WITH THE SDG












All the Ebro Group's CSR actions are directly or indirectly related with the 17 Sustainable Development Goals, although considering the nature of our business, we have a greater impact and, therefore, can make a greater contribution to 11 of them.



1 End poverty in all its forms everywhere 2 End hunger, achieve food security and improved nutrition and promote sustainable agriculture 3 Ensure healthy lives and promote well-being for all at all ages 8 Promote inclusive and sustainable economic growth, employment and decent work for all 10 Reduce inequality within and among countries 11 Sustainable cities and communities 12 Ensure sustainable consumption and production patterns 13 Take urgent action to combat climate change and its impacts 15 Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss 16 Peace and justice 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 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>Sedex https://www.sedexglobal.com/es/</p> |
|  | <p>Ecovadis https://www.ecovadis.com/es/</p> |
|  | <p>Ceflex https://cefex.eu/</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. Our inclusion in this index verifies that we are a socially responsible investment vehicle.

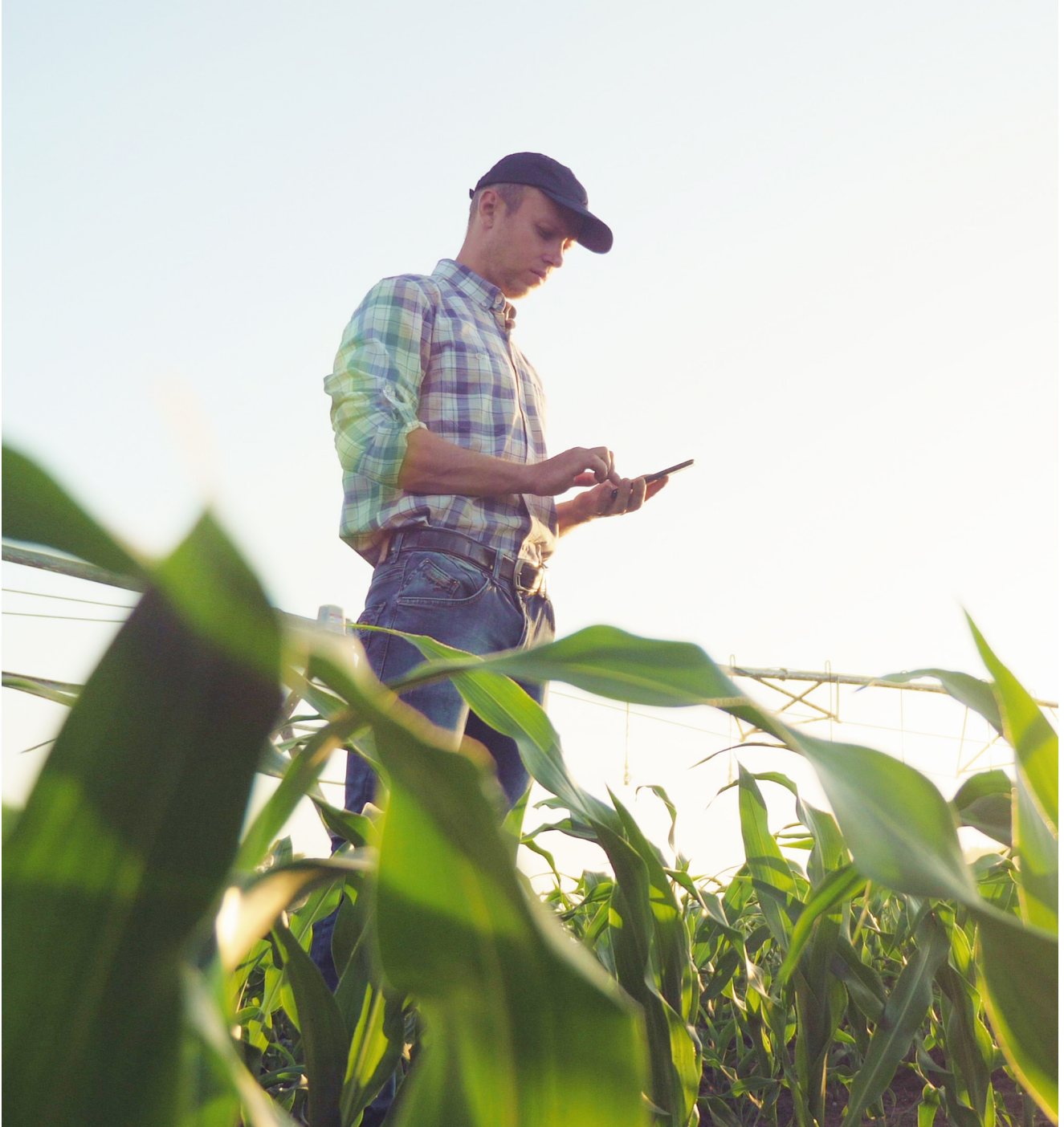
REGULATORY FRAMEWORK

In order to define the general guidelines of the Group and its associates, the Ebro Foods board approved in 2015 the following policies and principles of conduct:

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

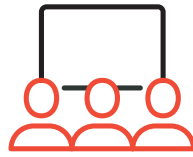
In addition to the foregoing, in 2019 the Board of Directors of Ebro approved the Group's Policy against Corruption and Bribery.

HUMAN RIGHTS



EBRO FOODS, S.A.

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/>).

GRIEVANCE AND FOLLOW-UP MECHANISMS

The main grievance mechanism is the reporting channel of the Code of Conduct (canaldedenuncias@ebrofoods.es), through which any persons bound by the Code may report any breach of the principles set out therein, under a guarantee of absolute confidentiality. Only the Chair of the Audit and Compliance Commission of the Group parent has access to that e-mail account, which is protected with IT security systems to prevent any unauthorised access. The Committee Chair is responsible for prioritising, processing, investigating and solving grievances according to their importance and nature, assisted by the Compliance Unit.

In addition to the confidential reporting channel, the Human Resources Departments of the different companies in the Group can also process, investigate and solve any incidents that may arise within their respective companies.

Four incidents of discrimination were reported in Riviana Foods (USA) during 2019. Two did not require any action by the Company, in one case a situation was detected that required remedial action and the other is currently pending solution.

| 2019 | | | | | |
|---------|-----|-------|-----------|--------|-------|
| COMPANY | MEN | WOMEN | ADDRESSED | SOLVED | TOTAL |
| Riviana | 3 | 1 | 4 | 3 | 4 |

| 2018 | | | | | |
|---------|-----|-------|-----------|--------|-------|
| COMPANY | MEN | WOMEN | ADDRESSED | SOLVED | TOTAL |
| Riviana | 3 | 2 | 5 | 1 | 5 |

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

| COMPANY | SITE | COUNTRY | DATE | TYPE OF AUDIT | AUDIT COMPANY |
|--------------------------|--------------------------|----------------|------------|---------------|-------------------------|
| Geovita | Bruno (AT) | ITALY | 14/02/2020 | SMETA | SGS Italy |
| Herba Ingredients BV | Plants B, C, E, F | BELGIUM | 20/12/2019 | SMETA | SGS CBE Belgium |
| S&B Herba Foods | Regent Mill | UNITED KINGDOM | 08/08/2019 | SMETA | BVCERT 4 Pillar Audits |
| S&B Herba Foods | Fulbourn Mill | UNITED KINGDOM | 16/05/2019 | SMETA | BVCERT 4 Pillar Audits |
| Ebro India | Ebro India | INDIA | 10/07/2019 | SMETA | DNV GL |
| Herba Ricemills | La Rinconada | SPAIN | 18/06/2019 | SMETA | Intertek Spain |
| Herba Ricemills | San Juan de Aznalfarache | SPAIN | 25/04/2019 | WCA | Intertek |
| Bertagni | Vicenza | ITALY | 27/02/2019 | WCA | Intertek |
| Garofalo | Gragnano | ITALY | 21/01/2019 | SA8000 | DNV GL |
| Garofalo | Gragnano | ITALY | 30/07/2019 | SA8000 | DNV GL |
| Herba Bangkok | Nong Khae | THAILAND | 16/11/2018 | BSCI | BureauVeritas |
| Herba Bangkok | Nong Khae | THAILAND | 13/09/2019 | Fair Trade | Flocert |
| Lassie | Wormer | NETHERLANDS | 06/12/2019 | SMETA | SGS |
| Riviana (Pasta Business) | Winchester | USA | 05/03/2019 | SMETA | SGS North America, Inc. |



TRAINING ON HUMAN RIGHTS POLICIES AND PROCEDURES GIVEN DURING THE YEAR

Specific training on human rights has been given in the following Group companies during the year:

| COMPANY | 2019 | | | | 2018 | | | |
|-----------------|-----------------------|-----------|-----------------|----------------------|-----------------------|-----------|-----------------|----------------------|
| | NO. EMPLOYEES TRAINED | NO. HOURS | TOTAL EMPLOYEES | % OF TOTAL EMPLOYEES | NO. EMPLOYEES TRAINED | NO. HOURS | TOTAL EMPLOYEES | % OF TOTAL EMPLOYEES |
| Ebro India | 151 | 2 | 151 | 100.00% | 123 | 2 | 123 | 100.00% |
| Garofalo | --- | --- | --- | --- | 134 | 1 | 193 | 69.43% |
| Herba Bangkok | 124 | 1 | 227 | 54.63% | 188 | 1 | 188 | 100.00% |
| Herba Cambodia | 6 | 3 | 6 | 100.00% | 6 | 3 | 6 | 100.00% |
| Lassie | 71 | 1 | 71 | 100.00% | --- | --- | --- | --- |
| S&B Herba Foods | 4 | 1 | 106 | 3.77% | 8 | 2 | 104 | 7.69% |
| Transimpex | 64 | 1 | 64 | 100.00% | --- | --- | --- | --- |

The Ebro Group did not have any security personnel on its payroll during 2019.

HUMAN RIGHTS DUE DILIGENCE

To support the Group's commitment to Human Rights, the Sustainability Plan HEADING FOR 2030 contemplates a specific working area in Human Rights for the coming years. Accordingly, the main actions that will be taken as from this year 2002 are: (i) a due diligence process to identify the possible impacts of our organisation on Human Rights and draw up a map of significant issues in this area, for both our businesses and the value chain; and (ii) further awareness and training programmes promoted by the parent in addition to those already in place.

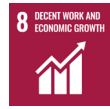
VALUE CREATION MODEL

- Social cash flow [Pag 19](#)
- Tax information [Pag 19](#)
- Anti-corruption and bribery measures [Pag 21](#)
- Commitment to the development of local communities [Pag 23](#)



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.

SOCIAL CASH FLOW

| (000€) | 2019 | 2018* |
|---|--------------------|--------------------|
| Economic value generated | | |
| Net turnover | 2,813,298 | 2,613,947 |
| Other income | 11,840 | 37,370 |
| Interest income | 24,954 | 22,862 |
| Share of profits of associates | 5,243 | 5,017 |
| | 2,855,335 | 2,679,196 |
| Economic value distributed | | |
| Consumption & other external expenses | (1,518,029) | (1,443,203) |
| Employee benefits | (388,751) | (353,975) |
| Other operating expenses | (597,010) | (547,961) |
| Interest expense | (40,476) | (31,290) |
| Corporate income tax | (64,233) | (63,036) |
| Net income from discontinued operations | 16,043 | 626 |
| Contribution to not-for-profit entities | (2,734) | (2,280) |
| Dividends(**) | (98,588) | (95,566) |
| | (2,693,778) | (2,536,685) |
| ECONOMIC VALUE RETAINED | 161,557 | 142,511 |

(*) The information for 2018 does not include the businesses in which we divested during 2019

(**) Dividends paid in the corresponding year

TAX INFORMATION

With a view to guaranteeing responsible compliance with the tax laws in place in the jurisdictions in which it operates, the Ebro Group has developed several procedures to secure transparent, honest tax management and payment of taxes.

The Ebro Group does not use opaque structures consisting of interposing base companies in low-tax or non-tax countries and/or territories not cooperating with the tax authorities. Nor does it engage in any business in any of the jurisdictions listed as tax havens in Supplementary Provision 1 of the Spanish Tax Fraud Prevention Measures Act 36/2006, as amended by Final Provision 2 of Act 26/2014 of 27 November.

In 2019, the Ebro Group directly paid €63.8 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 in the USA and the smaller rebates in Spain for advance tax paid in earlier years.

BREAKDOWN OF TAX PAYMENTS

| (000€) | 2019 | 2018 |
|-----------------|--------|--------|
| Income Tax paid | 53,506 | 31,490 |

TAXES PAID, BY COUNTRIES

| (000€) | 2019 | | 2018 | |
|----------------|---------------|---------------|---------------|---------------|
| | NET IT | OTHER TAXES | NET IT | OTHER TAXES |
| Spain | 2,734 | 445 | (17,323) | 1,039 |
| Rest of Europe | 21,431 | 6,003 | 30,876 | 6,185 |
| America | 28,550 | 3,939 | 16,445 | 4,837 |
| Asia | 219 | 0 | 1,065 | 47 |
| Africa | 572 | 0 | 427 | 111 |
| TOTAL | 53,506 | 10,387 | 31,490 | 12,219 |

| MOST SIGNIFICANT COUNTRIES (000€) | IT | OTHER TAXES |
|-----------------------------------|--------|-------------|
| Spain | 2,734 | 445 |
| France | 12,629 | 5,853 |
| Italy | 4,164 | 150 |
| USA | 26,502 | 3,371 |
| UK | 2,651 | 0 |

PRE-TAX PROFIT, BY COUNTRIES

| (000€) | 2019 |
|----------------|----------------|
| | PRE-TAX PROFIT |
| Spain | (801) |
| Rest of Europe | 91,333 |
| America | 106,682 |
| Asia | 2,133 |
| Africa | (869) |
| TOTAL | 198,478 |

| MOST SIGNIFICANT COUNTRIES (000€) | PRE-TAX PROFIT |
|-----------------------------------|----------------|
| Spain | (801) |
| France | 46,943 |
| Italy | 20,321 |
| USA | 103,891 |

PUBLIC GRANTS RECEIVED

| (000€) | 2019 | 2018 |
|---------------------------|-------|------|
| Capital grants received | 6,375 | 131 |
| Operating grants received | 427 | 537 |

COMPLIANCE

None of the companies in the Ebro Group has been fined for non-compliance with the law and standards or received any claims in respect of social impact.

ANTI-CORRUPTION AND BRIBERY MEASURES

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 2019, the existing criminal risk map was reviewed and updated with counselling from external specialists. That work is expected to be completed during the

first half of 2020. Within that review and updating process, a specific training plan is to be designed for employees, which will include training on the prevention of corruption and fraud, owing to its importance.

- 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.
- In the Group's North American subsidiaries, which account for a very large proportion of its business, there are specific policies and measures to control and mitigate the risk of committing this type of offence. In particular, and in pursuance of the special requirements under local laws, the North American companies have the Anti-Corruption, Bribery and Compliance Policy, adapted to US (FCPA) and Canadian (CFPOA) laws on corruption. That policy establishes 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. Also 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 Panzani Group implemented a Code of Conduct to combat and prevent corruption as of 1 January 2020. 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 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 can confidentially report any indication of infringement of the Code of Conduct, with guaranteed protection from reprisals.

In the same context, just as in 2018, the companies Riviana Foods, Catelli Foods Corporation and Ebro India provided anti-corruption training for their employees in 2019. That ongoing training is included in regular training plans, thus ensuring the constant updating of employee knowledge on the matter. Other subsidiaries that have also provided training in this area are Herba Bangkok (Thailand), Lassie (Netherlands) and S&B Herba Foods (UK).

| COMPANY | 2019 | | | 2018 | | |
|-----------------|---------------|---|------------------------|---------------|---|------------------------|
| | NO. EMPLOYEES | NO. EMPLOYEES RECEIVING ANTICORRUPTION TRAINING | % OF EMPLOYEES TRAINED | NO. EMPLOYEES | NO. EMPLOYEES RECEIVING ANTICORRUPTION TRAINING | % OF EMPLOYEES TRAINED |
| Catelli | 369 | 369 | 100.00% | 368 | 368 | 100.00% |
| Ebro India | 151 | 151 | 100.00% | 123 | 123 | 100.00% |
| Herba Bangkok | 227 | 124 | 54.63% | --- | --- | 0.00% |
| Lassie | 71 | 71 | 100.00% | --- | --- | 0.00% |
| Riviana | 1,214 | 1,214 | 100.00% | 1,274 | 1,274 | 100.00% |
| S&B Herba Foods | 106 | 106 | 100.00% | 104 | 0 | 0.00% |

In France, employees are to receive tutorials and specific training in the prevention of corruption during 2020.

No cases of corruption have been reported in any companies of the Ebro Group. Nor have any of the Group's business partners reported any cases of this nature.

PUBLIC POLICY

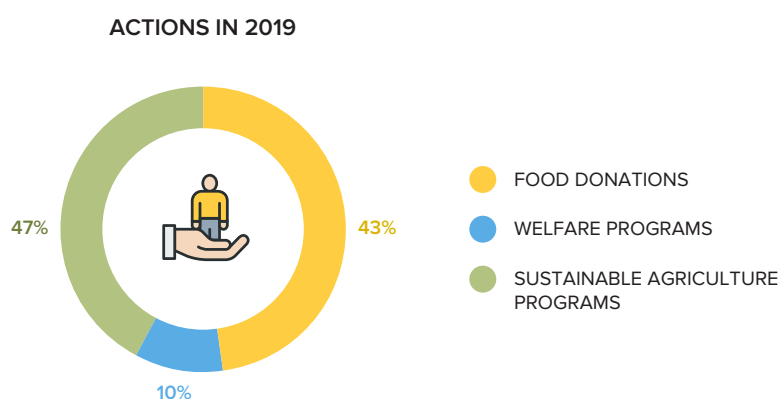
The Ebro Group declares its political neutrality and establishes in its COC the prohibition for its professionals to make any contributions to political parties, authorities, organisations, public administration and institutions in general in its name or on behalf of any of the companies in the Ebro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

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.

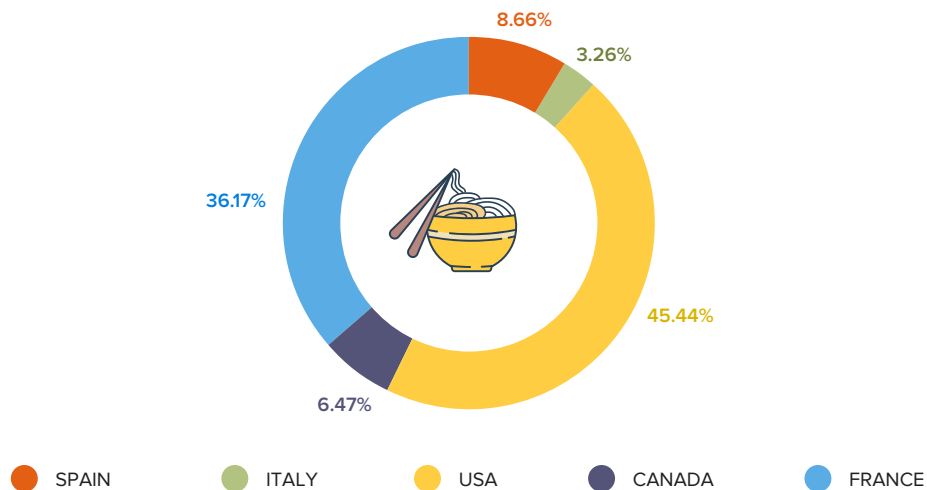
Through the Ebro Foundation and its different companies, the Group allocated €5,309,656 to implementing this commitment in 2019, participating in projects created by different not-for-profit organisations, and promoting and developing motu proprio initiatives of social and environmental interest.



DONATIONS OF FOOD

Total donations to food banks by Group companies in Spain, France, USA, Canada and Italy amounted to €2,277,067 in 2019, with almost 2,000 tonnes of food delivered.

FOOD DONATIONS BY REGION



Ratio of turnover to donations to food banks by regions

| COUNTRY | TURNOVER (€) | DONATIONS (€) | % |
|---------|--------------|---------------|-------|
| Spain | 181,295,000 | 197,084.79 | 0.11% |
| USA | 833,135,000 | 1,034,684.00 | 0.12% |
| Canada | 138,944,000 | 147,330.00 | 0.11% |
| Italy | 151,615,000 | 74,259.67 | 0.05% |
| France | 796,740,000 | 823,709.00 | 0.10% |

SOCIAL AND ENVIRONMENTAL ACTIONS

In its determination to contribute to sustainable development of the communities in which it operates, the commitment to society of the Ebro Group and the Foundation is also developed through social initiatives set up in the following areas:

- Food and nutrition
- Education and employment
- Social welfare in regions of interest
- Sustainable agriculture

MAIN FIGURES 2019



INVESTMENT
3,032,589 €



ENTITIES SUPPORTED
52



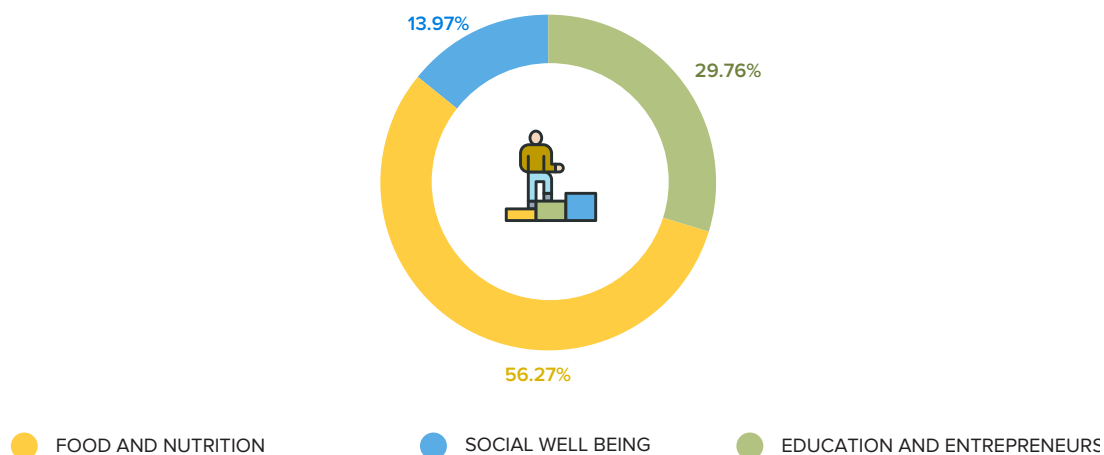
PROJECTS
69



COUNTRIES
8

Our investment in welfare programmes during 2019 totalled €540,000, distributed as follows:

DISTRIBUTION OF INVESTMENT IN WELFARE PROGRAMMES



WELFARE PROGRAMMES IN FOOD AND NUTRITION

FINANCIAL ASSISTANCE AND GRANTS

Our collaboration in this area has focused on monetary contributions to soup kitchens and welfare organisations to buy food, as well as paying school meal grants for children at risk of social exclusion.

Some of these actions are described below:

Seville

- **San Juan de Acre soup kitchen**, promoted by the Andalusian Delegation of Orden de Malta. This soup kitchen has 812 registered users. During 2019 it also provided support for 30 families (120 people), to whom it delivered food and cleaning and hygiene products. We contributed financial support to buy food.
- **San Vicente de Paul soup kitchen**: Monetary contribution to buy food for the soup kitchen. In addition to the soup kitchen, it has other services such as clothing, hygiene and information services, welfare guidance, etc. They assist 350 people on average a day.
- **San Juan de Dios soup kitchen**: Monetary contribution to buy food for the soup kitchen and to deliver food to families once or twice a month. Deliveries include both fresh and non-perishable food. They also have a personal hygiene programme, including showers, shaving, clothing, footwear, haircuts, etc. Some 1,230 people receive assistance through these programmes.
- **Corpus Christi school**: Through the Fundación de Enseñanza Victoria Díez, which helps meet the basic needs of children whose families have no income, we financed 9 grants for school meals at this school to ensure that these children have a balanced diet.

Madrid

- Economic assistance for the soup kitchen in the Vallecas district of Madrid, run by **Asociación Manos de Ayuda Social**. The aim is to provide correct nutrition and foster a friendly environment so that those who

go there feel welcome. Those people are also assisted in actively seeking employment so that they can become independent within the shortest possible time. There were 443 beneficiaries.

- Economic contribution to the **NGO Olvidados** to buy food for underprivileged families. Overall, 386 families in the Del Pozo district of Madrid benefited from this assistance. Food was distributed in all cases based on criteria of vulnerability of the families and the number of children. The people in charge of the centres know the families and their needs and guarantee fair distribution.
- Economic donation to **Fundación San Juan del Castillo Pueblos Unidos for the Boabab project**. This foundation takes in vulnerable sub-Saharan African people at risk of social exclusion, providing them with a decent place to live and a meeting point. The project also seeks to facilitate their social integration and help them find jobs. Our contribution was used to buy food for the shelters and the number of beneficiaries was 33.
- Economic donation to **Orden de Malta** to buy food for the Virgen de la Candelaria soup kitchen in the San Blas district. This project aims to improve the lives of the most vulnerable people at risk of social exclusion, meeting all their basic needs, such as food, while also encouraging coexistence among the beneficiaries, volunteers and community. The soup kitchen serves food six days a week to around 150 people, with the collaboration of between 10 and 15 volunteers every day.
- **Asociación Achalay**, economic assistance to buy food. This programme was set up at the end of 2012, in the light of the huge impact of the economic crisis on the San Blas district in Madrid. Staple food is provided for families on a monthly basis, prioritising assistance and following up each case to support the inclusion process designed for each household. The project also fosters collaboration by companies and individuals through volunteer programmes. In 2019 there were 186 beneficiaries and 11 distributions of food were made.
- Economic contribution to the **Spanish Federation of Food Banks (FESBAL)** to buy storage boxes used in “The Great Collection” campaign run on 22-24 November 2019, in which 21 million kilogrammes of non-perishable food was donated.
- Collaboration in the “No child without a moustache” campaign promoted by **La Caixa** and the **Spanish Federation of Food Banks** to provide milk for families at risk of social exclusion.

L’Aldea (Tarragona)

- Project providing school meals grants for 31 pupils through **Cáritas Parroquial de L’Aldea (Tortosa)**. The programme offers economic support for families to guarantee healthy food adapted to the children’s needs at least once a day, and economic support to buy books and school materials. This work is made possible by the 28 volunteers who invest their time assisting the under-privileged.

Valencia

- Economic support to the **NGO Nueva Acrópolis** for its soup kitchen and the distribution of food among those most in need. It has assisted 65 families at risk of social exclusion since 2016, who received 3,002 deliveries of food during 2019. This year, those deliveries also included products intended especially for the hygiene and nutrition of babies and young children, such as nappies, cereals and jars of baby food.
- Economic assistance for the association **Ayuda una Familia [Help a Family]** to buy staple food for families at risk of social exclusion. Overall, 130 families received assistance, including 360 adults and 105 children under 14.

Manresa (Barcelona)

- Economic contribution to **Fundación Convento Santa Clara de Manresa** to buy food for 1,600 families in need in the area.

PROGRAMMES LINKED TO SUSTAINABLE, HEALTHY FOOD AND NUTRITION

The work done by Ebro in the food area goes beyond merely providing economic support or donating food. The Group also participates in programmes that combine food and health, food and social development, and food and environmental sustainability.

The best examples of this area of action in 2019 were:

Seville

- In collaboration with **Fundación Alalá**, the “Welfare School” Project was set up in the Three Thousand Homes district, with the aim of fostering action plans to improve eating habits and encourage physical activity among children, especially among those suffering obesity.

Barcelona

- We participated with **Fundación Theodora** in the PrevenGO Programme, a Group Programme to Treat Obesity in teenagers run by the Endocrinology and Sports Medicine Unit of Hospital San Juan de Dios in Barcelona.

Madrid

- **Gastronomix Project:** Once again we were the main sponsors of this project, with a record number of entries in this 5th edition of the Programme, through the Ebro Foundation and the Group’s brands in Spain. The aim of this course, which is free, is to give 65 young people at risk of social exclusion an insight into catering as a profession. The participants learn the basic rules of the catering trade in dining rooms, kitchens and bakeries. This year, sustainability is stressed in all the training provided within this project, with Zero Waste prevailing in the everyday activities and showing the youngsters how to make the most of seasonal products, while at the same time using healthy, natural, organic food to make healthy recipes and exquisite dishes with plant-based ingredients. This new edition has thus included the new Veggie Gastronomix course, making this programme the first welfare project in Spain to provide specialised training in preparing vegan and vegetarian food.

Gastronomix completes its training with tutored placements in prestigious enterprises that give the pupils a foothold in the labour market. Last year concluded with a success rate of 90% in restaurants such as Benarés, La Tasquería de Javi Estévez, those of the Larrumba Group, catering services such as Samantha de España, Basque Culinary Centre and hotels in the NH Group, Meliá and AC Hoteles chains. The success of previous editions can also be measured in figures: on average, 70% of the participants went on to further education at a higher level, 25% got jobs and 5% changed to training and occupational guidance in other fields.

- **EbroSalud:** The second edition of the EbroSalud programme (<http://www.ebrosalud.es/>) began in November. This is an integral education project in which pupils in the 3rd and 4th years of Primary Education learn how necessary food is for their physical and intellectual development. EbroSalud has two goals: on the one hand, it aims to make children aware how important eating properly is for their development and, on the other, it seeks to promote healthy habits as essential for good growth. One of the most innovating elements of this project is that it also sets out to stimulate children’s creativeness using the methods and materials of

LEGO Education. During the workshop, each child builds his/her SOS Commitment, explaining what they will do to encourage and maintain a healthy lifestyle in their families. Some 2,254 children at 26 schools in the region of Madrid participated in this second edition.

The global investment made in this area in 2019 was €303,656.

SOCIAL WELFARE PROGRAMMES IN REGIONS OF INTEREST

Contributing towards the socio-economic development of the communities in which the Group operates is one of the main goals within Ebro's commitment to society. Therefore, the Foundation endeavours especially to support projects that are designed to improve the quality of life and equal opportunities of groups at risk of vulnerability who live near its factories.

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.

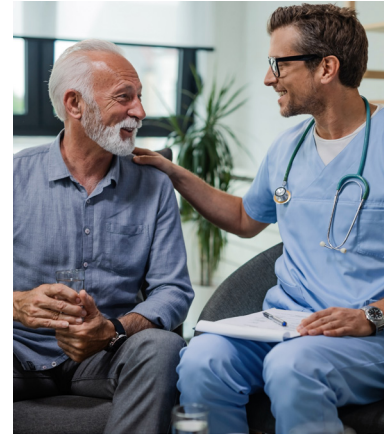
During 2019, the Foundation allocated €75,382 to supporting different entities in Seville, Madrid, Valencia, India and Morocco. Some of these actions were:

Seville

- **Santa Maria Magdalena Association in Villamanrique de la Condesa:** financial contribution for the Epiphany Procession.
- Economic donation to the **Spanish Cancer Association for the Epiphany Procession** in Seville.
- **Cáritas Parroquial de San Jose de la Rinconada:** economic aid to meet the cost of food, rent, medicines, electricity, water, etc. of the most deprived people in the town. Workshops have also been run to provide support in education, values, self-esteem and employment. 216 families benefited from this action.
- **San Telmo Foundation:** financial support to build the events hall.
- **Stop Sanfilippo Foundation:** sponsorship of the VII charity run, "I'm running for Borja", held in La Puebla del Río to raise funds for research of the San Filippo syndrome.
- **Hermanidad Nuestra Señora del Rosario in San Juan de Aznalfarache:** financial support to repair the church.
- **Asperger's Association in Seville,** financial contribution to the project Self-Help Workshop for Women with Autism Spectrum Disorder (ASD). This project has the following specific goals:
 - i. Set up self-help groups for women with ASD-Asperger syndrome and make contact with other women to share experiences.
 - ii. Provide support for families with adult women with ASD through family groups.
 - iii. Develop specialist support to improve their quality of life.
 - iv. Know and understand the characteristics of women with ASD, boost research and spread awareness of their role in society.
 - v. Provide the necessary information on women with ASD.

There were 47 beneficiaries.

- **Proyecto Hombre in Seville:** funding of four grants to contribute towards the rehabilitation of four destitute drug addicts from San Juan de Aznalfarache, Coria del Río, Isla Mayor and La Puebla del Río and their reintegration in society and the labour market.



- **Mater et Magistra Association:** financial contribution to adapt the bathrooms in the residential unit in order to improve privacy conditions, as well as the personal care of dependent persons with reduced mobility. There were 85 beneficiaries.
- Financial aid for the **Alzheimer's Association in San Juan de Aznalfarache** for its cognitive welfare programme, on-hand service and awareness. 420 beneficiaries.
- **SEHOP: Foundation:** collaboration in the VI Solidarity Race for child cancer.
- **Nuevo Futuro:** sponsorship of the "Mupis Andalucía" awareness campaign. The funds raised in this campaign were used to finance camps for 11 minors at risk of social exclusion.

Madrid

- **Vianorte Laguna Foundation:** donation for the 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 for Multi-Sensory Intervention in People with Alzheimer's. This aims to provide cognitive stimulation for patients with Alzheimer's and improve certain traits of psychomotricity using visual, auditory, tactile, olfactory and gustative materials. In short, it aims to improve the quality of life of the users and their families, who benefit indirectly from the functional improvement achieved. 68 beneficiaries.

Morocco

- Financing of school transport for children from the kabilas next to our factory, who have no means for getting to school. Funds were also provided to buy school material for one of the nurseries near the plant.

India

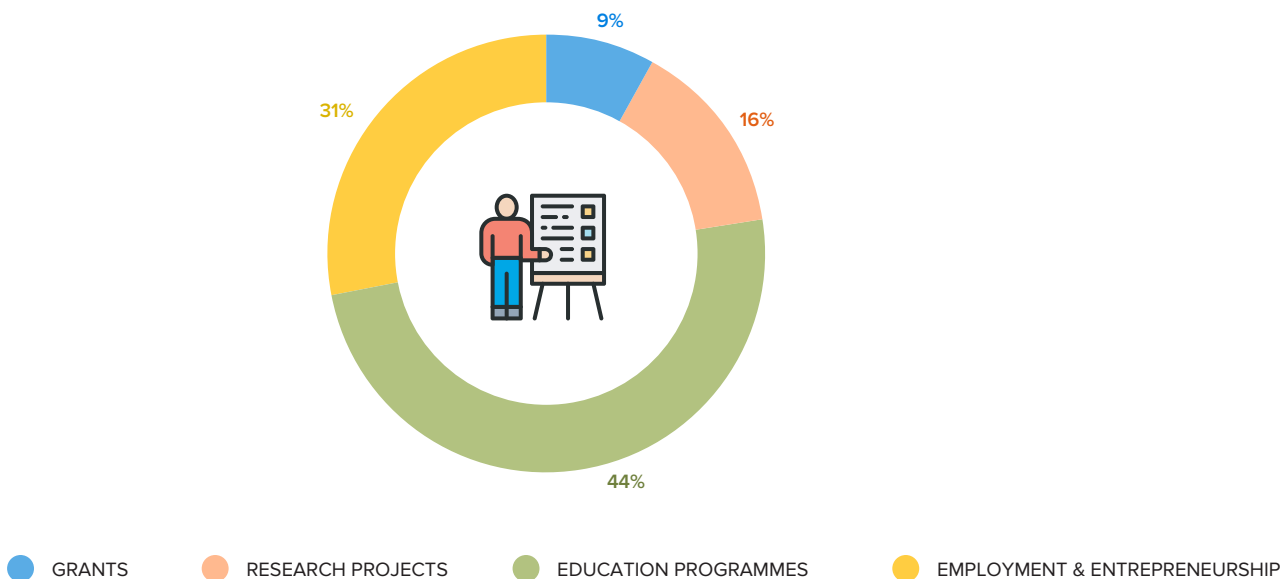
- Financial support to build a multi-use sports hall for children with different disabilities.

EDUCATION AND ENTREPRENEURSHIP

This part of the Foundation's work comprises four activities: scholarships, research projects, educational programmes, and entrepreneurship and job promotion initiatives.

The overall investment in this area was €160,611, distributed as follows:

ACTIONS IN EDUCATION AND ENTREPRENEURSHIP



The main actions in this area were:

GRANTS AND SCHOLARSHIPS

Madrid

- **Javeriana Vocational School:** financing of three Erasmus grants for students of the Advanced Vocational Course in International Trade.
- **Carlos III University:** financing of a dual-degree Alumni Scholarship, for young students with good academic records and limited financial resources, especially from other regions of Spain, to enable them to study at the Carlos III University in Madrid.

India

- Financing of 20 scholarships for female students with the best 10th-grade academic record in the State of Haryana. This contributes towards equal rights and equal opportunities between genders.
- Financial support for 16 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 XVII Fero Grant was awarded to Doctor Priscila Kosaka at the Spanish National Research Council (Consejo Superior de Investigaciones Científicas, CSIC) for the development of cutting-edge technologies for early detection of lung cancer.

Seville

- Official sponsorship of the **9th edition of the cicCartuja-Ebro Foods Research Award:** The cicCartuja-Ebro Foods awards are granted for work done by young researchers, aged under 31, who published the findings of their work in high-impact international journals in the areas of Chemistry, Biology and Material Science during 2018. In this edition, the Award was funded in a sum of €20,000: €10,000 for the winners, €5,000 for the first runner-up and a further €5,000 to be distributed between the second and third runners-up.

EDUCATION PROGRAMMES

Seville

- Financial support for different projects developed by the Balia Foundation for the social and educational development of children and adolescents in a situation 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, owing to the demand there and the high levels of children leaving school early. Thanks to the collaboration of Ebro Foundation, 284 minors aged 6-17 received assistance in 2019.

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.

Benifaió (Valencia)

- **Benifaió Town Council:** Once again, building on the bond between La Fallera and Benifaió, the Ebro Foundation supported the town council with a donation to start up its Municipal Juvenile Tutoring and Recreational Programme.

This support from the Foundation helps to finance a large part of the Programme, which the Social Services Department of the Benifaió town council has been running for more than 20 years to reinforce the schooling of minors aged 6-11. It also funds another Project, begun during the last school year, focusing on leisure and free time activities for youngsters aged 12-16 from families in the municipal register at risk of social, educational and economic exclusion.

The goals of the Programme include the acquisition of personal skills to solve conflicts, boost coexistence and teamwork and stimulate the personal development of children through their participation in leisure and free time activities. Number of beneficiaries, 47.

Madrid

- Aula Laboral Project for persons with disability from the **Capacis Foundation**. The methodology used with the pupils in the 'Aula Laboral' (vocational class) is that of Rincones Abiertos (open corners). It aims to enhance the social inclusion and employability of young people with intellectual disability and borderline intelligence by breaking away from the traditional model of training for employment and life with which most centres established for this sector and population segment work. The Ebro Foods Foundation has provided support once again for this project, through which many young people with intellectual disability or borderline intelligence have found their first job. Number of beneficiaries, 33.
- **#coachExit Programme:** During 2019 we continued with the corporate volunteer initiative at our offices in Barcelona and Seville. The programme aims to make young people at risk of exclusion more employable through Coaching and Mentoring. The **Exit Foundation** trains corporate volunteers so that they can "coach" those young people. Volunteers are thus trained in a technique that they can apply in their everyday work and get to know young people, from whom they can also learn a lot, forcing them to activate new skills in the areas of communication, treating diversity, leadership, etc. Over 6 sessions, they "move" their assigned young people through the company, introducing them to colleagues and encouraging teamwork, so that their "trainee" gets to know the world within the company, discovering their vocation and finding incentive to continue with their training. In all, 9 volunteers have participated in this programme.

JOB PROMOTION AND ENTREPRENEURSHIP INITIATIVES

San Juan de Aznalfarache (Seville)

- In collaboration with the **Santa María la Real Foundation** and the **San Juan de Aznalfarache Town Council**, the Ebro Foundation has promoted an Employment Launcher in the town. This is a job guidance programme that helps around twenty unemployed people in the town to make a new job search, following an innovative, collaborative, proactive methodology, with new techniques and tools adapted to the new labour situation and the needs of the new job market.

The global percentage of insertion and training was 62% and 7 participants found employment.

Silla (Valencia)

- **Silla town council (Valencia):** This is a training programme called "Itineraries to secure the integration into society and employment of special groups", aimed at teenagers at school aged 13-18 and young unemployed people up to age 25. The workshops seek to train these youngsters as specialist workers in three areas: mechanics, organic agriculture and recycling of computers, establishing adequate itineraries for their inclusion in each case.

The training is provided at the secondary school IES Enric Valor and the Juvenile Day Centre for Social and Labour Market Inclusion. This is the fifth year that the Ebro Foundation has collaborated with this project, which is helping to reduce conflicts in the classroom, improve cohabitation at school and outside and prevent absenteeism. The number of beneficiaries was 45.

Larache (Morocco)

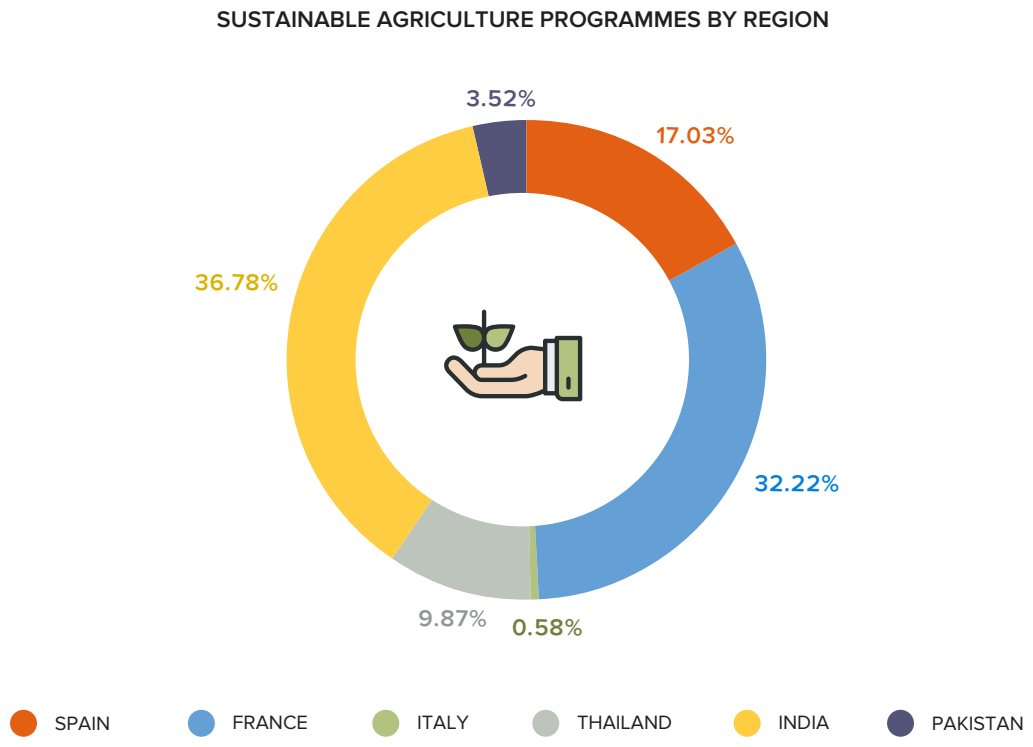
- Vocational training programme intended to help women at risk of social exclusion to find decent work. Developed by the Ebro Foundation, our subsidiary Mundiriz and the Codespa Foundation, the project seeks to improve the economic and social autonomy of 58 women in situations of vulnerability due to social, economic and cultural factors.

The programme mainly acts on the following points:

1. The main activity of the project is providing training as childcare assistants (working in nurseries).
2. Development of cross-functional skills in women training as childcare assistants: life skills, awareness workshops in social and economic autonomy and active job search, specific workshops on women's empowerment and autonomy and psychosocial support for the beneficiaries, training to boost labour and personal rights and foster placements.

SUSTAINABLE AGRICULTURE PROGRAMMES

The Ebro Group and its Foundation invested €2.4 million in sustainable agriculture in 2019. These programmes, which combine social and environmental aspects, were developed in the regions shown in the following graph:



The contents of these programmes are described in the chapter “Commitment to the Environment” below.

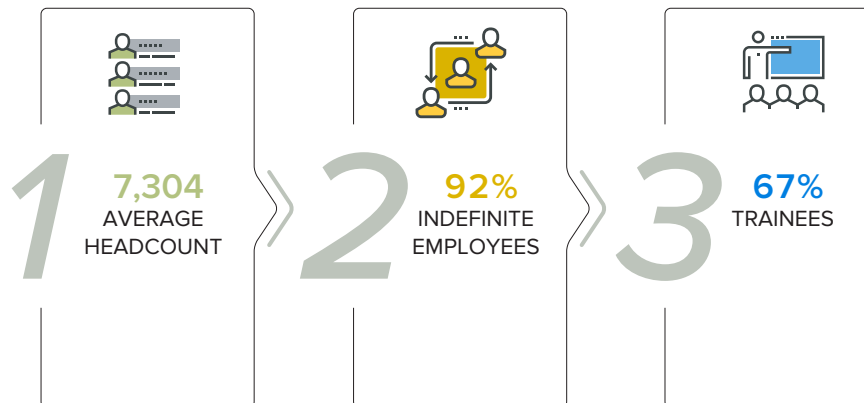
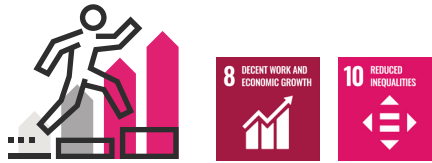
The Ebro Group has not received any claims or complaints of possible adverse effects on the local communities in which we operate.

OUR PROFESSIONALS



EBRO FOODS, S.A.

OUR PROFESSIONALS



One of the main sources of value generation in the Ebro Group lies in its 7,304 professionals, 6,117 direct employees of the company and 1,187 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 include not only general guidelines regulating company/employee relationships, but also 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.

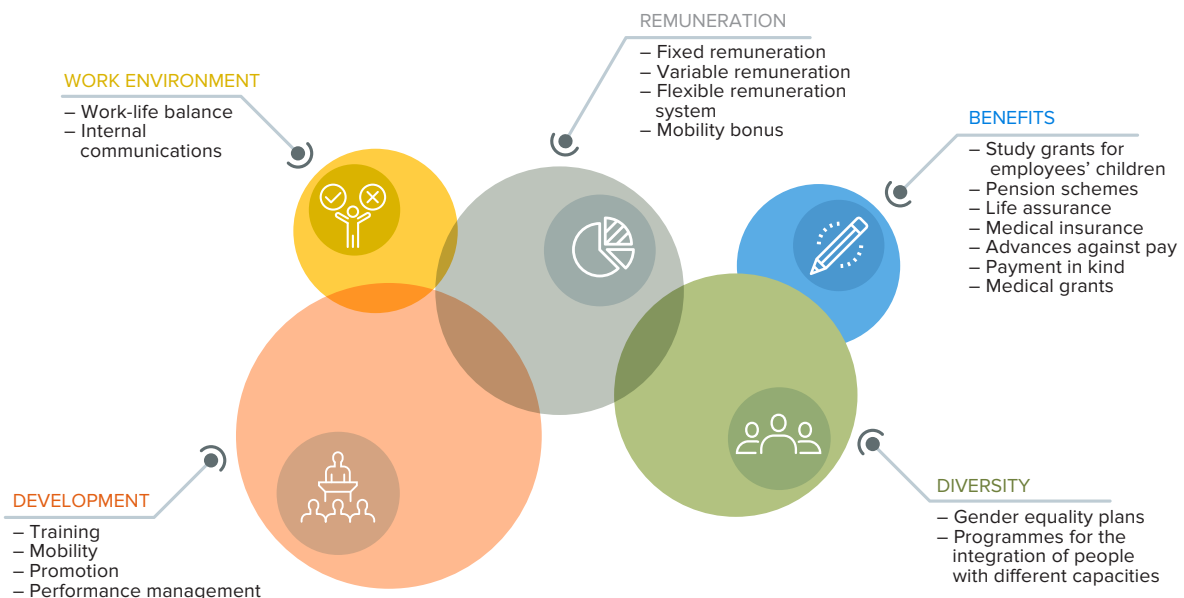
Above all of them and without prejudice to the provisions of the specific policies mentioned above, the Ebro Group has a Code of Conduct, which not only secures ethical, responsible conduct by the professionals in all the Group companies in the performance of their duties, but also serves as a reference 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

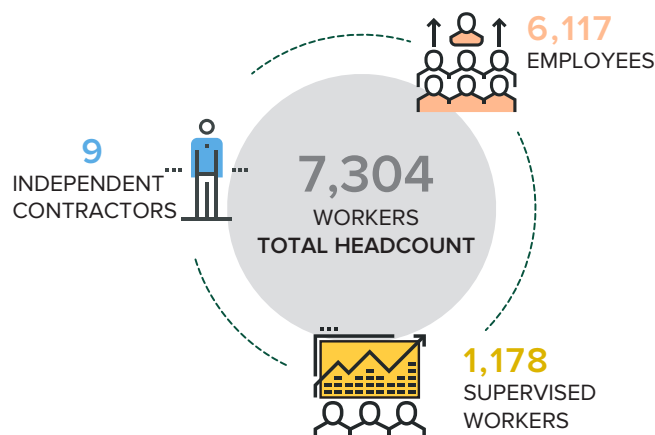
In view of the contents of the different programmes launched by the most important business units in the Ebro Group, the management of Human Resources of the Ebro Group can be grouped into five pillars, indicating the different working areas within each one, for each company of the Ebro Group.



At present, only two companies in the Ebro Group have implemented policies on disconnection from work, Panzani and Lustucru, within their Work Life Quality Action.

EMPLOYMENT

We show below the distribution of our 7,304 professional over 2019.



DISTRIBUTION OF HEADCOUNT BY CONTINENT

| CONTINENT | TYPE OF WORKER | 2019 | | 2018 | |
|--------------------------------------|-----------------------------|--------------|---------------------------------|--------------|---------------------------------|
| | | NO. WORKERS | % WORKERS/TOTAL HEADCOUNT GROUP | NO. WORKERS | % WORKERS/TOTAL HEADCOUNT GROUP |
| Africa | No. employees | 258 | 3.53% | 319 | 4.44% |
| | No. supervised workers | 0 | 0.00% | 20 | 0.28% |
| | No. independent contractors | 0 | 0.00% | 0 | 0.00% |
| TOTAL HEADCOUNT AFRICA | | 258 | 3.53% | 339 | 4.72% |
| Asia | No. employees | 384 | 5.26% | 317 | 4.41% |
| | No. supervised workers | 307 | 4.20% | 267 | 3.71% |
| | No. independent contractors | 5 | 0.07% | 12 | 0.17% |
| TOTAL HEADCOUNT ASIA | | 696 | 9.53% | 596 | 8.29% |
| Europe | No. employees | 3,799 | 52.01% | 3,763 | 52.34% |
| | No. supervised workers | 720 | 9.86% | 656 | 9.13% |
| | No. independent contractors | 4 | 0.05% | 7 | 0.10% |
| TOTAL HEADCOUNT EUROPE | | 4,523 | 61.92% | 4,426 | 61.57% |
| North America | No. employees | 1,583 | 21.67% | 1,642 | 22.84% |
| | No. supervised workers | 151 | 2.07% | 186 | 2.59% |
| | No. independent contractors | 0 | 0.00% | 0 | 0.00% |
| TOTAL HEADCOUNT NORTH AMERICA | | 1,734 | 23.74% | 1,828 | 25.43% |
| South America | No. employees | 93 | 1.27% | | |
| | No. supervised workers | 0 | 0.00% | | |
| | No. independent contractors | 0 | 0.00% | | |
| TOTAL HEADCOUNT SOUTH AMERICA | | 93 | 1.27% | | |
| TOTAL HEADCOUNT | | 7,304 | | 7,189 | |

NB: There are no headcount figures for South America in 2018 because La Loma Alimentos and Neofarms Bio began reporting in 2019.

INDICATORS REGARDING OWN EMPLOYEES

| MEN | |
|----------------------------------|-------------------|
| AGE GROUP | |
| <=30 | 14.97% |
| 30 - 50 | 51.56% |
| >=50 | 33.46% |
| AVERAGE YEARS OF SERVICE | |
| | 10 |
| PERMANENT CONTRACTS | |
| 3,972 | 92.05% |
| EXECUTIVES AND MIDDLE MANAGEMENT | |
| 653 | 15.13% |
| NET JOB CREATION | EMPLOYEE TURNOVER |
| 190 | 4.40% |
| OF NEW HIRES | |
| | 64.16% |
| TRAINING | |
| 2,861 | 66.30% |
| DISABLED WORKERS | |
| 81 | 1.88% |

TOTAL NUMBER OF EMPLOYEES

6,117

29.46%



1,802

WOMEN

70.54%



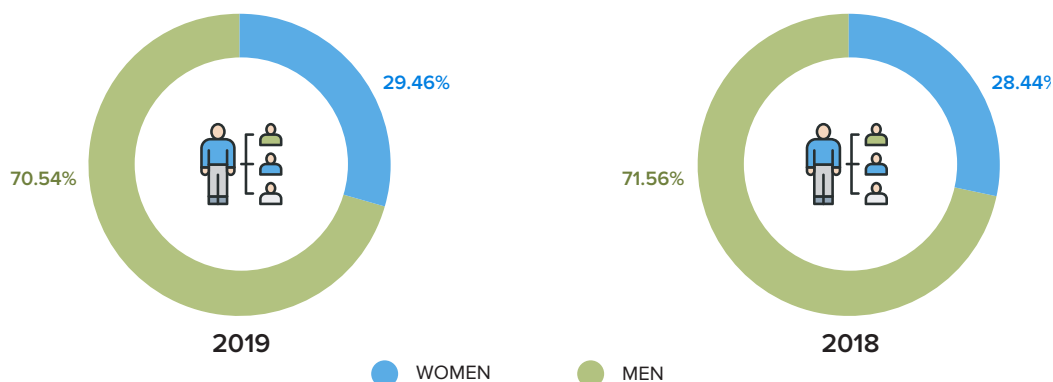
4,315

MEN

| MUJERES | |
|----------------------------------|-------------------|
| AGE GROUP | |
| <=30 | 20.48% |
| 30 - 50 | 49.22% |
| >=50 | 30.30% |
| AVERAGE YEARS OF SERVICE | |
| | 9 |
| PERMANENT CONTRACTS | |
| 1,630 | 90.46% |
| EXECUTIVES AND MIDDLE MANAGEMENT | |
| 325 | 18.04% |
| NET JOB CREATION | EMPLOYEE TURNOVER |
| 179 | 9.93% |
| OF NEW HIRES | |
| | 35.84% |
| TRAINING | |
| 1,230 | 68.26% |
| DISABLED WORKERS | |
| 31 | 1.72% |

The employee numbers indicated in the following tables refer to the average workforce of the Ebro Group during 2019.

TOTAL NUMBER AND DISTRIBUTION OF EMPLOYEES BY GENDER

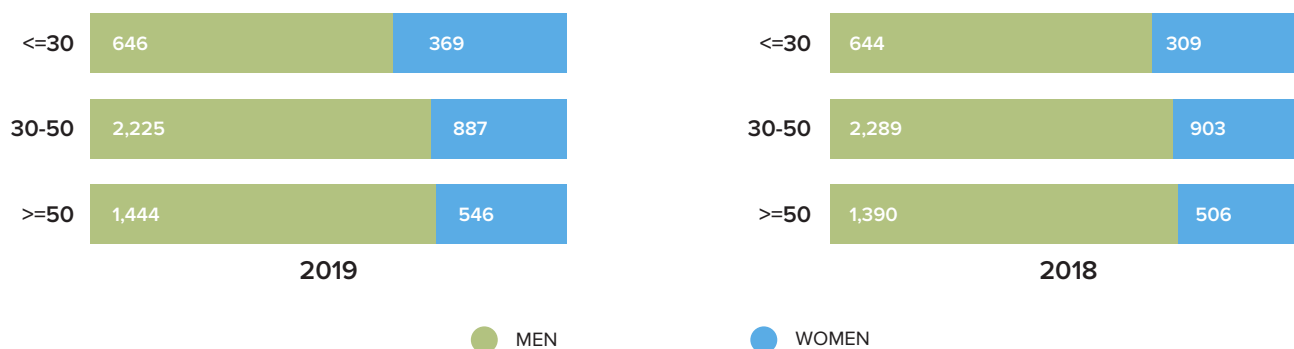


NB: The large gap between men and women is largely due to the nature of the Group, which is predominantly factory-based. Generally speaking, factory work has traditionally been done mainly by men. In this context, over 70% of the personnel employed within the Ebro Group overall are men, 50% of whom are factory employees.

DISTRIBUTION OF EMPLOYEES BY AGE GROUP

| RANGO DE EDAD | 2019 | | 2018 | |
|------------------------|-----------------|-------------------------|-----------------|-------------------------|
| | TOTAL EMPLOYEES | % TOTAL EMPLOYEES GROUP | TOTAL EMPLOYEES | % TOTAL EMPLOYEES GROUP |
| <=30 | 1,015 | 16.59% | 953 | 15.78% |
| 30 - 50 | 3,112 | 50.87% | 3,192 | 52.84% |
| >= 50 | 1,990 | 32.53% | 1,896 | 31.39% |
| TOTAL EMPLOYEES | 6,117 | | 6,041 | |

DISTRIBUTION OF EMPLOYEES BY AGE GROUP AND GENDER



DISTRIBUTION OF EMPLOYEES BY AGE GROUP, GENDER AND CONTINENT

| CONTINENT | AGE GROUP | 2019 | | | 2018 | | |
|--------------------------------------|-----------|--------------|--------------|--------------|--------------|--------------|--------------|
| | | TOTAL MEN | TOTAL WOMEN | TOTAL | TOTAL MEN | TOTAL WOMEN | TOTAL |
| África | <= 30 | 44 | 23 | 67 | 59 | 19 | 78 |
| | 30 - 50 | 120 | 19 | 139 | 168 | 19 | 187 |
| | >= 50 | 49 | 3 | 52 | 52 | 2 | 54 |
| TOTAL EMPLOYEES AFRICA | | 213 | 45 | 258 | 279 | 40 | 319 |
| Asia | <= 30 | 68 | 60 | 128 | 61 | 33 | 94 |
| | 30 - 50 | 194 | 41 | 235 | 160 | 51 | 211 |
| | >= 50 | 19 | 2 | 21 | 8 | 4 | 12 |
| TOTAL EMPLOYEES ASIA | | 281 | 103 | 384 | 229 | 88 | 317 |
| Europe | <= 30 | 366 | 221 | 587 | 386 | 212 | 598 |
| | 30 - 50 | 1,387 | 607 | 1,994 | 1,453 | 600 | 2,053 |
| | >= 50 | 889 | 329 | 1,218 | 818 | 294 | 1,112 |
| TOTAL EMPLOYEES EUROPE | | 2,642 | 1,157 | 3,799 | 2,657 | 1,106 | 3,763 |
| North America | <= 30 | 149 | 60 | 209 | 138 | 45 | 183 |
| | 30 - 50 | 477 | 208 | 685 | 508 | 233 | 741 |
| | >= 50 | 479 | 210 | 689 | 512 | 206 | 718 |
| TOTAL EMPLOYEES NORTH AMERICA | | 1,105 | 478 | 1,583 | 1,158 | 484 | 1,642 |
| South America | <= 30 | 19 | 5 | 24 | | | 0 |
| | 30 - 50 | 47 | 12 | 59 | | | 0 |
| | >= 50 | 8 | 2 | 10 | | | 0 |
| TOTAL EMPLOYEES SOUTH AMERICA | | 74 | 19 | 93 | 0 | 0 | 0 |
| TOTAL EMPLOYEES | | 4,315 | 1,802 | 6,117 | 4,323 | 1,718 | 6,041 |

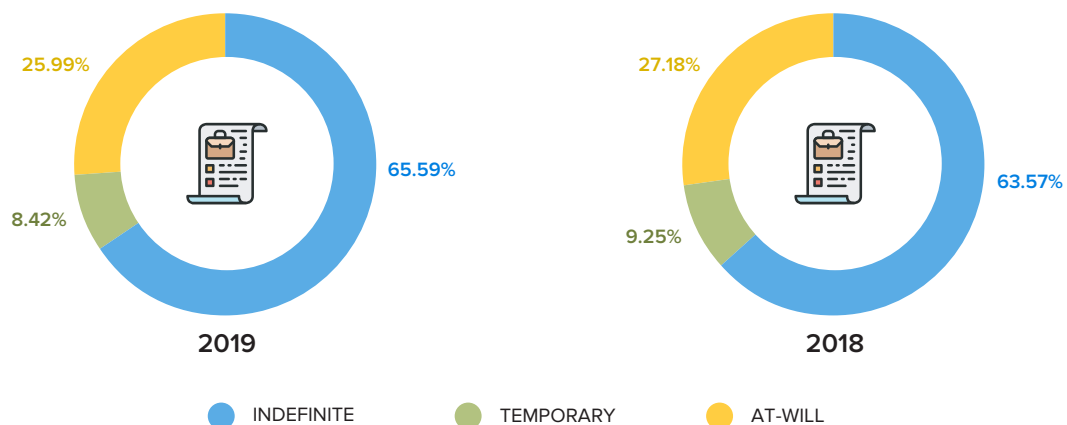


DISTRIBUTION OF EMPLOYEES BY BUSINESS AREA AND GENDER

| BUSINESS AREA | 2019 | | | | 2018 | | | |
|------------------------|--------------|--------------|--------------------------|---------------|---------------|--------------|--------------------------|---------------|
| | N° EMPLOYEES | | % S/ TOTAL BUSINESS AREA | | NO. EMPLOYEES | | % S/ TOTAL BUSINESS AREA | |
| | MEN | WOMEN | % MEN | % WOMEN | MEN | WOMEN | % MEN | % WOMEN |
| Rice | 2,577 | 920 | 73.69% | 26.31% | 2,452 | 782 | 75.82% | 24.18% |
| Pasta | 1,678 | 840 | 66.64% | 33.36% | 1,637 | 807 | 66.98% | 33.02% |
| Holding | 36 | 24 | 60.00% | 40.00% | 36 | 24 | 60.00% | 40.00% |
| Others | 24 | 18 | 57.14% | 42.86% | 35 | 16 | 68.63% | 31.37% |
| Organic | --- | --- | --- | --- | 163 | 89 | 64.68% | 35.32% |
| TOTAL EMPLOYEES | 4,315 | 1,802 | 70.54% | 29.46% | 4,323 | 1,718 | 71.56% | 28.44% |

DISTRIBUTION OF EMPLOYEES BY TYPE OF CONTRACT

The Ebro Group offers its employees stable, quality employment and a sound, structured, attractive career, with 92% of all contracts being permanent (*indefinite and At-Will contracts*).



BREAKDOWN OF TYPE OF CONTRACT BY CONTINENT

| CONTINENT | TYPE OF CONTRACT | 2019 | | 2018 | |
|--------------------------------------|------------------|---------------|-----------------------------|---------------|-----------------------------|
| | | NO. EMPLOYEES | % TOTAL EMPLOYEES CONTINENT | NO. EMPLOYEES | % TOTAL EMPLOYEES CONTINENT |
| Africa | Indefinite | 99 | 38.37% | 110 | 34.48% |
| | Temporary | 159 | 61.63% | 209 | 65.52% |
| | At-Will | 0 | 0.00% | 0 | 0.00% |
| TOTAL EMPLOYEES AFRICA | | 258 | 4.22% | 319 | 5.28% |
| Asia | Indefinite | 384 | 100.00% | 317 | 100.00% |
| | Temporary | 0 | 0.00% | 0 | 0.00% |
| | At-Will | 0 | 0.00% | 0 | 0.00% |
| TOTAL EMPLOYEES ASIA | | 384 | 6.28% | 317 | 5.25% |
| Europe | Indefinite | 3,449 | 90.79% | 3,413 | 90.70% |
| | Temporary | 343 | 9.03% | 350 | 9.30% |
| | At-Will | 7 | 0.18% | 0 | 0.00% |
| TOTAL EMPLOYEES EUROPE | | 3,799 | 62.11% | 3,763 | 62.29% |
| North America | Indefinite | 0 | 0.00% | 0 | 0.00% |
| | Temporary | 0 | 0.00% | 0 | 0.00% |
| | At-Will | 1,583 | 100.00% | 1,642 | 100.00% |
| TOTAL EMPLOYEES NORTH AMERICA | | 1,583 | 25.88% | 1,642 | 27.18% |
| South America | Indefinite | 80 | 86.02% | | |
| | Temporary | 13 | 13.98% | | |
| | At-Will | 0 | 0.00% | | |
| TOTAL EMPLEADOS SOUTH AMERICA | | 93 | 1.52% | | |
| TOTAL EMPLOYEES | | 6,117 | | 6,041 | |

BREAKDOWN OF TYPE OF CONTRACT OF EMPLOYEES

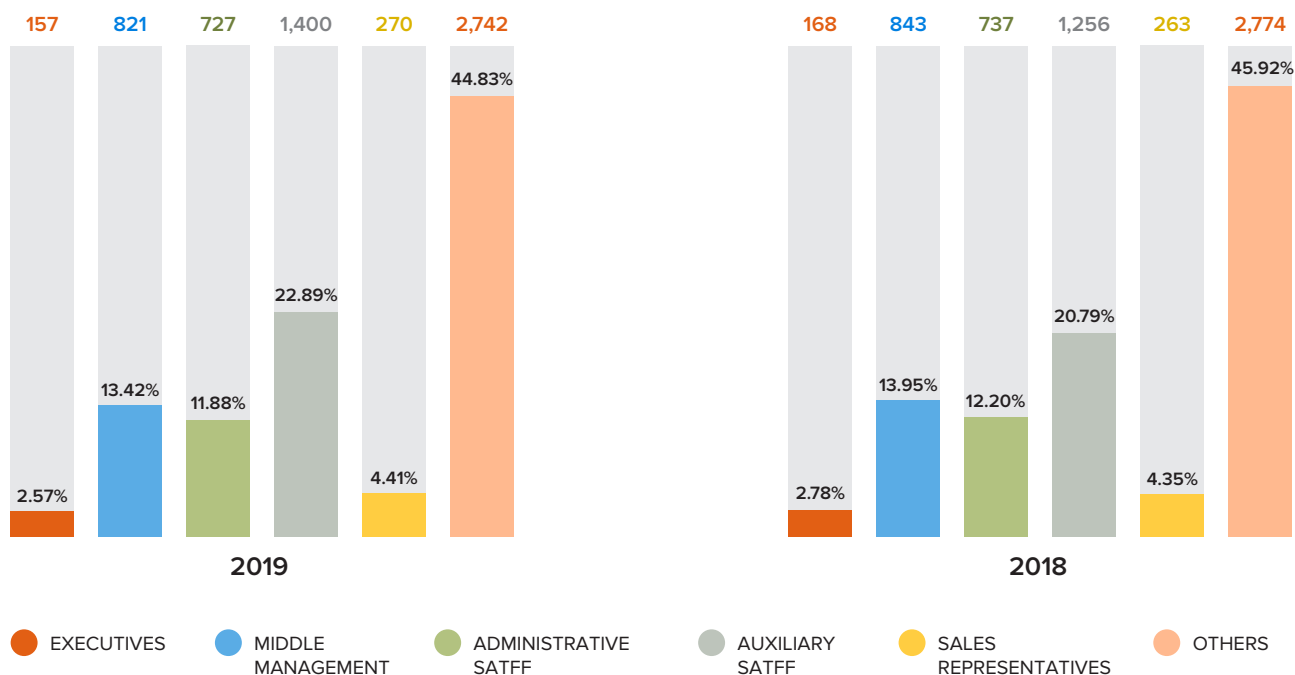
| TYPE OF CONTRACT | 2019 | | 2018 | |
|------------------------|---------------|-------------------------|---------------|-------------------------|
| | NO. EMPLOYEES | % TOTAL EMPLOYEES GROUP | NO. EMPLOYEES | % TOTAL EMPLOYEES GROUP |
| Written contracts | 4,195 | 68.58% | 4,159 | 68.85% |
| Oral contracts | 339 | 5.54% | 240 | 3.97% |
| At-will contracts | 1,583 | 25.88% | 1,642 | 27.18% |
| TOTAL EMPLOYEES | 6,117 | | 6,041 | |

BREAKDOWN OF TYPE OF CONTRACT FOR PERMANENT EMPLOYEES BY GENDER

| TYPE OF CONTRACT | 2019 | | | 2018 | | |
|------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | MEN | WOMEN | TOTAL | MEN | WOMEN | TOTAL |
| Written contracts | 2,679 | 1,105 | 3,784 | 2,656 | 1,025 | 3,681 |
| Oral contracts | 188 | 40 | 228 | 131 | 28 | 159 |
| At-will contracts | 1,109 | 481 | 1,590 | 1,158 | 484 | 1,642 |
| TOTAL EMPLOYEES | 3,976 | 1,626 | 5,602 | 3,945 | 1,537 | 5,482 |

NB: The At Will contracts are included in permanent contracts.

DISTRIBUTION OF EMPLOYEES BY PROFESSIONAL CATEGORY



DISTRIBUTION OF EMPLOYEES BY PROFESSIONAL CATEGORY AND GENDER

| PROFESSIONAL CATEGORY | 2019 | | | | 2018 | | | |
|------------------------|--------------|----------------------|--------------|------------------------|--------------|----------------------|--------------|-----------------------------|
| | NO. MEN | % MEN TOTAL CATEGORY | NO. WOMEN | % WOMEN TOTAL CATEGORY | NO. MEN | % MEN TOTAL CATEGORY | NO. WOMEN | % MUJERES S/TOTAL CATEGORÍA |
| Executives | 125 | 79.62% | 32 | 20.38% | 125 | 74.40% | 43 | 25.60% |
| Middle Management | 528 | 64.31% | 293 | 35.69% | 543 | 64.41% | 300 | 35.59% |
| Administrative staff | 273 | 37.55% | 454 | 62.45% | 284 | 38.53% | 453 | 61.47% |
| Auxiliary staff | 1,024 | 73.14% | 376 | 26.86% | 963 | 76.67% | 293 | 23.33% |
| Sales Representative | 185 | 68.52% | 85 | 31.48% | 180 | 68.44% | 83 | 31.56% |
| Others | 2,180 | 79.50% | 562 | 20.50% | 2,228 | 80.32% | 546 | 19.68% |
| TOTAL EMPLOYEES | 4,315 | 70.54% | 1,802 | 29.46% | 4,323 | 71.56% | 1,718 | 28.44% |

DISTRIBUTION OF EMPLOYEES BY PROFESSIONAL CATEGORY AND AGE GROUP

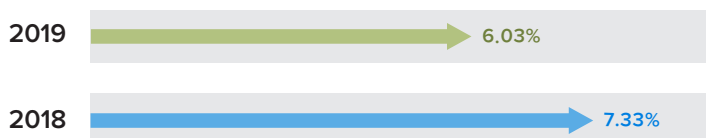
| PROFESSIONAL CATEGORY | 2019 | | | | 2018 | | | |
|------------------------|--------------|--------------|--------------|--------------|------------|--------------|--------------|--------------|
| | <= 30 | 30 - 50 | >= 50 | TOTAL | <= 30 | 30 - 50 | >= 50 | TOTAL |
| Executives | 6 | 81 | 70 | 157 | 3 | 101 | 64 | 168 |
| Middle Management | 89 | 455 | 277 | 821 | 86 | 483 | 274 | 843 |
| Administrative staff | 129 | 377 | 221 | 727 | 122 | 394 | 221 | 737 |
| Auxiliary staff | 295 | 606 | 499 | 1,400 | 193 | 559 | 504 | 1,256 |
| Sales Representative | 39 | 140 | 91 | 270 | 43 | 133 | 87 | 263 |
| Others | 457 | 1,453 | 832 | 2,742 | 506 | 1,521 | 747 | 2,774 |
| TOTAL EMPLOYEES | 1,015 | 3,112 | 1,990 | 6,117 | 953 | 3,191 | 1,897 | 6,041 |

EMPLOYEE TURNOVER AND NET JOB CREATION

| TYPE OF TURNOVER | NO. EMPLOYEES | |
|------------------------------------|---------------|-------|
| | 2019 | 2018 |
| No. New hires | 1,183 | 1,317 |
| No. Employees resigned | 548 | 552 |
| No. Employees dismissed | 172 | 220 |
| No. Employees retired | 66 | 77 |
| No. Employees permanent disability | 9 | 18 |
| No. Employees deceased | 28 | 25 |

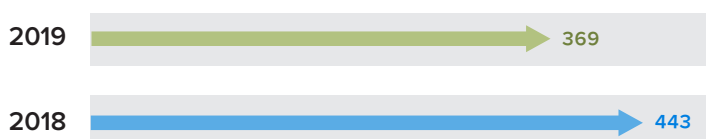
| TYPE OF TURNOVER | 2019 | | 2018 | |
|------------------------------------|------|-------|------|-------|
| | MEN | WOMEN | MEN | WOMEN |
| No. New hires | 759 | 424 | 863 | 454 |
| No. Employees resigned | 376 | 172 | 355 | 197 |
| No. Employees dismissed | 125 | 47 | 169 | 51 |
| No. Employees retired | 53 | 13 | 57 | 20 |
| No. Employees permanent disability | 8 | 1 | 15 | 3 |
| No. Employees deceased | 15 | 13 | 11 | 14 |

TURNOVER RATE



| 2019 | | 2018 | |
|-------|-------|-------|--------|
| MEN | WOMEN | MEN | WOMEN |
| 4.40% | 9.93% | 6.27% | 10.01% |

NET JOB CREATION



| 2019 | | 2018 | |
|------|-------|------|-------|
| MEN | WOMEN | MEN | WOMEN |
| 190 | 179 | 271 | 172 |

NUMBER OF DISMISSALS BY GENDER, AGE AND PROFESSIONAL CATEGORY

| PROFESSIONAL CATEGORY | 2019 | | | | | | | 2018 | | | | | | |
|----------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|------------|-----------|-----------|-----------|-----------|-----------|-----------|------------|
| | MEN | | | WOMEN | | | TOTAL | MEN | | | WOMEN | | | TOTAL |
| | <= 30 | 30 - 50 | >= 50 | <= 30 | 30 - 50 | >= 50 | | <= 30 | 30 - 50 | >= 50 | <= 30 | 30 - 50 | >= 50 | |
| Executives | 0 | 1 | 1 | 0 | 0 | 0 | 2 | 0 | 1 | 1 | 0 | 0 | 0 | 2 |
| Middle Management | 0 | 8 | 7 | 0 | 3 | 0 | 18 | 1 | 3 | 7 | 2 | 3 | 3 | 19 |
| Administrative staff | 4 | 10 | 2 | 1 | 2 | 5 | 24 | 1 | 4 | 1 | 1 | 6 | 2 | 15 |
| Auxiliary staff | 22 | 26 | 9 | 6 | 12 | 4 | 79 | 43 | 52 | 27 | 10 | 16 | 4 | 152 |
| Sales Representative | 0 | 0 | 0 | 1 | 0 | 1 | 2 | 0 | 3 | 0 | 0 | 1 | 2 | 6 |
| Others | 13 | 17 | 5 | 3 | 8 | 1 | 47 | 10 | 7 | 8 | 0 | 1 | 0 | 26 |
| TOTAL EMPLOYEES DISMISSED | 39 | 62 | 24 | 11 | 25 | 11 | 172 | 55 | 70 | 44 | 13 | 27 | 11 | 220 |

EMPLOYEES PROMOTED DURING THE YEAR, BY GENDER

| 2019 | | | | 2018 | | | |
|-------------------------|-------|-----------------------|-------|-------------------------|-------|-----------------------|-------|
| NO. INTERNAL PROMOTIONS | | % OF GENDER EMPLOYEES | | NO. INTERNAL PROMOTIONS | | % OF GENDER EMPLOYEES | |
| MEN | WOMEN | MEN | WOMEN | MEN | WOMEN | MEN | WOMEN |
| 141 | 57 | 3.27% | 3.16% | 160 | 68 | 3.70% | 3.96% |

AVERAGE LENGTH OF SERVICE, BY CATEGORY AND GENDER

| PROFESSIONAL CATEGORY | MEN | WOMEN | AVERAGE YEARS |
|----------------------------------|--------------|-------------|---------------|
| Executives | 11.27 | 9.95 | 11.00 |
| Middle Management | 11.09 | 7.75 | 9.90 |
| Administrative staff | 10.83 | 10.57 | 10.67 |
| Auxiliary staff | 8.01 | 7.27 | 7.81 |
| Sales Representative | 9.40 | 7.05 | 8.66 |
| Others | 11.09 | 10.25 | 10.92 |
| AVERAGE LENGTH OF SERVICE | 10.28 | 9.15 | 9.95 |

ORGANISATION OF WORK

ORGANISATION OF WORKING TIME

The organisation of working time varies in the different countries in which the Group's subsidiaries 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 47 (offices) and 52 (some production plants).

ABSENTEEISM

In the Group overall, absenteeism totalled 442,208 hours.

These hours of absenteeism correspond to the Group's own employees and include grounds such as injury, occupational disease, sick leave and doctor's appointments, etc., although 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 |
|---------------------------|---|---------------------|
| Arrozeiras Mundiarroz | Parental leave | All employees |
| | Disability/invalidity cover | All employees |
| | Medical insurance | Full-time employees |
| Bertagni | Parental leave | All employees |
| | Medical insurance | All employees |
| Boost Nutrition | Parental leave | All employees |
| | Disability/invalidity cover | All employees |
| | Pension fund | All employees |
| | Life insurance | All employees |
| | Medical insurance | All employees |
| | | |
| Catelli Foods Corporation | Parental leave | Full-time employees |
| | Disability/invalidity cover | Full-time employees |
| | Pension fund | Full-time employees |
| | Life insurance | Full-time employees |
| | Medical insurance | Full-time employees |
| Ebro Foods Holding | Parental leave | All employees |
| | Disability/invalidity cover | All employees |
| | Reimbursement children's education and medical expenses | All employees |
| Ebro India | Parental leave | All employees |
| | Pension fund | All employees |
| | Life insurance | All employees |
| | Medical insurance | All employees |
| Geovita | Fondo Assistenza Sanitaria Alimentaristi [Healthcare Fund for Food Industry] | Part-time employees |
| Herba Bangkok | Parental leave | All employees |
| | Disability/invalidity cover | Full-time employees |
| | Pension fund | Full-time employees |
| | Life insurance | Full-time employees |
| | Medical insurance | Full-time employees |
| Herba Ingredients | Parental leave | All employees |
| | Disability/invalidity cover | All employees |
| | Pension fund | All employees |
| | Life insurance | All employees |
| | Medical insurance | All employees |
| Herba Ricemills | Shares | All employees |
| | Parental leave | All employees |
| | Disability/invalidity cover | All employees |
| | Life insurance | All employees |
| | Medical insurance | All employees |
| Herba Ricemills Romania | Medical insurance | Full-time employees |

| COMPANY | WELFARE BENEFITS | TYPE OF EMPLOYEE |
|---------------------------|-----------------------------|---------------------|
| La Loma Alimentos | Parental leave | All employees |
| | Disability/invalidity cover | All employees |
| | Pension fund | All employees |
| | Life insurance | All employees |
| | Medical insurance | All employees |
| Lassie | Parental leave | All employees |
| | Disability/invalidity cover | All employees |
| | Pension fund | All employees |
| | Life insurance | All employees |
| | Medical insurance | All employees |
| Lustucru | Parental leave | All employees |
| | Disability/invalidity cover | All employees |
| | Pension fund | All employees |
| | Life insurance | All employees |
| | Medical insurance | All employees |
| Mundi Riso | Parental leave | All employees |
| | Disability/invalidity cover | All employees |
| | Pension fund | All employees |
| | Medical insurance | All employees |
| | Welfare Bit cover | All employees |
| Mundi Riz | Parental leave | All employees |
| | Disability/invalidity cover | All employees |
| | Medical insurance | Full-time employees |
| Panzani | Parental leave | All employees |
| | Disability/invalidity cover | All employees |
| | Pension fund | All employees |
| | Life insurance | All employees |
| | Medical insurance | All employees |
| Pastificio Lucio Garofalo | Parental leave | All employees |
| | Disability/invalidity cover | All employees |
| | Pension fund | All employees |
| | Life insurance | All employees |
| | Medical insurance | All employees |
| Rivera del Arroz | Parental leave | All employees |
| | Disability/invalidity cover | All employees |
| | Medical insurance | Full-time employees |
| Riviana Rice | Parental leave | Full-time employees |
| | Disability/invalidity cover | Full-time employees |
| | Pension fund | All employees |
| | Life insurance | Full-time employees |
| | Medical insurance | Full-time employees |

| COMPANY | WELFARE BENEFITS | TYPE OF EMPLOYEE |
|-----------------|-----------------------------|---------------------|
| Roland Monterra | Parental leave | Full-time employees |
| | Disability/invalidity cover | All employees |
| | Pension fund | Full-time employees |
| | Life insurance | All employees |
| | Medical insurance | Full-time employees |
| S&B Herba Foods | Parental leave | All employees |
| | Disability/invalidity cover | All employees |
| | Pension fund | All employees |
| | Life insurance | All employees |
| | Medical insurance | All employees |
| Transimpex | Parental leave | All employees |
| | Medical insurance | 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 this option is already available for specific days in most of our companies to enable employees to cope with certain needs, our French subsidiary began implementing it as a regulated procedure in 2019. This measure will gradually be extended to our other companies over 2020. Overall, some 140 employees took advantage of homeworking options during 2019.

PARENTAL LEAVE

| | 2019 | | | 2018 | | |
|---|---------|-----------|-------|---------|-----------|-------|
| | NO. MEN | NO. WOMEN | TOTAL | NO. MEN | NO. WOMEN | TOTAL |
| Employees who were entitled to parental leave | 64 | 73 | 137 | 102 | 67 | 169 |
| Employees who took parental leave | 59 | 73 | 132 | 98 | 67 | 165 |

| | 2019 | | | 2018 | | |
|---|--------|---------|---------|--------|---------|---------|
| | % MEN | % WOMEN | % TOTAL | % MEN | % WOMEN | % TOTAL |
| % Employees who took leave/were entitled to leave | 92.19% | 100.00% | 96.35% | 96.08% | 100.00% | 97.63% |

HEALTH AND SAFETY

All the Group companies and their respective plants have an occupational hazard prevention and management system in place. This system is implemented using both internal resources and external firms. In addition, 91% of the workforce is represented on the Health and Safety Committees in the different companies.

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.

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



INVESTMENT

2,079,382 €



HOURS TRAINING

24,871



COST

684,692 €

Several investments have been made in health and safety over the year, mainly for the purchase of personal protection equipment, machinery protection, regular inspections of safety equipment, first aid training and materials, medical examinations, etc.

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:

| | 2019 | |
|------------------------------|------|-------|
| | MEN | WOMEN |
| Number of lost time injuries | 162 | 36 |

| | 2019 | |
|----------------|-------|-------|
| | MEN | WOMEN |
| Frequency rate | 22.88 | 13.43 |

| | 2019 | |
|---------------|------|-------|
| | MEN | WOMEN |
| Severity rate | 0.66 | 0.52 |

NB:

- (i) The 2018 figures are not shown because last year's report only included the figures for Herba Ricemills, Lustucru, Panzani, Riviana Foods, Pastificio Lucio Garofalo and Bertagni.
- (ii) 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 lost time injuries/total no. hours worked) x1000

| | 2019 | |
|---|------|-------|
| | MEN | WOMEN |
| Number of employees with occupational disease | 11 | 6 |

NB: "Occupational disease" is work-related illness.

There are no jobs within the Group with a high risk of occupational disease.

There were no work-related fatalities within the Group in 2019.

LABOUR RELATIONS

EMPLOYEES COVERED BY COLLECTIVE BARGAINING AGREEMENTS

70% 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.

The remaining 30% are top executives of the Ebro Group, the professionals of the North American companies (since these agreements have not been used there for over 20 years), those of Herba Bangkok, Herba Cambodia, Mundiriz, Rivera del Arroz and Ebro India, where they are not used either, and those of Herba Ricemills Romania and 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

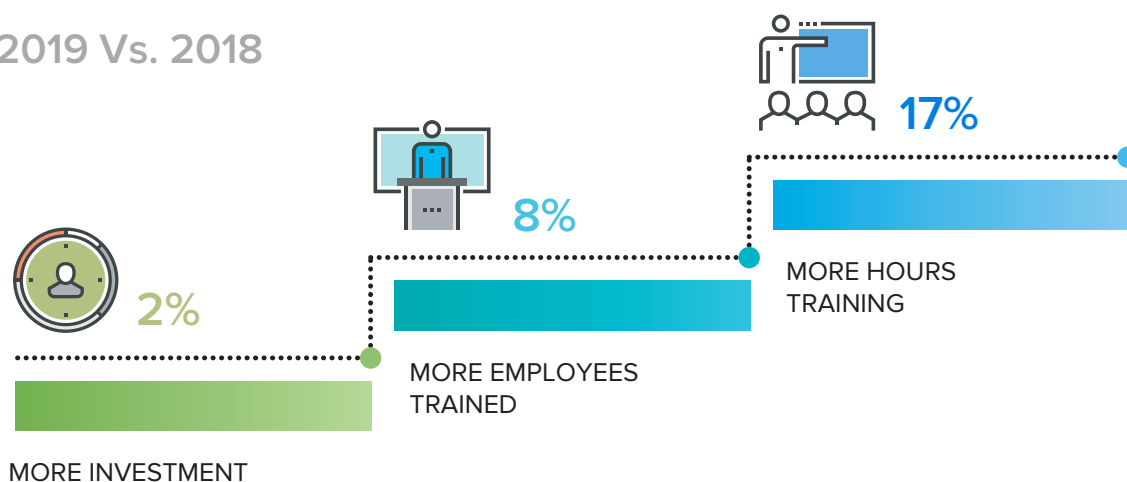
| COMPANY | NO. HOURS |
|---------------------------|--------------|
| Pastificio Lucio Garofalo | 24 |
| Lustucru | 189 |
| Panzani | 1,732 |
| TOTAL STRIKE HOURS | 1,945 |

NB: The reasons for the strikes by subsidiaries are indicated below:

- Garofalo: solidarity strike for the shutdown of a household appliances factory in Naples
- Lustucru and Panzani: in solidarity with the national strikes in France (National Education, Société Nationale des Chemins de Fer Français) and against the Draft Pension Reform in France

TRAINING

2019 Vs. 2018



The Ebro Group encourages its 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 company's Code of Conduct.

| | 2019 | 2018 |
|-------------------------------------|---------------|---------------|
| Total cost training | 2,127,992 | 2,093,367 |
| Total hours training | 145,092 | 124,245 |
| No. employees who received training | 4,091 | 3,803 |
| % OF TOTAL EMPLOYEES | 66.88% | 62.95% |

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

| PROFESSIONAL CATEGORY | 2019 | | | 2018 | | |
|-----------------------------|--------------|--------------|--------------|--------------|------------|--------------|
| | MEN | WOMEN | TOTAL | MEN | WOMEN | TOTAL |
| Executives | 79 | 23 | 102 | 56 | 19 | 75 |
| Middle management | 435 | 232 | 667 | 397 | 198 | 595 |
| Administrative staff | 235 | 358 | 593 | 192 | 276 | 468 |
| Auxiliary staff | 1,005 | 354 | 1,359 | 973 | 283 | 1,256 |
| Sales representatives | 109 | 54 | 163 | 84 | 55 | 139 |
| Others | 998 | 209 | 1,207 | 1,118 | 152 | 1,270 |
| TOTAL HOURS TRAINING | 2,861 | 1,230 | 4,091 | 2,820 | 983 | 3,803 |

TOTAL HOURS TRAINING OF OUR EMPLOYEES, BY PROFESSIONAL CATEGORY

| PROFESSIONAL CATEGORY | 2019 | | | 2018 | | |
|-----------------------------|----------------|---------------|----------------|---------------|---------------|----------------|
| | MEN | WOMEN | TOTAL | MEN | WOMEN | TOTAL |
| Executives | 1,186 | 350 | 1,536 | 1,029 | 826 | 1,855 |
| Middle management | 9,263 | 4,334 | 13,596 | 8,571 | 3,996 | 12,567 |
| Administrative staff | 4,239 | 5,285 | 9,524 | 4,430 | 6,915 | 11,345 |
| Auxiliary staff | 74,385 | 25,580 | 99,965 | 59,617 | 17,943 | 77,560 |
| Sales representatives | 1,627 | 745 | 2,372 | 1,219 | 593 | 1,812 |
| Others | 15,802 | 2,298 | 18,100 | 16,778 | 2,328 | 19,107 |
| TOTAL HOURS TRAINING | 106,501 | 38,591 | 145,092 | 91,644 | 32,601 | 124,245 |

AVERAGE HOURS TRAINING OF EMPLOYEES, BY GENDER AND PROFESSIONAL CATEGORY

| PROFESSIONAL CATEGORY | 2019 | | 2018 | |
|-------------------------------|--------------|--------------|--------------|--------------|
| | MEN | WOMEN | MEN | WOMEN |
| Executives | 9.48 | 10.94 | 8.23 | 19.21 |
| Middle management | 17.54 | 14.79 | 15.78 | 13.32 |
| Administrative staff | 15.53 | 11.64 | 15.60 | 15.27 |
| Auxiliary staff | 72.64 | 68.03 | 61.91 | 61.24 |
| Sales representatives | 8.79 | 8.76 | 6.77 | 7.14 |
| Others | 7.25 | 4.09 | 7.53 | 4.26 |
| AVERAGE HOURS TRAINING | 24.68 | 21.42 | 21.20 | 18.98 |

NB: The principal subject areas on which training has been given are: languages, 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.

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, sex, 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 2019 on drafting the Corporate Equality Plan, which we expect to be completed during 2020.

DIVERSITY IN GOVERNING BODIES AND WORKFORCE

| | 2019 | | | |
|--------------------|------|-------|---------------|-----------------|
| | MEN | WOMEN | % MEN / TOTAL | % WOMEN / TOTAL |
| Board of Directors | 8 | 5 | 61.54% | 38.46% |

| GENDER | 2019 | | 2018 | |
|------------------------|-----------------|-------------------------|-----------------|-------------------------|
| | TOTAL EMPLOYEES | % TOTAL WORKFORCE GROUP | TOTAL EMPLOYEES | % TOTAL WORKFORCE GROUP |
| Men | 4,315 | 70.54% | 4,323 | 71.56% |
| Women | 1,802 | 29.46% | 1,718 | 28.44% |
| TOTAL EMPLOYEES | 6,117 | | 6,041 | |

EMPLOYEES WITH DIFFERENT ABILITIES

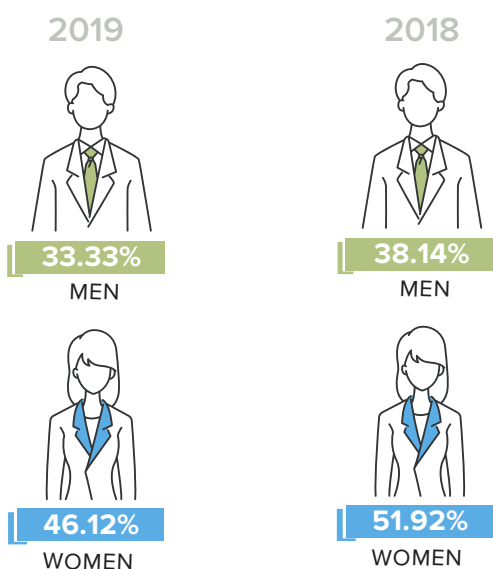
| | 2019 | | 2018 | |
|--|------|-------|------|-------|
| | MEN | WOMEN | MEN | WOMEN |
| No. Employees with different abilities | 81 | 31 | 78 | 33 |

During 2019, the Ebro Group promoted several actions in Spain related with the socio-occupational integration of persons with different abilities, through the contracting of certain services with special employment centres (CEE).

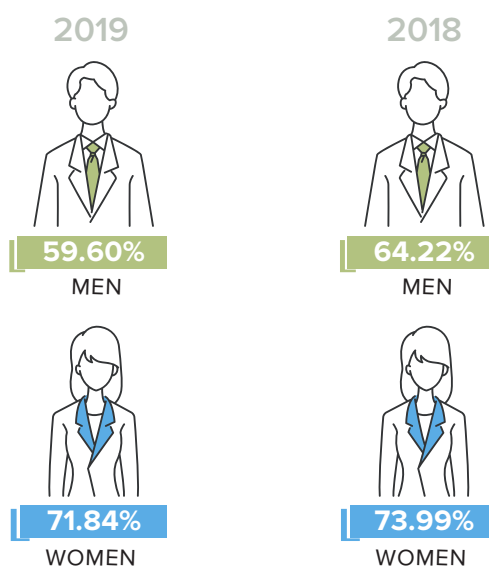
| ENTITY | ITEM | AMOUNT (€) |
|--|---------------------------------|------------------|
| C.E.E. CADEMADRID | Printing work | 1,591.22 |
| FUNDACIÓN PRODIS | Sundry printing work | 2,019.49 |
| C.E.E. INSERCIÓN PERSONAL DISCAPACITADOS "IPD" | Cleaning head offices in Madrid | 75,390.12 |
| | TOTAL | 79,000.83 |

EMPLOYEES WHO RECEIVE REGULAR PERFORMANCE AND PROFESSIONAL DEVELOPMENT ASSESSMENTS

% EMPLOYEES WITH ASSESSMENT AND REMUNERATION/TOTAL EMPLOYEES BY GENDER



% EMPLOYEES WITH ASSESSMENT-BASED VARIABLE REMUNERATION



| NO. EMPLOYEES WHO HAVE RECEIVED ASSESSMENT | | | | NO. EMPLOYEES WHOSE ASSESSMENT IS LINKED TO A VARIABLE REMUNERATION WHO HAVE RECEIVED ASSESSMENT | | | |
|--|-------|-------|-------|--|-------|-------|-------|
| 2019 | | 2018 | | 2019 | | 2018 | |
| MEN | WOMEN | MEN | WOMEN | MEN | WOMEN | MEN | WOMEN |
| 1,438 | 831 | 1,649 | 892 | 857 | 597 | 1,059 | 660 |

23.77% 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 2019, 65 employees of different Ebro Group received shares in Ebro Foods, S.A. for an overall sum of €597,975.

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

| SIGNIFICANT BUSINESS UNITS | RATIO |
|----------------------------|-------|
| Herba Ricemills (Spain) | 1.40 |
| Panzani (France) | 1.10 |
| Riviana (USA) | 2 |

| BUSINESS UNITS IN DEVELOPING COUNTRIES | RATIO |
|--|-------|
| Ebro India (India) | 1.11 |
| Mundi Riz (Morocco) | 1.00 |

NB: This ratio was calculated by dividing the starting salary of each of the Ebro Group companies by the legal minimum wage.

This ratio was calculated by dividing the starting salary of each of the Ebro Group companies by the legal minimum wage.

| SIGNIFICANT BUSINESS UNITS | NATIONAL EXECUTIVES |
|----------------------------|---------------------|
| Herba Ricemills (Spain) | 90% |
| Panzani (France) | 100% |
| Riviana (USA) | 58% |

| BUSINESS UNITS IN DEVELOPING COUNTRIES | NATIONAL EXECUTIVES |
|--|---------------------|
| Ebro India (India) | 76% |
| Mundi Riz (Morocco) | 100% |



REMUNERATION

The basic salary is identical for men and women in all the companies of the Ebro Group.

Average remuneration by gender and age group

The following tables show the progress that the Group is making in pay equality, since in the age groups representing the most recent new hires, the pay gap is considerably smaller than in older age groups.

| | MEN | | | WOMEN | | |
|---------------------------------|--------|---------|--------|--------|---------|--------|
| | <=30 | 30 - 50 | >=50 | <=30 | 30 - 50 | >=50 |
| Average annual remuneration (€) | 27,476 | 50,135 | 63,374 | 24,886 | 40,381 | 40,996 |

NB: This average remuneration was calculated taking the average gross annual salaries of male and female employees by age group. The remuneration includes the basic salary plus bonuses, such as seniority, cash bonuses and any other welfare benefit.

| | AGE GROUP | | |
|-----------------|-----------|---------|------|
| | <=30 | 30 - 50 | >=50 |
| Ratio women/men | 0.91 | 0.81 | 0.65 |

NB: This calculation was made using the following formula (average remuneration women/average remuneration men by age group).

Average remuneration of executives, by gender

The following table shows the average annual remuneration of the professionals in the categories of Senior and Middle Management (Area Managers) of all the Group companies in 2018 and 2019.

| | 2019 EXECUTIVES | | 2018 EXECUTIVES | |
|---------------------------------|-----------------|--------|-----------------|--------|
| | MEN | WOMEN | MEN | WOMEN |
| Average annual remuneration (€) | 90,714 | 73,698 | 85,503 | 66,525 |

NB: This average annual remuneration was calculated as the sum of the basic salary plus bonuses, such as seniority, cash bonuses and any other welfare benefit.

CUSTOMERS AND CONSUMERS



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

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.

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 152 certifications between them (see Annex 2).

The companies also make regular assessments of their products to promote their safety and improvement. During 2019, the subsidiaries Arrozeiras Mundiarroz (Portugal), Catelli Foods (Canada), Geovita (Italy), Lassie (Netherlands), Lustucru and Riviana Foods (USA) made such assessments.

CUSTOMER HEALTH AND SAFETY

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

| COMPANY | CATEGORIES/PRODUCTS | % PRODUCTS ASSESSED |
|-----------------------|---------------------|---------------------|
| Arrozeiras Mundiarroz | Broken rice | 100% |
| | Essential | 100% |
| | Noodles | 100% |
| | Ready to Serve | 100% |
| | Special use | 100% |
| | Traditional | 100% |
| | Wholegrain | 100% |
| Catelli Foods | Enriched | 100% |
| | Healthy | 100% |
| | Vegetable | 100% |
| | Wholegrain | 100% |
| Ebrofrost UK | IQF Pasta products | 100% |
| Geovita | Organic products | 100% |

| COMPANY | CATEGORIES/PRODUCTS | % PRODUCTS ASSESSED |
|-----------------|--|---------------------|
| Lassie | Mixes | 50% |
| | Specialty rice | 66.67% |
| Lustucru | Fresh pasta (simple): 1 organic SKU/11 | 9.09% |
| | Filled fresh pasta: 2 organic SKUs | 2.94% |
| Riviana Foods | Carolina Arborio Medium Grain Rice Perfect for Risotto | 100% |
| | Carolina Jasmine Rice & Quinoa | 100% |
| | Carolina Jasmine Rice & Red & Wild Rice | 100% |
| | Carolina Parboiled Medium Grain Rice Perfect for Paella | 100% |
| | Carolina Ready to Serve Cilantro Limon Jasmine Rice | 100% |
| | Carolina Ready to Serve Garlic & Olive Oil Jasmine Rice | 100% |
| | Carolina Ready to Serve Jasmine Rice | 100% |
| | Carolina Short Grain Rice Perfect for Sushi | 100% |
| | Carolina White and Jasmine Rice Blend Perfect for Fried Rice | 100% |
| | Mahatma Arborio Medium Grain Rice Perfect for Risotto | 100% |
| | Mahatma Jasmine Rice & Quinoa | 100% |
| | Mahatma Jasmine Rice & Red & Wild Rice | 100% |
| | Mahatma Parboiled Medium Grain Rice Perfect for Paella | 100% |
| | Mahatma Ready to Serve Cilantro Limon Jasmine Rice | 100% |
| | Mahatma Ready to Serve Garlic & Olive Oil Jasmine Rice | 100% |
| | Mahatma Ready to Serve Jasmine Rice | 100% |
| | Mahatma Short Grain Rice Perfect for Sushi | 100% |
| | Mahatma White and Jasmine Rice Blend Perfect for Fried Rice | 100% |
| | Minute Premium Rice | 100% |
| | Minute RTS Cilantro & Lime Jasmine Rice | 100% |
| | Minute RTS Garlic & Olive Oil Jasmine Rice | 100% |
| | Minute RTS Southwest Pinto Beans & Rice | 100% |
| | Minute White Rice | 100% |
| | Success White | 100% |
| | Garden Delight | 100% |
| | No Yolks Corn Flour Removal | 100% |
| | Ronzoni 3 Minute | 100% |
| | Ronzoni Gluten Free Pasta with Cauliflower, Fava Bean and Rice Flour | 100% |
| | Ronzoni Turmeric | 100% |
| | Thick & Hearty Elbows | 100% |
| Roland Monterra | Croque Monsieur | 100% |
| | Meat pie | 100% |
| | Sandwiches | 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 |
|--------------------|------------|
| Catelli Foods | 100% |
| Ebrofrost Germany | 41% |
| Ebrofrost UK | 100% |
| Ebro India | 100% |
| Garofalo | 100% |
| Harinas Santa Rita | 100% |
| Herba Bangkok | 100% |
| Herba Cambodia | 100% |
| Riviana Foods | 100% |
| Roland Monterra | 100% |

Elimination of the product and its environmental or social impact

| COMPANY | % PRODUCTS |
|-----------------|------------|
| Catelli Foods | 100% |
| Ebrofrost UK | 100% |
| Ebro India | 100% |
| Garofalo | 100% |
| Geovita | 100% |
| Herba Bangkok | 100% |
| Herba Cambodia | 100% |
| Herba Ricemills | 100% |
| Lustucru | 100% |
| Riviana Foods | 100% |
| Roland Monterra | 100% |

Source of components in the product

| COMPANY | % PRODUCTS |
|-----------------------|------------|
| Arrozeiras Mundiarroz | 100% |
| Catelli Foods | 100% |
| Ebro Frost UK | 100% |
| Ebro India | 100% |
| Garofalo | 100% |
| Geovita | 25% |
| Herba Bangkok | 100% |
| Herba Cambodia | 100% |
| Herba Ricemills | 13% |
| Lustucru | 15% |
| Mundi Riso | 16% |
| Mundi Riz | 90% |
| Neofarms | 100% |
| Riviana Foods | 100% |
| Roland Monterra | 100% |

Product safety instructions

| COMPANY | % PRODUCTS |
|-----------------------|------------|
| Arrozeiras Mundiarroz | 100% |
| Catelli Foods | 100% |
| Ebrofrost Germany | 41% |
| Ebrofrost UK | 100% |
| Ebro India | 100% |
| Garofalo | 100% |
| Geovita | 100% |
| Herba Bangkok | 100% |
| Herba Cambodia | 100% |
| Lustucru | 13% |
| Mundi Riz | 100% |
| Riviana Foods | 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 of the corresponding company, 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 | Telephone, e-mail, post and social media |
| Bertagni | Italy | Telephone, e-mail, website and social media |
| Boost Nutrition | Belgium | Telephone, e-mail, website and social media |
| Catelli - Olivieri | Canada | Telephone, e-mail, website and social media |
| Euryza | Germany | Telephone, e-mail, website and social media |
| Garofalo | Italy | Telephone, e-mail, website and social media |
| Herba Ricemills | Spain | Telephone and e-mail |
| Lassie | Netherlands | Telephone, e-mail, website and social media |
| Lustucru | France | Telephone and post |
| Panzani | France | Telephone, e-mail, post and social media |
| Riceland | Hungary | Telephone, e-mail and website |
| Risella | Finland | Telephone |
| Riviana Foods | USA | Telephone, e-mail, website and social media |



INCIDENTS DURING THE YEAR

INCIDENTS REGISTERED WITH LARGE CUSTOMERS

Overall, 6 incidents were registered in 2019, 3 of which corresponded to Geovita (Italy), 1 to Garofalo (Italy) and the remaining 2 to Roland Monterraat (France). Of those, 3 were related with labelling and product name issues and the other 3 with voluntary product recalls.

CLAIMS FROM END CONSUMERS

The following table shows the number of claims (packaging defects, requests for information, sensory properties, etc.) handled during 2019, by company.

| COMPANY | COUNTRY | NUMBER OF INCIDENTS 2019 | NUMBER OF INCIDENTS 2018 |
|-----------------------|-------------|--------------------------|---------------------------------|
| Arrozeiras Mundiarroz | Portugal | 109 | 104 |
| Bertagni | Italy | 245 | 270 |
| Boost Nutrition | Belgium | 219 | 164 |
| Catelli - Olivieri | Canada | 2.129 | 2.239 |
| Euryza | Germany | 457 | 408 |
| Garofalo | Italy | 617 | 518 |
| Herba Ricemills | Spain | 474 | 1.091 |
| Lassie | Netherlands | 264 | 328 |
| Lustucru | France | 1,443 | 1.448 |
| Panzani | France | 5,952 | 6.709 |
| Riceland | Hungary | 60 | 75 |
| Risella | Finland | 352 | 123 |
| Riviana | USA | 14,386 11,624 | 12,826 (rice) 17,508 (pasta) |

None of the companies in the Ebro Group received any notification from customers during 2019 of incidents regarding privacy or data breaches.



% 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% |
| Catelli Food | Dry pasta | Canada | 7.5% |
| | Dry pasta | USA | 0.8% |
| | Gluten free lasagne | Italy | 0.1% |
| | Gluten free pasta | Italy | 1.9% |
| | Fresh Pasta Gnocchi | France | 3.6% |
| | Pasta sauce | USA | 0.1% |
| | Pasta sauce | Italy | 1% |
| Ebro India | Rice | India | 28% |
| Geovita | Shinode Rice 10kg | Italy | 7.2% |
| Lassie | Cereals | Netherlands | 0.1% |
| | Rice colouring (yellow) | Dutch Antilles | 0.46% |
| | Rice and pea-based fibre grains | Belgium | 0.08% |
| Lustucru | 500 g box | France | 100% |
| | Garofalo filled fresh pasta | Italy | 100% |
| | Crisps | Netherlands | 100% |
| | Traditional gnocci | Italy | 100% |
| | Filled fresh pasta | Italy | 100% |
| | Organic tagliatelle | Italy | 100% |
| | Omelette | Spain | 100% |
| Mundi Riso | Black & red rice | Italy | 0.25% |
| | Parboiled rice | Italy | 4.74% |
| | Parboiled rice | Italy | 6.2% |
| | Parboiled rice | Italy | 0.74% |
| | Rice | Netherlands | 0.13% |
| | Rice & red quinoa | Italy | 0.22% |

| COMPANY | PRODUCT MANUFACTURED | COUNTRY | % OF MANUFACTURING |
|---------------------------|------------------------|----------|--------------------|
| Pastificio Lucio Garofalo | Preserved tomato | Italy | 100% |
| | Preserved tomato | Italy | 100% |
| | Preserved tomato | Italy | 100% |
| | Preserved tomato | Italy | 100% |
| | Preserved tomato | Italy | 100% |
| | Dry pasta | Italy | 100% |
| | Dry pasta | Italy | 100% |
| | Dry pasta | Italy | 100% |
| | Extra virgin olive oil | Italy | 100% |
| | Fresh pasta | Italy | 100% |
| | Fresh pasta | Italy | 100% |
| | Fresh pasta | Italy | 100% |
| | Fresh pasta | Italy | 100% |
| | Flour mix | Italy | 100% |
| | Potato balls | Italy | 100% |
| | Wheat flour | Italy | 100% |
| Panzani | Pasta | Italy | 6.2% |
| | Pasta | Italy | 2.1% |
| | Pasta | Italy | 2.5% |
| | Pasta | Turkey | 2.4% |
| | Pasta | Italy | 5.4% |
| | Pasta | Germany | 2% |
| | Rice | Belgium | 7.7% |
| | Rice | France | 2.7% |
| | Rice | Italy | 5.7% |
| | Rice | Thailand | 2.2% |
| | Rice | Spain | 1.9% |
| | Rice | Spain | 4.9% |
| | Rice | Italy | 7.3% |
| | Sauces | Italy | 2.7% |
| | Sauces | Spain | 25.3% |
| | Sauces | France | 2% |
| Riviana Foods | Calrose | USA | 1% |
| | Jasmine Rice | Spain | 9.4% |
| | Mahatma/Carolina 20LB | USA | 0.7% |
| | Minute Rice | USA | 0.6% |
| | Minute Rice | USA | 0.2% |
| | RTS & Basmati | Spain | 2.6% |
| | SUP rice mix | USA | 0.9% |
| | Dry pasta | Italy | 0.5% |
| | Dry pasta | Canada | 0.1% |
| | Dry pasta | USA | 1.4% |
| | Gluten free pasta | Italy | 0.2% |
| | Dry pasta sheets | Italy | 0.1% |
| | Mac and Cheese | USA | 0.2% |
| | Lasagne ready to bake | Italy | 0.3% |



PROMOTION OF HEALTHY FOOD AND HEALTHY LIFESTYLES

The Ebro Group is investing heavily to complete all its brands on a global scale with a new category of products targeting health, putting new healthy products on the market based on concepts such as ancient grains, gluten free, quinoa, whole grain, high fibre, vitamins, minerals, etc., focusing increasingly on everything to do with organic and natural foods.

In addition, the Ebro Group has created the blog Sentirsebien.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 2019, sales of the Healthy segment accounted for 7.71% of the total net sales of Group companies selling products in this category.

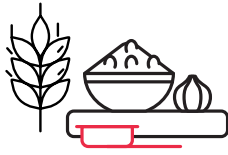
| COMPANY | % OF TOTAL SALES OF THE COMPANY |
|---------------------------|---------------------------------|
| Arrozeiras Mundiarroz | 0.83% |
| Bertagni | 3.76% |
| Boost Nutrition | 0.50% |
| Catelli Foods | 16.64% |
| Ebro India | 0.57% |
| Euryza | 15.08% |
| Pastificio Lucio Garofalo | 18.61% |
| Geovita | 2.04% |
| Herba Ricemills | 11.93% |
| Herba Ricemills Romania | 7.16% |
| Lassie | 6.99% |
| Lustucru | 0.43% |
| Panzani | 3.35% |
| Riceland Magyarorzag | 5.00% |
| Riviana (Rice business) | 10.41% |
| Riviana (Pasta business) | 8.45% |
| S&B Herba Foods | 2.04% |
| Transimpex | 12.00% |
| TOTAL | 7.71% |

SUPPLY CHAIN MANAGEMENT



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

Approximately 70% of them are in Europe, 10% in North America and 20% distributed among Africa, India, South America and south-east Asia, according to the locations of our companies Mundiriz, Ebro India, La Loma Alimentos, Herba Bangkok and Herba Cambodia.

SUPPLIER MANAGEMENT MODEL

Since 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 addressing 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 will 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, that 100% of our suppliers and service providers will have signed the Group's Supplier Code of Conduct by 2030 or incorporated ESG criteria in their policies.

We have another two corporate tools we can use to achieve this goal: on the one hand, the Procurement Departments of the different subsidiaries visit and hold meetings with their suppliers; and on the other hand, the Sedex Platform, to which the suppliers of the different Group companies are gradually signing up, and who are in turn audited by an independent external firm.

In this area, we made 11 SMETA audits in 2019 on suppliers in Greece, Italy, France, Thailand, Pakistan and Hungary.

| COUNTRY | DATE | AUDIT FIRM |
|----------|------------|------------------------|
| Greece | 21/11/2019 | Intertek Bulgaria |
| Greece | 20/11/2019 | Intertek Bulgaria |
| France | 14/11/2019 | BVCERT 4 Pillar Audits |
| Thailand | 12/09/2019 | SGS Thailand |
| Italy | 06/06/2019 | BVCERT 4 Pillar Audits |
| Italy | 17/05/2019 | Intertek Italy |
| Italy | 04/04/2019 | SGS Italy |
| Hungary | 27/03/2019 | BVCERT 4 Pillar Audits |
| Italy | 27/03/2019 | Intertek Italy |
| Italy | 01/02/2019 | SGS Italy |
| Pakistan | 23/01/2019 | Elevate Limited |

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.

No adverse environmental impacts were detected in our supply chain during 2019.

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 cooperatives of farmers and millers.

There is relatively little variation from one year to the next in the pool of countries in which we source materials but do not operate, the direct suppliers we use in those countries and the volumes purchased per supplier category. However, within those categories, the operators from whom we buy and the volumes bought from each one may vary considerably depending on our needs in respect of price, quality, customer specifications, etc.

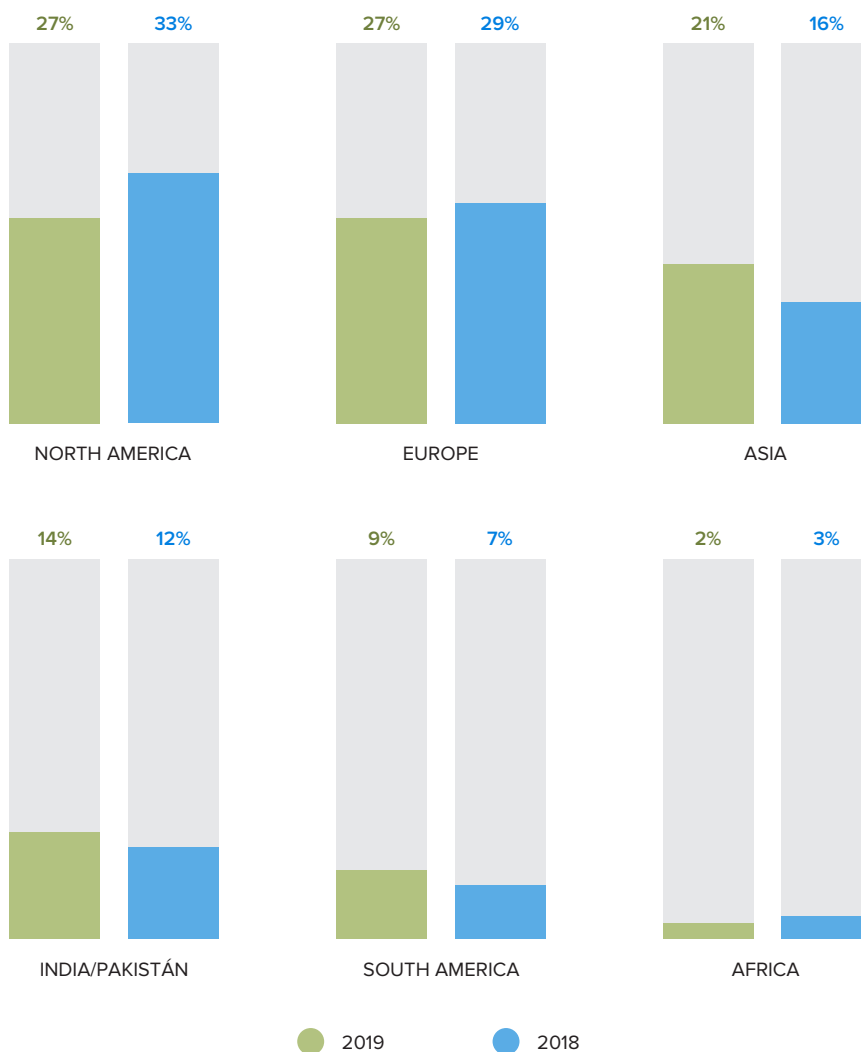
VOLUMES BY ORIGIN

Rice

The rice supplies for the Ebro Group have been very stable over the past two years in both total volume and volume by origin, our most important sourcing regions being North America and Europe.

| | 2019 | | 2018 | |
|------------------|------------------|-----|------------------|-----|
| | TONNES | % | TONNES | % |
| North America | 414,545 | 27% | 495,759 | 33% |
| Europe | 404,696 | 27% | 434,512 | 29% |
| Asia | 327,342 | 21% | 233,424 | 16% |
| India/Pakistan | 209,010 | 14% | 179,521 | 12% |
| South America | 134,198 | 9% | 100,090 | 7% |
| Africa | 35,771 | 2% | 42,619 | 3% |
| TOTAL (T) | 1,525,561 | | 1,485,925 | |

RICE SOURCING ORIGINS

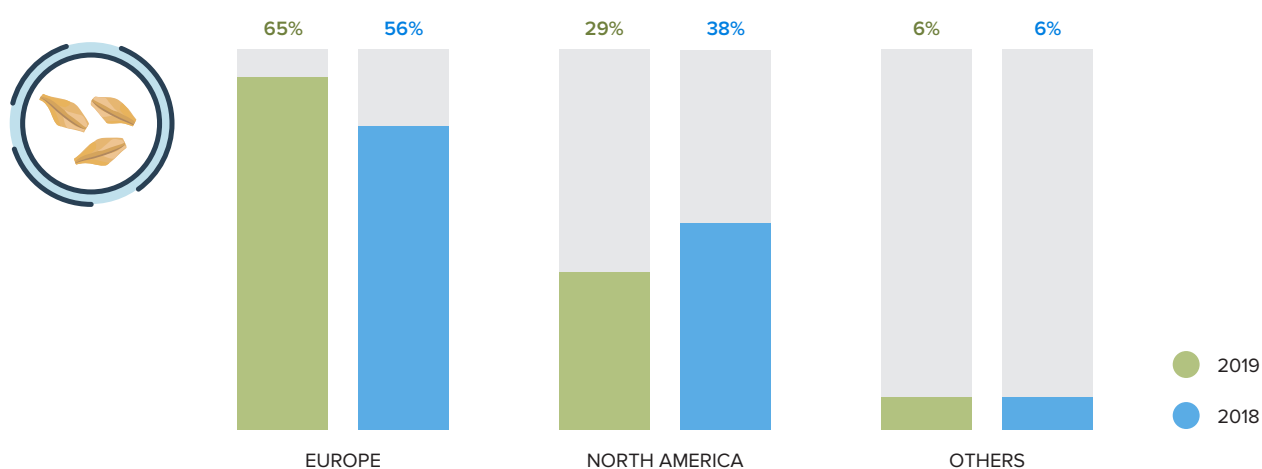


Durum wheat

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

| | 2019 | | 2018 | |
|------------------|----------------|-----|----------------|-----|
| | TONNES | % | TONNES | % |
| Europe | 491,282 | 65% | 472,741 | 56% |
| North America | 217,554 | 29% | 326,250 | 38% |
| Others | 45,994 | 6% | 49,982 | 6% |
| TOTAL (T) | 754,830 | | 848,973 | |

WHEAT SOURCING / ORIGINS

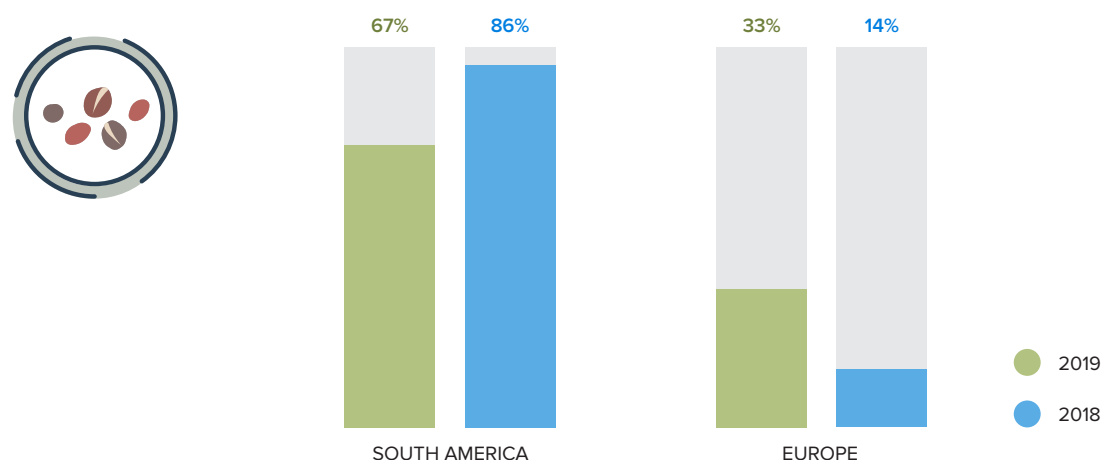


Quinoa

The Ebro Group sources most of its quinoa in South America.

| | 2019 | | 2018 | |
|------------------|--------------|-----|--------------|-----|
| | TONNES | % | TONNES | % |
| South America | 1,778 | 67% | 3,255 | 86% |
| Europe | 862 | 33% | 521 | 14% |
| TOTAL (T) | 2,640 | | 3,776 | |

QUINOA SOURCING ORIGINS



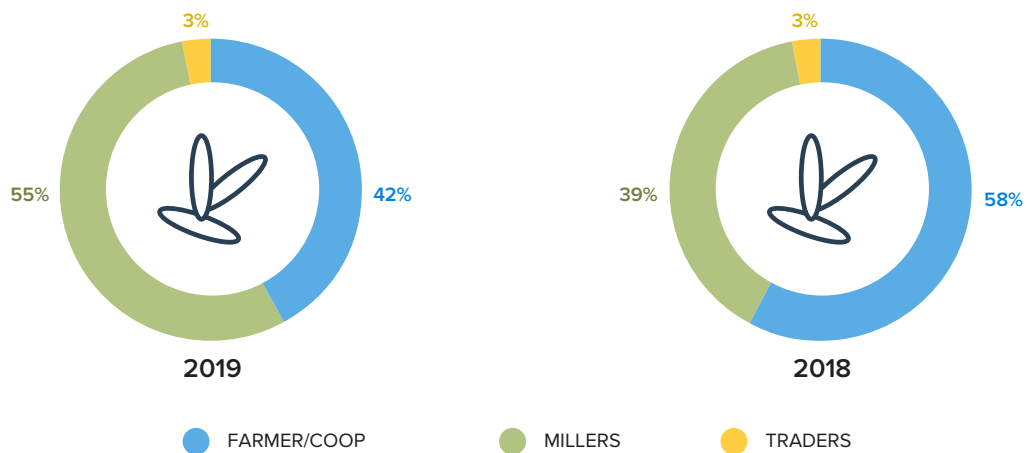
VOLUME BY SUPPLIER

Rice

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

| | 2019 | | 2018 | |
|------------------|------------------|-----|------------------|-----|
| | TONNES | % | TONNES | % |
| Farmer/Coop | 640,230 | 42% | 867,076 | 58% |
| Millers | 839,197 | 55% | 578,186 | 39% |
| Traders | 46,134 | 3% | 40,663 | 3% |
| TOTAL (T) | 1,525,561 | | 1,485,925 | |

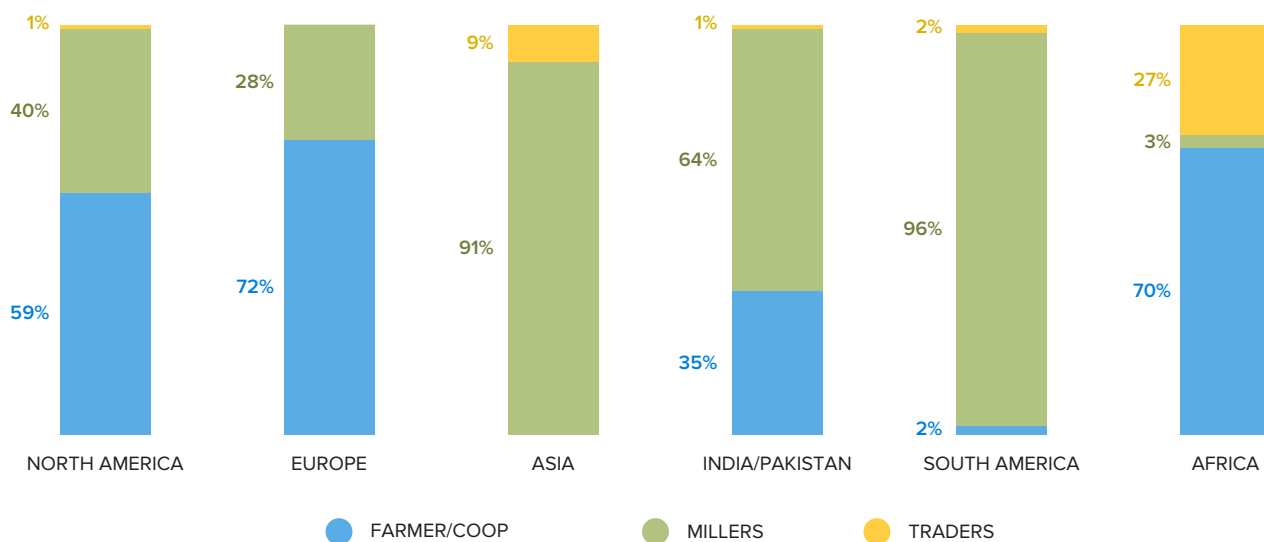
RICE SOURCING / 1ST TIER SUPPLIERS



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

| | 2019 | | | | | |
|------------------|----------------|----------------|----------------|----------------|----------------|---------------|
| | NORTH AMERICA | EUROPE | ASIA | INDIA/PAKISTAN | SOUTH AMERICA | AFRICA |
| TOTAL (T) | 414,545 | 404,696 | 327,342 | 209,010 | 134,198 | 35,771 |

RICE SOURCING 2019 / 1ST TIER SUPPLIERS / ORIGINS

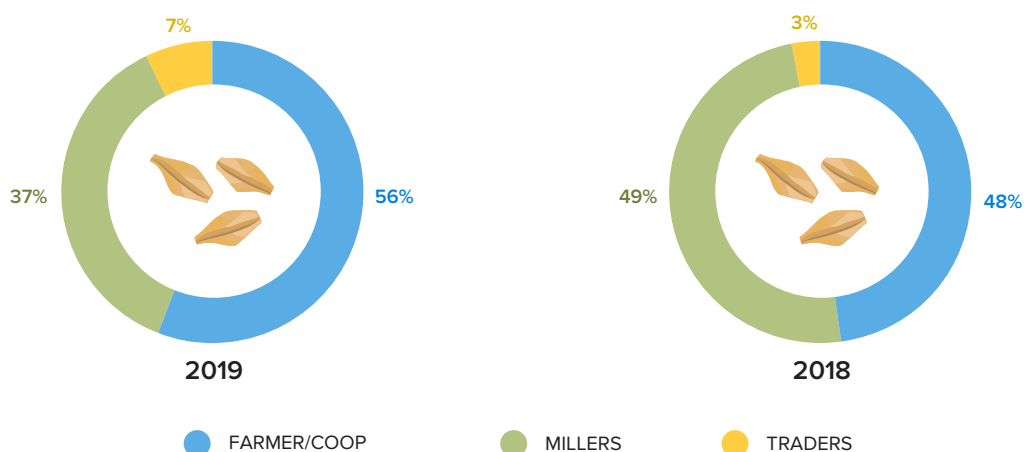


Durum wheat

On a global level most of the wheat is sourced directly from farmers or cooperatives in 2019.

| | 2019 | | 2018 | |
|------------------|----------------|-----|----------------|-----|
| | TONNES | % | TONNES | % |
| Farmer/Coop | 423,184 | 56% | 406,270 | 48% |
| Millers | 281,747 | 37% | 416,381 | 49% |
| Traders | 49,899 | 7% | 26,322 | 3% |
| TOTAL (T) | 754,830 | | 848,973 | |

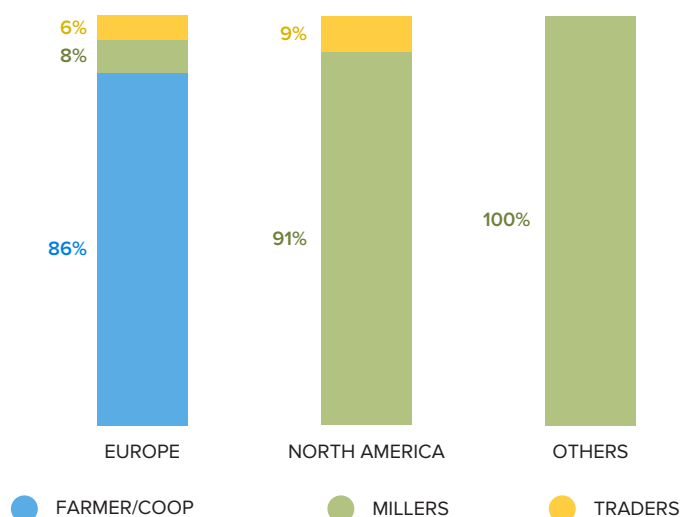
WHEAT SOURCING / 1ST TIER SUPPLIERS



At a disaggregated level, the direct suppliers are totally different for each geographical region: mainly farmers or cooperatives in Europe and millers and/or traders in North America.

| | 2019 | | |
|------------------|----------------|----------------|---------------|
| | EUROPE | NORTH AMERICA | OTHERS |
| TOTAL (T) | 491,282 | 217,554 | 45,994 |

WHEAT SOURCING 2019/ 1ST TIER SUPPLIERS / ORIGINS

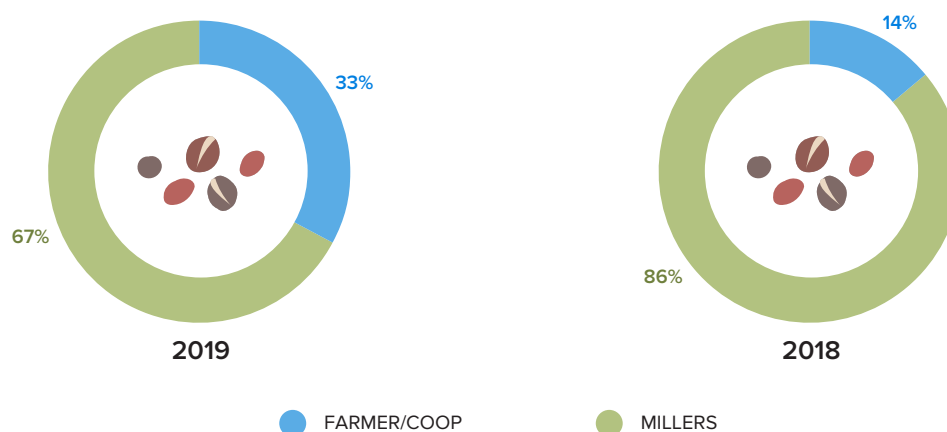


Quinoa

In 2019 most of the quinoa was sourced directly from mills and/or plants.

| | 2019 | | 2018 | |
|------------------|--------------|-----|--------------|-----|
| | TN | % | TN | % |
| Farmer/Coop | 862 | 33% | 521 | 14% |
| Millers | 1,778 | 67% | 3,255 | 86% |
| Traders | 0 | 0% | 0 | 0% |
| TOTAL (T) | 2,640 | | 3,776 | |

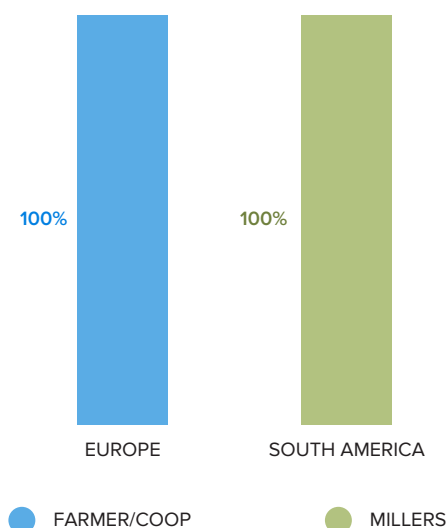
QUINOA SOURCING 2019/ 1ST TIER SUPPLIERS / ORIGINS



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

| | 2019 | |
|------------------|------------|---------------|
| | EUROPE | SOUTH AMERICA |
| TOTAL (T) | 862 | 1,778 |

QUINOA SOURCING 2019/ 1ST TIER SUPPLIERS / ORIGINS



COMMITMENT TO THE ENVIRONMENT



EBRO FOODS, S.A.

COMMITMENT TO THE ENVIRONMENT



SCOPE OF REPORTING

The information set out below corresponds to 67 of the 74 production plants and offices that the Ebro Group has through its different companies.

The comparison of 2019 and 2018 is distorted by the changes in the perimeter for consolidated reporting in respect of 2018, as mentioned at the beginning of this report

| REGION | NO. SITES REPORTING | COMPANIES |
|----------------------|---------------------|--|
| EUROPE | 49 | |
| Spain | 14 | Harinas Santa Rita (1), Herba Ricemills (10), Arotz Foods(1), Ebro Foods (2) |
| Portugal | 1 | Arrozeiras Mundiarroz |
| UK | 4 | Ebrofrost UK (1), S&B Herba Foods (3) |
| Italy | 8 | Bertagni (2), Pastificio Lucio Garofalo (1), Mundiriso (1), Geovita (4) |
| France | 10 | Lustucru (3), Panzani (6), Roland Monterrat (1) |
| Belgium | 4 | Boost Nutrition (1), Herba Ingredients (3) |
| Netherlands | 2 | Lassie, Herba Ingredients |
| Germany | 4 | Ebrofrost Germany (1), Transimpex (2), Euryza (1) |
| Denmark | 1 | Ebrofrost Denmark |
| Hungary | 1 | Riceland Magyarorzag |
| NORTH AMERICA | 14 | |
| USA | 11 | Riviana (10), Ebrofrost NA (1) |
| Canada | 3 | Catelli |
| SOUTH AMERICA | 0 | |
| Argentina | | |
| AFRICA | 1 | |
| Morocco | 1 | Mundiriz |
| ASIA | 3 | |
| Thailand | 1 | Herba Bangkok |
| India | 1 | Ebro India |
| Cambodia | 1 | Herba Camboya |

NB: The following workplaces have been excluded from this environmental report because there were no quantitative data available when the Report was closed:

- The office of the parent, Ebro Foods, S.A., in Granada
- The sales office of Neofarms Bio (Argentina)
- The sales office of Transimpex in Hamburg
- The sales office of Herba Ricemills in Romania
- The 3 industrial plants of La Loma Alimentos, S.A.

ENVIRONMENTAL MANAGEMENT

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:

- **Air emissions:** Mainly emissions of particles during the handling of cereals (rice and wheat) and greenhouse gas (GHG) emissions related to the consumption of fossil fuels and electricity. The most widely used fuel is natural gas.
- **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.
- **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.
- **Waste generation and management:** The Ebro Group generates minimal amounts of waste, both non-hazardous (mainly packaging of ingredients and ancillary materials) and hazardous (maintenance operations).

To minimise these impacts, Ebro Foods upholds protection of the environment as one of the basic principles of our activities and implements the necessary tools, measures and means in its companies to guarantee that protection. The Ebro Group takes measures to:

- Ensure that its companies comply with the environmental laws applicable to their respective activities by implementing internal management systems and monitoring the applicable laws and regulations.
- Minimise the environmental impact of its activity by seeking eco-friendly solutions and continually embarking on initiatives to reduce its emissions and waste generation and optimise its consumption of water, energy and packaging material.
- Manage all its waste adequately and safely, encouraging recycling and reuse. Use recycled raw materials and/or those respectful of the environment, whenever possible.
- Organise environmental awareness and training programmes for employees.

RESOURCES DEDICATED TO ENVIRONMENTAL RISK PREVENTION

Thirteen of the 28 companies covered by this report have reported investments in measures to reduce / optimise energy consumption, water consumption and GHG emissions

- | | | |
|-------------------|-----------------------------|----------------------------------|
| • Herba Ricemills | • Arrozeiras Mundiarroz | • Herba Bangkok |
| • Panzani | • Boost Nutrition | • Roland Monterra |
| • Lustucru | • Pastificio Lucio Garofalo | • Riviana Pasta (pasta business) |
| • Mundiriso | • Lassie | |
| • Catelli | • Ebro Frost UK | |

| | 2019 | 2018 |
|---------------------------------------|------------------|------------------|
| Expenditure in management and control | 785,390 | 307,519 |
| Investment to minimise impact | 1,320,098 | 2,740,761 |
| TOTAL | 2,105,488 | 3,147,106 |

The investments reported here include measures to reduce particle emissions, reduce water consumption, improve heat insulation, reduce noise, improve effluent treatment facilities, install LED lighting, and improve waste management, inspection of equipment, 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

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.

NON-COMPLIANCE, FINES AND SANCTIONS

In 2019, 3 plants reported mild breaches of environmental laws and regulations. One of them incurred a small fine.

| COMPANY | PLANT | NON-COMPLIANCE | FINE/SANCTION |
|-----------------|----------|---|---|
| Boost Nutrition | Plant A | PH3 aeration procedure | Modification of the procedure and improvement of ventilation in silos |
| Riviana Foods | Freeport | Exceeding the annual assignment for use of solvents Over-performance in loading on trains and trucks | Notice of enforcement |
| Herba Ricemills | Algemesí | Incorrect effluent due to breakage of settling cone in the wastewater treatment plant | 1,384 € |

The following production plants have environmental management systems certified under UNE-EN-ISO 14001:

| YEAR | COMPANY | COUNTRY | PLANT | CERTIFICATION |
|------|----------|---------|---------------|---------------|
| 2018 | GAROFALO | ITALY | GRAGNANO | ISO 14001 |
| 2018 | PANZANI | FRANCE | LITTORAL | ISO 14001 |
| 2018 | PANZANI | FRANCE | GENNEVILLIERS | ISO 14001 |
| 2018 | PANZANI | FRANCE | SAINT JUST | ISO 14001 |

PRECAUTIONARY PRINCIPLE

The guidelines on which the precautionary principle are set out in the Group's Code of Conduct and CSR Policy:

- The Group declares its firm commitment to respect and preserve the environment.
- It sees that its companies comply with the environmental laws applicable to their operations and any additional commitments assumed voluntarily.
- Environmental sustainability programmes are applied in specific matters.

CIRCULAR ECONOMY AND WASTE MANAGEMENT AND PREVENTION

In Spain, to guarantee meeting the reduction, recycling and re-use targets defined in the Packaging and Packaging Waste Act 11/97 of 24 April, the 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 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.

In early 2019, seeking sustainable alternatives for our flexible packaging, we formally joined CEFLEX (<https://ceflex.eu/>), a European consortium of companies, associations and organisations representing the entire value chain of flexible packaging that join forces to enhance the contribution of flexible packaging to the circular economy in Europe by designing innovative solutions.

The CEFLEX Vision is that by 2020, there will be a comprehensive sustainability and circular economy roadmap for flexible packaging in Europe. This includes widely recognised design guidelines and a robust approach to measure, demonstrate and communicate the significant value flexible packaging adds to the circular economy. Moreover, by 2025 there will be an established collection, sorting and reprocessing infrastructure/economy across Europe, based on end of life technologies and processes which deliver the best economic and environmental outcome for a circular economy.

In the second half of the year, we put two initiatives in place to change our packaging material from plastic to paper for two of our dry rice brands, La Fallera (Spain) and Risella (Finland), thus reducing the use of polypropylene by 40%. The total saving achieved through these initiatives will be known in 2020.

In addition, we have optimised the thickness of the plastic wrap used in our packaging, thus reducing its weight by 10% in comparison with 2016.

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 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.

In this context, the Group runs consumer awareness campaigns through its corporate blog and social networks.

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 2019, Ebro India, Mundi Riso and Herba Ricemills reported husk consumption, or wood consumption in the case of Ebro Frost Denmark, as a source of energy for generating heat.

In 2019 Herba Ricemills, in alliance with other companies, presented a circular economy project in the 2019 LIFE Programme to create a new fireproof material with heat and sound insulating properties from rice husk and straw. This project was not selected, so we will study other alternatives for the use of rice straw.



WATER DISCHARGE

| WATER DISCHARGE (M ³) | 2019 | 2018 |
|-----------------------------------|------------------|------------------|
| Sewage | 159,350 | 76,598 |
| Process water | 2,039,680 | 2,385,391 |
| TOTAL WATER DISCHARGE | 2,199,031 | 2,461,989 |

| DESTINATION INDUSTRIAL EFFLUENT (M ³) | 2019 | 2018 |
|---|------------------|------------------|
| Sewerage system or treatment facility | 2,012,624 | 2,311,010 |
| Inland waters | 27,056 | 15,889 |
| Marine waters | 0 | 58,492 |
| TOTAL | 2,039,680 | 2,385,391 |

WASTE GENERATION

All the hazardous waste is transferred to authorised waste disposal contractors for treatment according to the laws in place in each region.

Non-hazardous waste is separated by type and also handled by authorised waste disposal contractors, favouring recycling and reuse whenever possible.

| WASTE (T) | 2019 | 2018 |
|--------------------|---------------|---------------|
| Hazardous | 45 | 398 |
| Non-hazardous | 28,267 | 37,240 |
| TOTAL WASTE | 28,312 | 37,638 |

| NON-HAZARDOUS WASTE (T) | 2019 | 2018 |
|----------------------------------|---------------|---------------|
| Recycling | 4,889 | 11,650 |
| Reuse | 730 | 3,567 |
| Landfill | 10,876 | 9,953 |
| Composting | 3,252 | 1,954 |
| Incineration | 900 | 3,696 |
| Other | 7,619 | 3,318 |
| TOTAL NON-HAZARDOUS WASTE | 28,267 | 34,137 |

| HAZARDOUS WASTE (T) | 2019 | 2018 |
|--------------------------------|-----------|------------|
| Recycling | 16 | 195 |
| Solidification & stabilization | 0 | 5 |
| Incineration | 10 | 79 |
| Pyrolysis | 0 | 0 |
| Landfill | 1 | 1 |
| Other | 18 | 106 |
| TOTAL HAZARDOUS WASTE | 45 | 386 |

NB: An error in the units reported by the subsidiary Panzani in 2018 has been corrected. The information on the destination of waste was incomplete in 2018, accounting for slight variations in the figures.

SIGNIFICANT SPILLS

There were no spills in 2019.

SUSTAINABLE USE OF RESOURCES

RAW MATERIALS

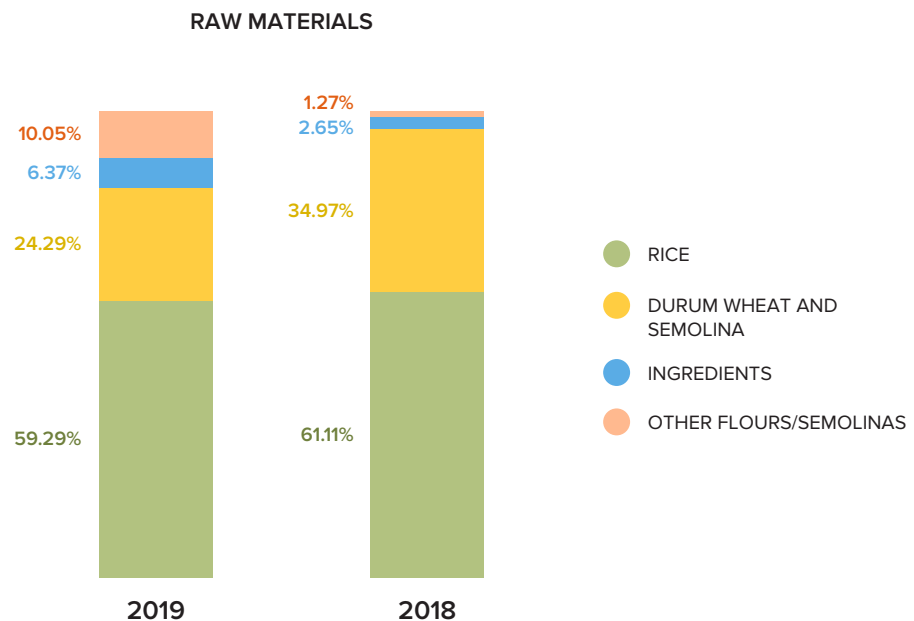
The raw materials used are divided into two major categories, those used in the preparation of finished goods and the packaging materials

The raw materials used in finished goods are divided into two categories.

- Agricultural: rice, durum wheat and quinoa
- Processed: flours or semolinas and other ingredients (ready-to-serve)

| RAW MATERIALS (T) | 2019 | 2018 |
|--------------------------|------------------|------------------|
| Rice | 2,015,838 | 1,774,534 |
| Durum wheat and semolina | 825,858 | 1,015,509 |
| Quinoa | 6,311 | 4,164 |
| Ingredients | 210,090 | 72,715 |
| Other flours/semolinas | 341,707 | 36,830 |
| TOTAL | 3,399,804 | 2,903,752 |

NB: We discovered a mistake in the 2018 calculations for "durum wheat and semolina" (799,956 t), which is corrected in this report



NB: Considering the negligible amount of quinoa within the total quantity of raw materials, we have included it in "Ingredients" to improve the visibility of the graph.

Although only minimal quantities of raw materials of animal origin (eggs, meat, dairy) are used in our products, 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 Panzani in France. In Spain, the use of ingredients from cage-free eggs was already up to 50% in 2019.

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

| INPUT MATERIALS FOR PACKAGING (T) | 2019 | 2018 |
|-----------------------------------|----------------|----------------|
| Paper | 20,938 | 17,825 |
| Cardboard | 44,099 | 44,661 |
| Plastic | 45,641 | 46,144 |
| Glass | 54.39 | 0 |
| Metal | 7.77 | 0 |
| Others | 1,469 | 2,321 |
| TOTAL | 112,209 | 110,951 |

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.

| RECYCLED FIBRE CONTENT IN PACKAGING MATERIALS (T) | 2019 | 2018 |
|---|---------------|---------------|
| Recycled paper | 3,201 | 2,212 |
| Recycled cardboard | 31,280 | 16,820 |
| Recycled plastic | 100 | 216 |
| Recycled glass | 0 | 0 |
| Recycled metal | 0 | 0 |
| TOTAL | 34,581 | 19,248 |

ENERGY CONSUMPTION

The total energy consumption for the Ebro Group is shown below:

Direct consumption

| CONSUMPTION NON-RENEWABLE ENERGY SOURCES (GJ) | 2019 | 2018 |
|--|------------------|------------------|
| Natural Gas | 3,514,700 | 3,268,551 |
| Others | 40,419 | 53,460 |
| TOTAL DIRECT CONSUMPTION NON-RENEWABLES | 3,555,119 | 3,322,011 |

| CONSUMPTION RENEWABLE ENERGY SOURCES (GJ) | 2019 | 2018 |
|--|------------------|------------------|
| Biomass | 100,468 | 93,146 |
| TOTAL DIRECT CONSUMPTION RENEWABLES | 100,468 | 93,146 |
| TOTAL DIRECT CONSUMPTION | 3,655,587 | 3,415,157 |

The energy consumption was calculated with the consumption of each fuel, normally provided by suppliers in their invoices, and the NCV of the respective fuels (see Annex 3).

Biomass includes rice husk, a by-product of our industrial processes, and wood in the case of Ebro Frost Denmark

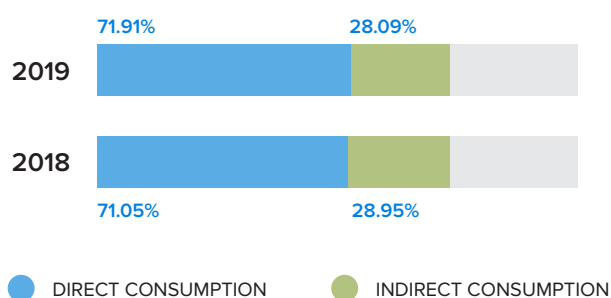
Indirect consumption

In 2019, 12% of the electricity consumed was green energy, i.e. generated from 100% renewable sources.

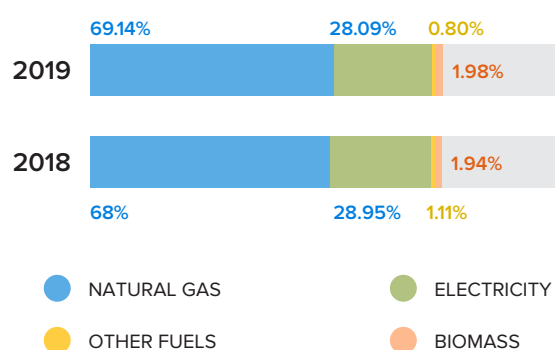
Three of the Group companies –Garofalo, Geovita and Mundiriso– also have renewable energy generation facilities, with a total output of 20,470 GWh in 2019.

| INTERMEDIATE ENERGY ACQUIRED AND CONSUMED (GJ) | 2019 | 2018 |
|--|------------------|------------------|
| Electricity | 1,427,637 | 1,391,809 |
| TOTAL INDIRECT CONSUMPTION (ELECTRICITY) | 1,427,637 | 1,391,809 |
| Of which green energy | 176,827 | |
| | 12.39% | |
| | | |
| | 2019 | 2018 |
| TOTAL ENERGY CONSUMPTION DIRECT + INDIRECT (GJ) | 5,083,224 | 4,806,966 |

ENERGY CONSUMPTION/DIRECT AND INDIRECT



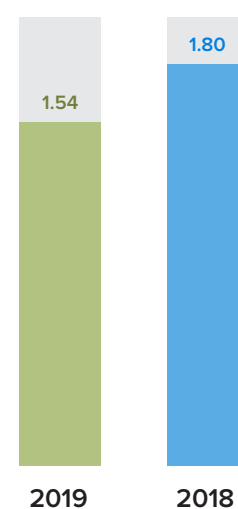
ENERGY CONSUMPTION BY SOURCE



Energy intensity

| ENERGY INTENSITY (GJ/T PRODUCT) | 2019 | 2018 |
|--|-------------|-------------|
| Total produced (T) | 3,290,565 | 2,671,856 |
| Total energy consumed (GJ) | 5,083,224 | 4,806,966 |
| ENERGY INTENSITY (GJ/T PRODUCT) | 1.54 | 1.80 |

ENERGY INTENSITY (GJ/T PRODUCT)



Reduction of energy consumption

Seven group companies have reported different initiatives to reduce their energy consumption, by a total of €227,262.

| COMPANY | INITIATIVE | COST |
|-----------------------|--|------------------|
| Arrozeiras Mundiarroz | Replacement of luminaires with LED lighting | 2,051 € |
| Boost Nutrition | Modification of milling process, installation of inverters | 15,400 € |
| Catelli | Replacement of luminaires with LED lighting | 25,870 € |
| Lassie | Replacement of luminaires with LED lighting | 30,000 € |
| Lustucru | Replacement of luminaires with LED lighting | 70,217 € |
| Panzani | Replacement of luminaires with LED lighting | 27,000 € |
| Panzani | Waterproofing of roofs | 35,644 € |
| Panzani | Installation of vacuum pumps | 21,000 € |
| Roland Monerrat | Installation of heat pumps | 80 € |
| TOTAL | | 227,262 € |

NB: This amount is included in Resources allocated to environmental risk prevention

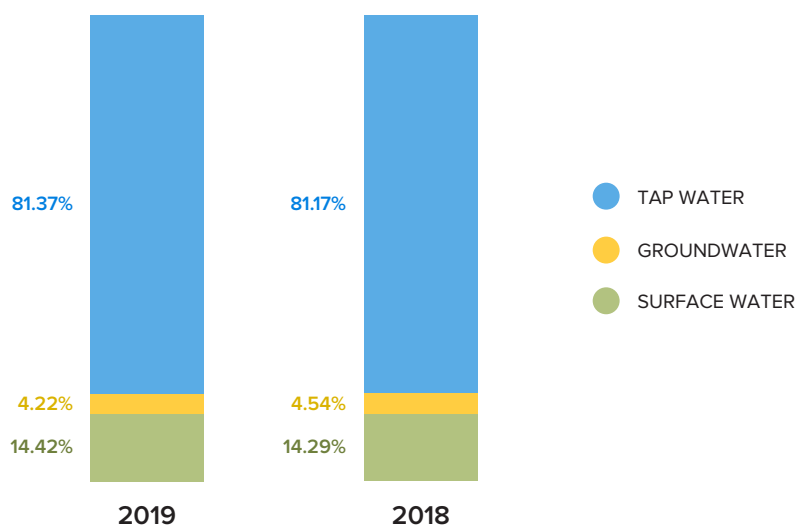
WATER CONSUMPTION

| TOTAL VOLUME OF WATER WITHDRAWN (M ³) | 2019 | 2018 |
|---|-------------------|-------------------|
| Tap water | 2,981,480 | 2,843,088 |
| Groundwater | 871,575 | 902,660 |
| TOTAL INDUSTRIAL PROCESSES | 3,853,055 | 3,745,748 |
| Surface water | 16,824,000 | 16,150,000 |
| TOTAL WATER WITHDRAWN | 20,677,055 | 19,895,748 |

NB: Surface water is not consumed in our industrial processes, but in the agricultural activity performed by the Mundiriz Group in Morocco.

| TOTAL WATER WITHDRAWN (M ³) / TOTAL (%) | 2019 | 2018 |
|---|--------|--------|
| Tap water | 14.42% | 14.29% |
| Groundwater | 4.22% | 4.54% |
| Surface water | 81.37% | 81.17% |

WATER CONSUMPTION



Water recycled and reused

| TOTAL VOLUME OF WATER RECYCLED AND REUSED (M³) | 2019 | 2018 |
|--|----------------|----------------|
| Recycled water | 281,955 | 355,542 |
| Reused water | 51,281 | 0 |
| TOTAL | 333,236 | 355,542 |

| WATER RECYCLED AND REUSED / GLOBAL CONSUMPTION (%) | 2019 | 2018 |
|--|--------------|--------------|
| Recycled water | 7.32% | 9.49% |
| Reused water | 1.33% | 0.00% |
| TOTAL | 8.65% | 9.49% |

We highlight the initiative taken by Catelli, which has installed a system at its Montreal plant that will enable it to reduce its annual water consumption by 50,000 m³.

CLIMATE CHANGE AND PROTECTION OF BIODIVERSITY

The Ebro Group takes an active approach to the promotion and investigation of environmentally sustainable growing techniques for application in the production of its principal agricultural raw materials (rice, durum wheat and tomatoes) and to contribute towards greater preservation of the environment, biodiversity and mitigation of climate change by applying growing techniques to reduce crop emissions. 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.

In this context, the following projects have been implemented by the Group in the area of sustainable agriculture:

- **“Nature” Programme:** developed by Panzani. The purpose of this project is to train and support our tomato-producing partners in the application of innovative, responsible growing practices with a view to ensuring that this raw material is free from pesticide residue by 2025. Some 60,000 tonnes of tomatoes were grown in 2019 in accordance with the parameters established in the Charte NATURE (restrictions on the use of chemical molecules, economic bonus for farmers, training, etc.) and experimental field tests have been carried out on over 2,000 tonnes of tomatoes. Through this programme, a new range of “zero pesticide residue” products has been launched on the French market (tomato paste and tomato purée).
- **“Blé Nature” Programme:** developed by Panzani jointly with its suppliers, mainly cooperatives, with the aim of producing insecticide-free French durum wheat. The goal of this project is that by 2025, 100% of the durum wheat used by Panzani will be free from this type of residues.

With regard to rice, the Group has continued working in collaboration with other stakeholders on the development of projects to enhance environmental sustainability and preserve biodiversity in different production areas. The main programmes implemented during the year were:

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

Joint project 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 project 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 for reasons of food security and quality.

The programme completed its second year of rice production in 2019, with a massive impact and widespread adoption of the SRP standard by farmers, who have obtained an average verified score of 95/100.

► **Spain:** Oryzonte Programme: developed at the Guadalquivir Marshes (Seville) together with Mars Food and Danone.

This project, which began in 2018, seeks to improve the sustainability of the rice crop in the province of Seville (Andalusia, Spain). During 2018 and 2019 the project ran a specific training programme on Sustainability in the Rice Crop, in which the principal rice-growers in the region participated. The training was given by specialists from both research facilities and the private sector, and covered areas such as optimising fertilization, sustainable use of plant protection products, sustainability standard requirements applicable to the rice crop and strategies for reducing water consumption and greenhouse gas emissions, among others.

During 2018 and 2019, the project ran tests on commercial rice fields, confirming the feasibility of using different techniques to reduce water consumption and GHG emissions. Oryzonte is also sampling GHG emissions from rice fields where different water management practices are implemented, with a view to checking that those practices do actually reduce emissions, as anticipated by the models developed by universities and international organisations. The practices giving the best results are now being implemented as pilot projects in commercial fields managed by different producers in an effort to confirm their viability in different agronomic conditions and foster their implementation by local farmers. The project is also developing models to assess the benefits of using those techniques on larger scales, rather than individual fields (entire farms, irrigation communities...).

Finally, during 2019 Oryzonte identified and analysed practices that could potentially favour biodiversity in the Sevillian rice fields, seeking to implement specific actions in 2020 to improve the rice-growing area.

► **Italy:** SAIRISI Project:

This project began in 2016 with the intention of bringing Italian rice growers together to share sustainable practices in water management and soil quality.

Thanks to the collaboration of a group of members throughout the supply chain –including Ebro– with the SAI Platform, the project has had an impact on more than 600 growers up to the end of 2019.

Some of the activities developed by SAIRISI are:

- Field visits and 8 training classes on all aspects of sustainable rice growing: conservation agriculture, biodiversity and economic sustainability of growers.
- Preparation of a document explaining the 12 best practices for sustainable rice growing in Italy. These best practices are directly linked to questions in the Farm Sustainability Assessment (FSA) of the SAI Platform, forcing farmers to think about management of their crops in terms of sustainability.
- Development of a growers' group through the National Rice Board (ENR), with numerous newssheets for the community, a WhatsApp group and a specific website for resources.
- In order to develop local capacity to advance further in Italian rice sustainability, SAIRISI has trained two agronomists to implement the FSA standard effectively.

- **Pakistan:** In 2019 we started implementing the SRP (Sustainable Rice Platform) standard with the growers in our supply chain, reaching over 700 growers in the first year. We also provided them with access to laser levelling tools, certified seeds, harvesters and training to achieve optimum use of water and chemicals. These actions have resulted in enhanced crop yield, reduced water consumption, optimum use of fertilizers and pesticides and higher net earnings for our growers in comparison with conventional growers.

During 2019, our subsidiary Ebro India continued developing three projects providing training for growers and technical assistance for the entire process, from sowing to harvesting.

- **India:** nuestra sociedad Ebro India ha continuado durante 2019 desarrollando 3 proyectos de capacitación de agricultores y asistencia técnica desde la siembra a la recolección.
 - EKTA: A training programme for growers in their everyday farming activities, educating them in the latest agricultural practices and the optimum use of pesticides and fertilizers, and helping them to increase the yield from their crops and lower costs.
 - Control Farming: 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 we work 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.
 - Organic farming: We work with around 1500 growers for the production of organic basmati and non-basmati rice..

The Ebro Group is also a member of the Climate Change Cluster promoted by Forética (www.foretica.org). In that Cluster, a group of large companies work together to lead the strategic positioning addressing climate change in the business agenda, discuss and exchange views and good practices, be part of the global debate and become key players in the decisions made at the administrative level.

OPERATIONAL SITES IN, OR ADJACENT TO, PROTECTED AREAS OR AREAS OF HIGH BIODIVERSITY VALUE OUTSIDE PROTECTED AREAS

Only the Riviana plant in Freeport, Texas is adjacent to a wetland with protected area status, Brazos River

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.

Water sources significantly affected by water withdrawal

There has been no impact on water bodies or habitats of high biodiversity value.

Significant spills and water bodies affected by water discharges and/or runoff

There have been no significant spills or any impact on habitats of high biodiversity value.

POLLUTION

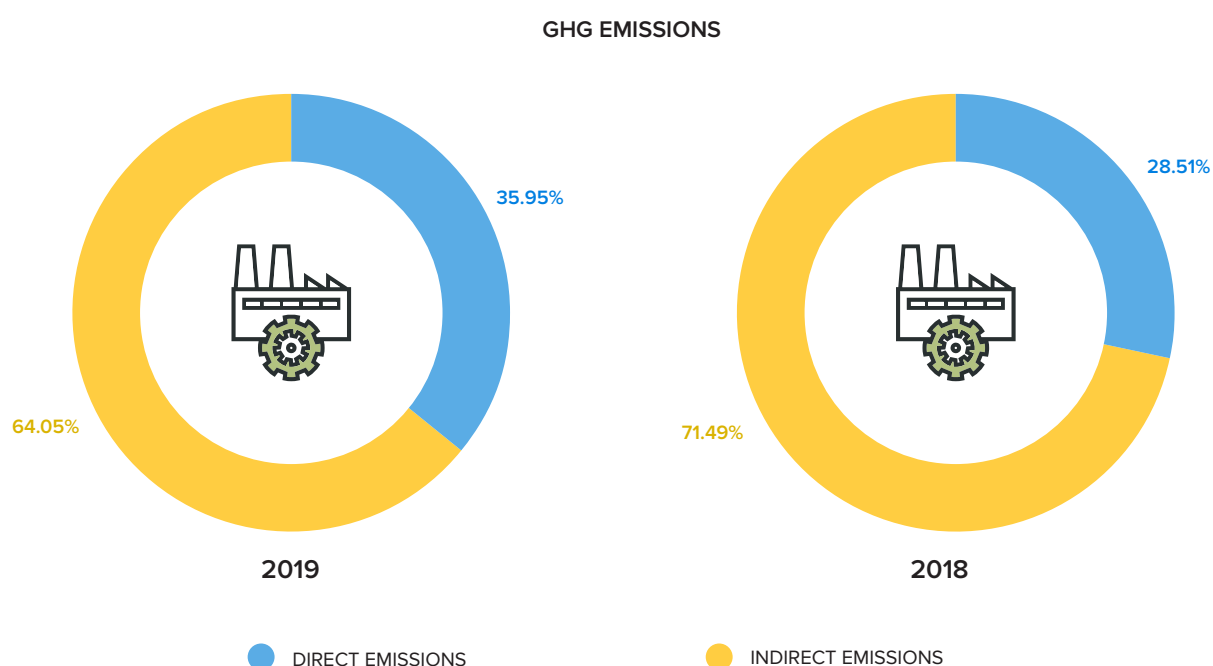
Direct and indirect GHG emissions (Scopes 1 and 2)

The direct emissions were calculated according to *Tier 1 of the 2006 IPCC Guidelines for National Greenhouse Gas Inventories*, with average values of the Emission Factors for each fuel.

The indirect emissions were calculated with the Emission Factors of electricity indicated by the supply undertakings or, failing this, with the Emission Factors published by an official organisation.

The Emission Factors used and the source are set out in Annex 3.

| GHG EMISSIONS (T CO ₂ -EQ) | 2019 | 2018 |
|---------------------------------------|----------------|----------------|
| Direct emissions | 199,893 | 186,993 |
| Indirect emissions | 356,092 | 468,782 |
| TOTAL EMISSIONS | 555,984 | 655,775 |



Other indirect GHG emissions (Scope 3)

In 2015, the Group's rice division contracted its main shipping logistics provider, EccoFreight, to calculate the carbon footprint of shipping our raw materials and other products.

This is calculated with the Eccoprint tool developed by EccoFreight and has a gate-to-gate scope, including the transport (by rail and/or road) from the source plant to the port of departure and from the port of arrival to our plants

In 2019, EccoFreight handled approximately 56% of the shipments of the entire rice division, with 247,672 tonnes shipped (13,548 TEUs) and GHG emissions of 57,246 tonnes of CO₂eq.

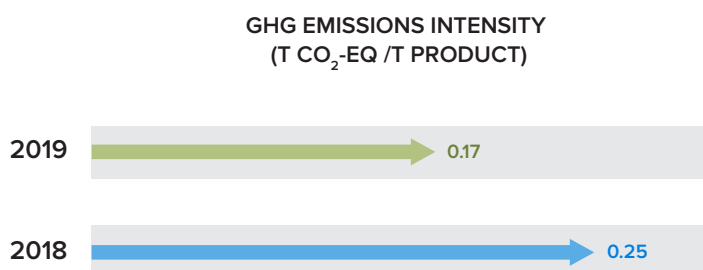
By choosing more efficient routes instead of other alternative routes available with larger carbon footprints, we avoided the emission of 9,044 t CO₂eq, with is a 13.64% reduction of our Scope 3 emissions.

In 2019, Ebro Foods confirmed its participation in the AECOC Lean & Green Programme to calculate the carbon footprint of its domestic overland logistics and we will begin this work next year.

The company also signed a collaboration agreement during the year with the Spanish Royal Academy of Engineering to study “GHG emissions in the Spanish and European agri-food sector”, in which the carbon footprint will be calculated for the sector as a whole and, in particular, for rice and other cereals in which the Group has an interest.

GHG emissions intensity

| | 2019 | 2018 |
|--|-------------|-------------|
| Total produced (t) | 3,290,565 | 2,671,856 |
| Total GHG emissions (t CO ₂ -eq) | 555,985 | 655,775 |
| GHG EMISSIONS INTENSITY (T CO₂-EQ / T PRODUCT) | 0.17 | 0.25 |



Emissions of ozone-depleting substances

The figure reported is only partial, as only 11 of the 28 companies included in this report have provided details of their consumption of refrigerants.

The refrigerants included in this calculation are the gases and mixes regulated in the Kyoto Protocol. The emission factors used (GWP) are those set out *in the report UK Government Conversion Factors for greenhouse gas (GHG) reporting (DEFRA) v.1.2, 2019*.

The CO₂-equivalent emissions total 3,349 tonnes. This quantity is not included in the Scope 1 emissions.

NO_x, SO_x and other significant air emissions

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.

We continue analysing the materiality of this indicator. Since we have no continuous measurements of these parameters, we can only give an estimate.

GREENHOUSE GAS REDUCTION GOALS

One of the areas of action contemplated in our Sustainability Plan **HEADING FOR 2030** launched during 2019 is minimising our environmental impact and, accordingly, reducing our GHG emissions. No global target for reducing our GHG emissions had yet been quantified by the date of issuing this report. We are studying the possibility of using Science Based Targets for this, which we plan to do in 2020.

ANNEXES



EBRO FOODS, S.A.

ANNEX 1

LIST OF GROUP SUBSIDIARIES

| COMPANY | COUNTRY | BUSINESS AREA |
|--|-------------------------|-----------------------------|
| 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 |
| Catelli Foods Corporation | Canada | Pasta |
| Ebro Foods, S.A. | Spain | Parent (Holding) |
| Ebrofrost Holding, GmbH | Germany, Denmark and UK | Rice, pasta and frozen food |
| 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 |
| Herba Ricemills Rom, S.R.L. | Romania | Rice |
| Lassie, B.V. | Netherlands | Rice |
| La Loma Alimentos, S.A. | Argentina | Rice |
| Lustucru Frais, S.A.S. | France | Rice and pasta |
| Mundi Riso, S.R.L. | Italy | Rice |
| Mundi Riz, S.A. | Morocco | Rice |
| Neofarms BIO, S.A. | Argentina | Rice |
| Panzani, S.A.S. | France | Pasta |
| Pastificio Lucio Garofalo, Spa | Italy | Pasta |
| Riceland Magyarorzag, KFT | Hungary | Rice |
| Riviana Foods, Inc. | USA | Rice and pasta |
| Roland Monterrat, S.A.S | France | Fresh food |
| Santa Rita Harinas, S.L.U. | Spain | Others |
| Stevens&Brotherton Herba Foods, Ltd. | UK | Rice |
| Transimpex, GMBH | Germany | Rice |

LIST OF INDUSTRIAL FACILITIES (PRODUCTION PLANTS AND WAREHOUSES) AND OFFICES OF THE EBRO GROUP

| COMPANY | COUNTRY | WORKPLACE |
|---------------------------|-------------|--------------------------|
| Arrozeiras Mundiarroz | Portugal | Coruche |
| Arotz | Spain | Navaleno |
| Bertagni | Italy | Avio |
| | | Vicenza |
| Boost Nutrition | Belgium | Merksem |
| Catelli Foods Corporation | Canada | Montreal |
| | | Delta |
| | | Hamilton |
| Ebro Foods Holding | Spain | Madrid |
| | | Granada |
| | | Barcelona |
| Ebro India | India | Taraori |
| Ebrofrost Denmark | Denmark | Orbaek |
| Ebrofrost Germany | Germany | Offingen |
| Ebrofrost Uk | UK | Beckley |
| Euryza | Germany | Sales office |
| Geovita | Italy | Bruno |
| | | Nizza Monferrato |
| | | Verona |
| | | Villanova Monferrato |
| Herba Bangkok | Thailand | Nong Khae |
| Herba Cambodia | Cambodia | Phnom Penh |
| Herba Ingredients | Belgium | Schoten |
| | Netherlands | Wormer |
| Herba Ricemills | Spain | Coria del Río |
| | | San Juan de Aznalfarache |
| | | Jerez de la Frontera |
| | | Silla |
| | | Algemesí |
| | | La Rinconada |
| | | Los Palacios |
| | | Isla Mayor |
| | | L'Aldea |
| | | Cotemsa |
| Lassie | Netherlands | La Raza |
| | | Wormer |
| La Loma Alimentos | Argentina | Los Charrúas |
| | | Chajarí |
| | | Los Conquistadores |
| Lustucru | France | Saint Genis Laval |
| | | Lorette |
| | | Communay |
| Mundi Riz | Morocco | Larache |
| Mundiriso | Italy | Vercelli |



| COMPANY | COUNTRY | WORKPLACE |
|---------------------------|---------|--------------------|
| Panzani | France | La Montre |
| | | Gennevilliers |
| | | Nanterre |
| | | Littoral |
| | | Saint Just |
| Pastificio Lucio Garofalo | Italy | Vitrolles |
| Riceland | Hungary | Gagnano |
| Riviana | USA | Sales office |
| | | Memphis |
| | | Brinkley |
| | | Clearbrook |
| | | Alvin |
| | | Carlisle |
| | | Freeport |
| | | Hazen |
| | | Saint Louis |
| Roland Monterrat | France | Winchester |
| S&B Herba Foods | UK | Fresno |
| | | Feillens |
| | | Cambridge |
| Santa Rita Harinas | Spain | Liverpool |
| Transimpex | Germany | Orpington |
| | | Loranca de Tajuña |
| | | Lambsheim (office) |
| | | Lambsheim (plant) |
| | | Hamburg (office) |

EBRO FOODS, S.A.

ANNEX 2

LIST OF FOOD SAFETY AND QUALITY CERTIFICATIONS OF THE GROUP'S SUBSIDIARIES

| COMPANY | COUNTRY | WORKPLACE | CERTIFICATION |
|---------------------------|----------|----------------------|------------------------------|
| Arrozeiras Mundiarroz | Portugal | Coruche | ISO 9001 |
| | | | ISO 22000 |
| | | | FOOD PRODUCT CERTIFICATION |
| | | | IFS |
| Arotz | Spain | Navaleno | IFS |
| Bertagni | Italy | Avio | BRC |
| | | | IFS |
| | | Vicenza | BIOS - ORGANIC CERTIFICATION |
| | | | BRC |
| Boost Nutrition | Belgium | Merksem | IFS |
| | | | KOSHER |
| | | | FEED CHAIN ALLIANCE (FCA) |
| | | | ORGANIC CERTIFICATION |
| Catelli Foods Corporation | Canada | Montreal | SQF |
| | | Delta | BRC |
| | | Hamilton | BRC |
| Ebro India | India | Taraori | ISO 22000 |
| | | | ORGANIC CERTIFICATION |
| | | | BRC |
| | | | IPQC |
| | | | PPQS |
| | | | KOSHER |
| Ebrofrost Denmark | Denmark | Orbaek | ISO-17025 (LAB.) |
| | | | BRC |
| | | | KOSHER |
| Ebrofrost Uk | UK | Beckley | ORGANIC CERTIFICATION |
| Ebrofrost Northamerica | USA | Memphis | BRC |
| Geovita | Italy | Bruno | SQF |
| | | | FSSC 22000 |
| | | | ORGANIC CERTIFICATION |
| | | | KOSHER |
| | | Nizza Monferrato | HALAL |
| | | | FSSC 22000 |
| | | Villanova Monferrato | ORGANIC |
| | | | BRC |
| IFS | | | |
| | | | ORGANIC CERTIFICATION |



| COMPANY | COUNTRY | WORKPLACE | CERTIFICATION |
|-------------------|-------------|------------|--|
| Herba Bangkok | Thailand | Saraburi | ISO 9001 |
| | | | BRC |
| | | | ORGANIC CERTIFICATION |
| | | | HALAL |
| | | | KOSHER |
| | | | GMP & HACCP |
| | | | GLUTEN FREE CERTIFICATION |
| | | | FAIR TRADE&FLOCERT CERTIFICATION |
| Herba Cambodia | Cambodia | Phnom Penh | FAIR TRADE-ECO SOCIAL STANDARD CERTIFICATION |
| | | | ISO 9001 |
| | | | ORGANIC CERTIFICATION (EU) |
| | | | ORGANIC CERTIFICATION (NOP) |
| | | | GMP & HACCP |
| | | | ORGANIC CERTIFICATION |
| | | | IFS |
| | | | KOSHER |
| Herba Ingredients | Belgium | Schoten | GMP |
| | Belgium | Schoten | IFS |
| | | | KOSHER |
| | | | GMP |
| | | | ECOLOGICAL CERTIFICATION |
| | Belgium | Schoten | IFS |
| | | | KOSHER |
| | | | GMP |
| | | | ECOLOGICAL CERTIFICATION |
| | | | IFS |
| | | | GMP |
| | | | KOSHER |
| Herba Ingredients | Netherlands | Wormer | HALAL |
| | | | ORGANIC CERTIFICATION |
| | | | CHINESE ORGANIC |
| | | | IFS |
| | Netherlands | Wormer | GMP |
| | | | ORGANIC CERTIFICATION |
| | | | IFS |
| | | | GMP |

| COMPANY | COUNTRY | WORKPLACE | CERTIFICATION |
|-----------------|-------------|--|---------------------------|
| Herba Ricemills | Spain | Coria Del Río | IFS |
| | | | ISO 9001 |
| | | | ECOLOGICAL CERTIFICATION |
| | | | KOSHER |
| | | San Juan de Aznalfarache (ready foods plant and rice plant) | ISO 9001 |
| | | | BRC |
| | | | IFS |
| | | | ECOLOGICAL CERTIFICATION |
| | | | KOSHER (rice) |
| | | Jerez de la Frontera (ready foods plant) | ISO 9001 |
| | | | BRC |
| | | | IFS |
| | | Silla | KOSHER |
| | | | GLUTEN FREE CERTIFICATION |
| | | | ISO 9001 |
| | | | BRC |
| Lassie | Netherlands | Algemesí (ready foods plant) | IFS |
| | | | ISO 45000 |
| | | | ISO 9001 |
| | | | BRC |
| | | Algemesí (rice plant) | ISO 45000 |
| | | | ISO 9001 |
| | | | KOSHER |
| | | Algemesí (flour mill) | ISO 45000 |
| | | | IFS |
| | | La Rinconada | KOSHER |
| | | | IFS |
| | | | ECOLOGICAL CERTIFICATION |
| | | Los Palacios | KOSHER |
| | | | IFS |
| | | | ISO 9001 |
| Lustucru | France | Saint Genis Laval (fresh pasta plant) | IFS |
| | | Lorette (fresh pasta plant) | IFS |
| | | Communay (fresh pasta plant) | IFS |
| Mundi Riz | Morocco | Larache | ISO 22000 |

| COMPANY | COUNTRY | WORKPLACE | CERTIFICATION |
|-----------------------------|---------|---------------|--------------------------|
| Mundiriso | Italy | Vercelli | IFS |
| | | | BRC |
| | | | ISO 22000 |
| | | | ECOLOGICAL CERTIFICATION |
| Panzani | France | La Montre | FSSC 22000 |
| | | Gennevilliers | IFS |
| | | | IFS |
| | | Nanterre | IFS |
| | | Littoral | FSSC 22000 |
| | | | IFS |
| | | Saint Just | IFS |
| | | Vitrolles | IFS |
| Pastificio Lucio Garofalo | Italy | Gragnano | ECOLOGICAL CERTIFICATION |
| | | | ECOLOGICAL CERTIFICATION |
| | | | KOSHER |
| | | | HALAL |
| | | | PASTA DI GRAGNANO IGP |
| | | | NON GMO VERIFIED PROJECT |
| | | | ECOLOGICAL CERTIFICATION |
| | | | BRC |
| Riviana (Rice business) | Usa | Memphis | IFS |
| | | | JAS ORGANIC CERTIFICATE |
| | | | VEGAN |
| | | | Brinkley |
| | | | Clearbrook |
| | | | Alvin |
| | | | Carlisle |
| Riviana (Pasta business) | Usa | Freeport | SQF |
| | | | SQF |
| | | | SQF |
| | | | SQF |
| Roland Monerrat | France | Feillens | SQF |
| | | | SQF |
| | | | SQF |
| S&B Herba Foods | UK | Cambridge | IFS |
| | | | BRC |
| | | Liverpool | FEMAS |
| | | | KOSHER |
| Transimpex | Germany | Lambsheim | BRC |
| | | | KOSHER |
| | | | IFS FOOD |
| | | | IFS BROKER |
| | | | ORGANIC |
| | | | ORGANIC NATURLAND |

EBRO FOODS, S.A.

ANNEX 3 ELECTRICITY AND FUELS EMISSION FACTORS

TABLE 1. EMISSION FACTORS - ELECTRICITY

| COMPANY | PLANT | COUNTRY | EF ELECTRICITY | SOURCE OF EF |
|--------------------------|----------------------------|-------------|----------------|--|
| (t CO ₂ /kWh) | Source of EF | Spain | 0,0000380 | Supplier |
| Arrozeiras Mundiarroz | Coruche | Portugal | 0,0004780 | Supplier |
| Bertagni | Vicenza | Italy | 0,0003120 | ISPRA 2018 |
| | Avio | Italy | 0,0003120 | ISPRA 2019 |
| Boost Nutrition | Plant A | Belgium | 0,0002100 | Supplier |
| Catelli | Montreal | Canada | 0,0000060 | www.HydroQuebec.com |
| | Delta | Canada | 0,0000093 | www.carbonfootprint.com |
| | Hamilton | Canada | 0,0030000 | Supplier |
| EbroFrost Denmark | Orbaek | Denmark | 0,0003830 | Supplier |
| Ebro Frost Germany | Offingen | Germany | 0,0004280 | Supplier |
| EbroFrost UK | Beckley | UK | 0,0002556 | DEFRA UK 2019 Emission Factors |
| Ebro Foods | Madrid | Spain | 0,0000000 | Miteco - Emission Factors April 2019 v.12 |
| | Barcelona | Spain | 0,0003800 | Miteco - Emission Factors April 2019 v.12 |
| Ebro India | Taraori | India | 0,0010000 | CO ₂ baseline database for Indian power sector |
| Euryza | Euryza | Germany | 0,0003240 | Supplier |
| Garofalo | Gragnano | Italy | 0,0003683 | ISPRA |
| Geovita | Bruno | Italy | 0,0003000 | carbonfootprint.com |
| | Nizza Monferrato | Italy | 0,0003000 | carbonfootprint.com |
| | Verona | Italy | 0,0003000 | carbonfootprint.com |
| | Villanova Monferrato | Italy | 0,0003000 | carbonfootprint.com |
| Harinas Sta Rita | Plant A | Spain | 0,0003500 | Supplier |
| Herba Bangkok | Nong Khae | Thailand | 0,0006933 | Carbon Label & Carbon Footprint for Organization, Thailand |
| Herba Cambodia | Phnom Phen | Cambodia | 0,5990000 | see factor document |
| Herba Ingredients | Plant B | Belgium | 0,0002570 | Government |
| | Plant C | Belgium | 0,0002570 | Government |
| Herba Ricemills | San Juan | Spain | 0,0003800 | Ministry Environment, April 2019 v.12 |
| | Jerez | Spain | 0,0003800 | Ministry Environment, April 2019 v.12 |
| | Coria | Spain | 0,0003800 | Ministry Environment, April 2019 v.12 |
| | Isla Mayor | Spain | 0,0003800 | Ministry Environment, April 2019 v.12 |
| | Silla | Spain | 0,0003800 | Ministry Environment, April 2019 v.12 |
| | Algemesi/Saladar | Spain | 0,0003800 | Ministry Environment, April 2019 v.12 |
| | Aldea | Spain | 0,0003800 | Ministry Environment, April 2019 v.12 |
| | La Rinconada | Spain | 0,0003800 | Ministry Environment, April 2019 v.12 |
| | Los Palacios | Spain | 0,0003800 | Ministry Environment, April 2019 v.12 |
| | Almacenes (Cotemsa y Raza) | Spain | 0,0003800 | Ministry Environment, April 2019 v.12 |
| Lassie | Wormer | Netherlands | 0,0004854 | Supplier |

| COMPANY | PLANT | COUNTRY | EF ELECTRICITY | SOURCE OF EF |
|----------------------|-----------------------|---------|----------------|-----------------------------------|
| Lustucru | St Genis Laval (Lus.) | France | 0,0000178 | Supplier |
| | Lorette (Lus.) | France | 0,0000178 | Supplier |
| | Communay (Lus.) | France | 0,0000178 | Supplier |
| Mundi Riso | Vercelli | Italy | 0,0003900 | Supplier |
| MundiRiz | Larache | Morocco | 0,0800000 | Supplier |
| Panzani | Saint Just | France | 0,0000164 | Supplier |
| | Littoral | France | 0,0000164 | Supplier |
| | Gennevilliers | France | 0,0000178 | Supplier |
| | Nanterre | France | 0,0000178 | Supplier |
| | La Montre | France | 0,0000164 | Supplier |
| | Vitrolles | France | 0,0000164 | Supplier |
| Riceland Magyarorzag | Riceland Magyarorzag | Hungary | 0,0003750 | official study |
| Riviana Arroz | Memphis (MPH) | USA | 0,0007070 | epa.gov |
| | Carlisle (CAR) | USA | 0,0007793 | epa.gov |
| | Brinkley (BRI) | USA | 0,0007793 | epa.gov |
| | Hazen (HZN) | USA | 0,0007793 | epa.gov |
| | Clearbrook (CBK) | USA | 0,0004645 | epa.gov |
| | Freeport (FPT) - AmRi | USA | 0,0007794 | epa.gov |
| | Alvin (AL) | USA | 0,0007794 | epa.gov |
| Riviana Pasta | Winchester | USA | 0,0003653 | EPA |
| | Fresno | USA | 0,0002398 | EPA |
| | St Louis | USA | 0,0007331 | EPA |
| Roland Monerrat | Feillens (RM) | France | 0,0000470 | www.carbonfootprint.com (EF 2019) |
| S&B Herba Foods | Cambridge | UK | 0,0000240 | Supplier |
| | Liverpool | UK | 0,0000240 | Supplier |
| | Orpington | UK | 0,0003240 | Supplier |
| Transimpex | Lambsheim Plant | Germany | 0,0002800 | Supplier |
| | Lambsheim Office | Germany | 0,0002800 | Supplier |

TABLE 2. EMISSION FACTORS - FUELS

| FUEL | NCV | UNITS | SOURCE |
|----------------|-------|--------|--------------------------------------|
| Natural gas | 0.038 | GJ/Nm3 | Table 1.2 Ch.1- 2006 IPCC Guidelines |
| LPG | 47.3 | GJ/t | Table 1.2 Ch.1- 2006 IPCC Guidelines |
| Coal | 29.5 | GJ/t | Table 1.2 Ch.1- 2006 IPCC Guidelines |
| Butane | 44.2 | GJ/t | Table 1.2 Ch.1- 2006 IPCC Guidelines |
| Biomass (husk) | 11.6 | GJ/t | Table 1.2 Ch.1- 2006 IPCC Guidelines |
| Biomass (wood) | 15.6 | GJ/t | Table 1.2 Ch.1- 2006 IPCC Guidelines |
| Propane | 25.25 | GJ/Nm3 | |
| Diesel | 35.28 | GJ/Nm3 | |
| Gasoline | 33.67 | GJ/Nm3 | |