

VALUE CREATION MODEL

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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

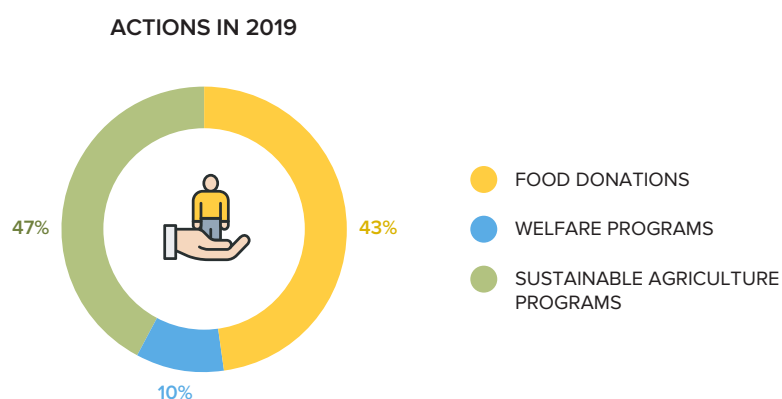
The Ebro Group declares its political neutrality and establishes in its COC the prohibition for its professionals to make any contributions to political parties, authorities, organisations, public administration and institutions in general in its name or on behalf of any of the companies in the Ebro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

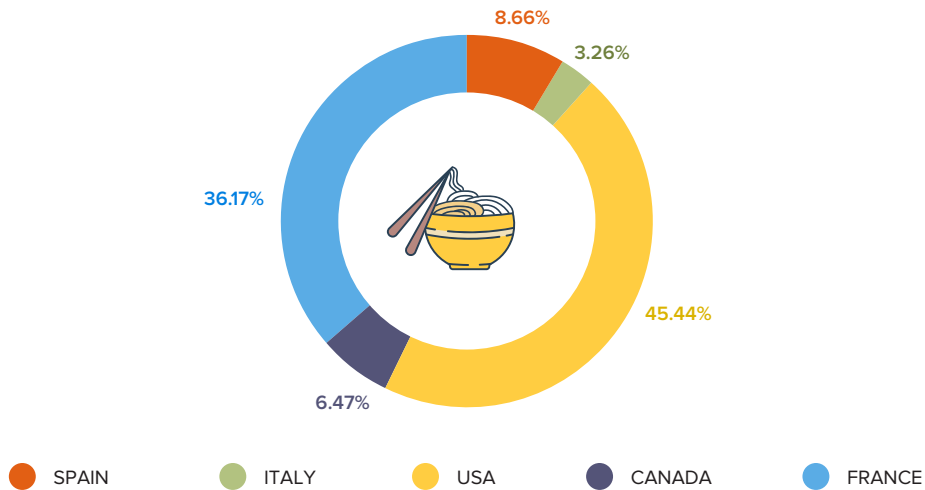
Through the Ebro Foundation and its different companies, the Group allocated €5,309,656 to implementing this commitment in 2019, participating in projects created by different not-for-profit organisations, and promoting and developing motu proprio initiatives of social and environmental interest.



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



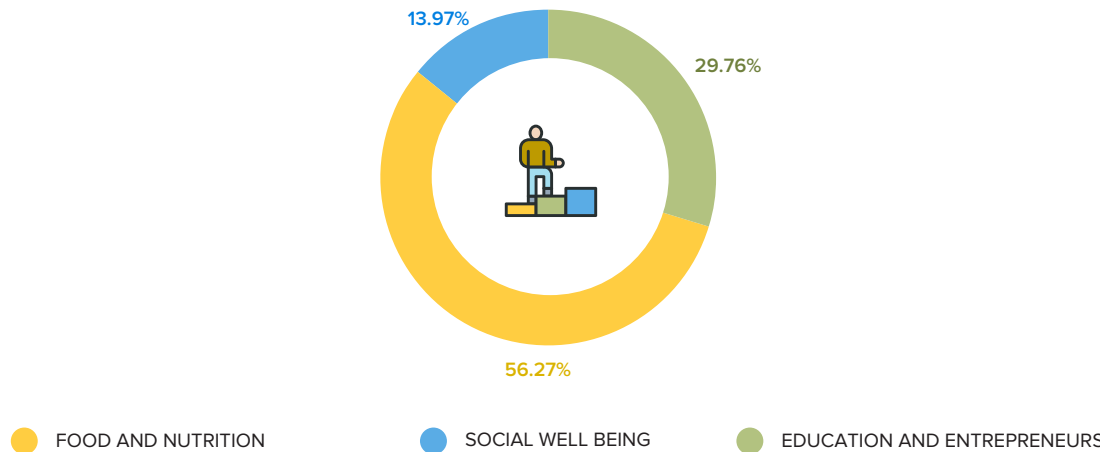
PROJECTS
69



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.

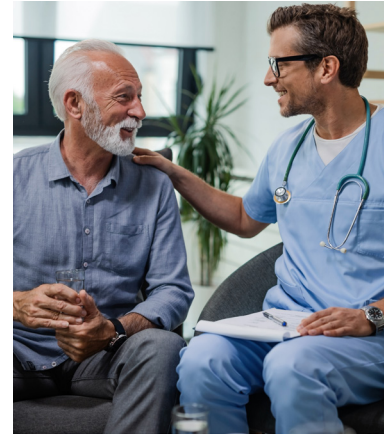
During 2019, the Foundation allocated €75,382 to supporting different entities in Seville, Madrid, Valencia, India and Morocco. Some of these actions were:

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.
- **Hermandad 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 Rio, 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

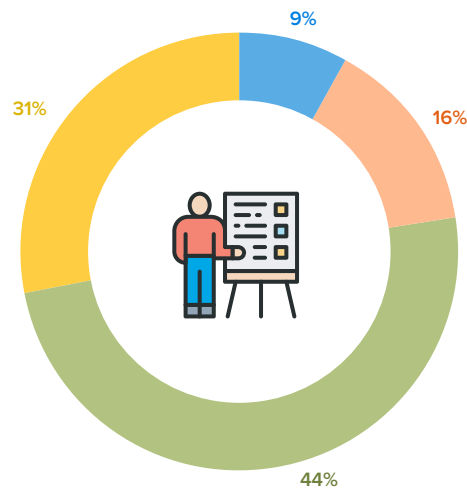
- ▶ Financial support to build a multi-use sports hall for children with different disabilities.

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



● GRANTS ● RESEARCH PROJECTS ● EDUCATION PROGRAMMES ● EMPLOYMENT & 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)

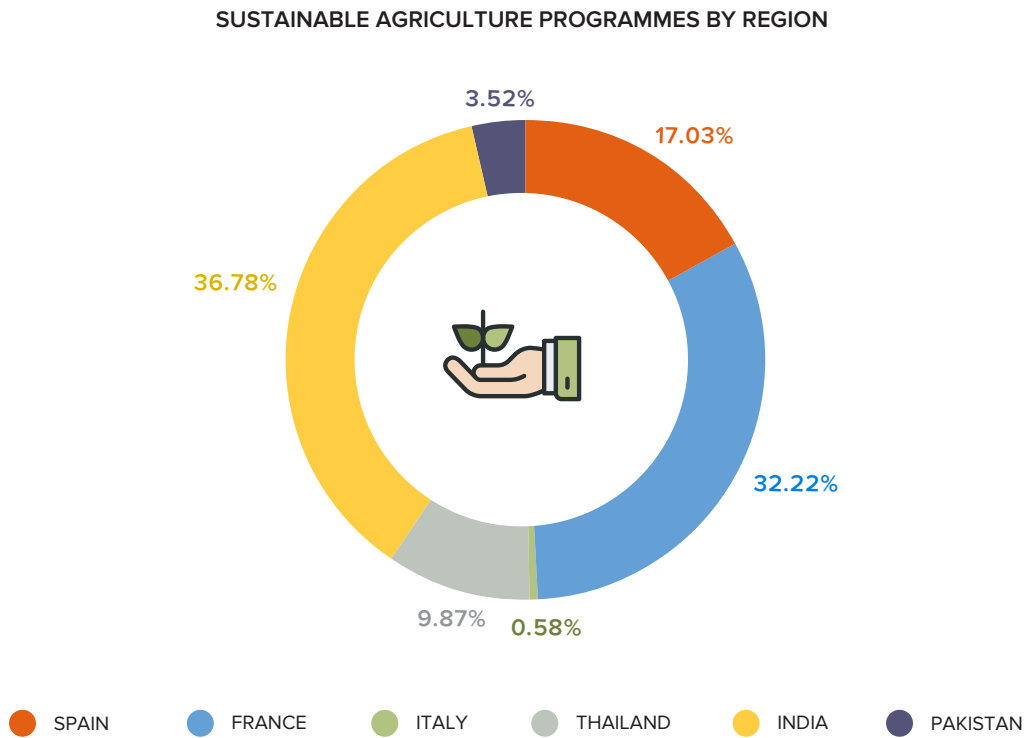
- ▶ Vocational training programme intended to help women at risk of social exclusion to find decent work. Developed by the Ebro Foundation, our subsidiary Mundiriz and the Codespa Foundation, the project seeks to improve the economic and social autonomy of 58 women in situations of vulnerability due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