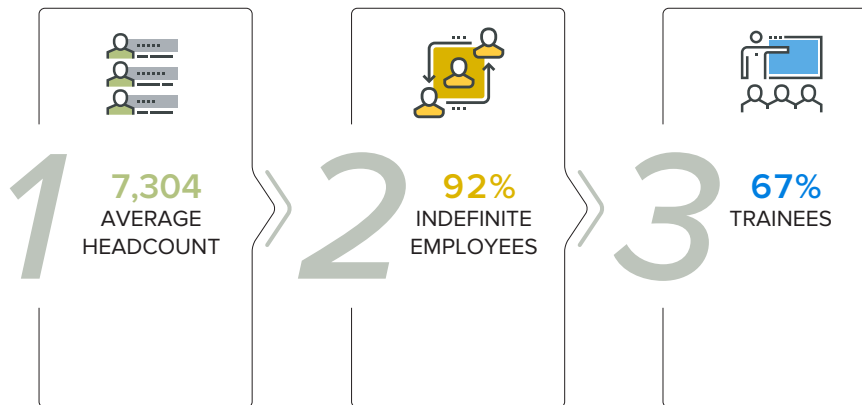
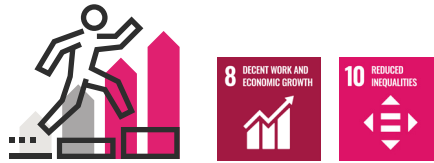


## OUR PROFESSIONALS



# 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.

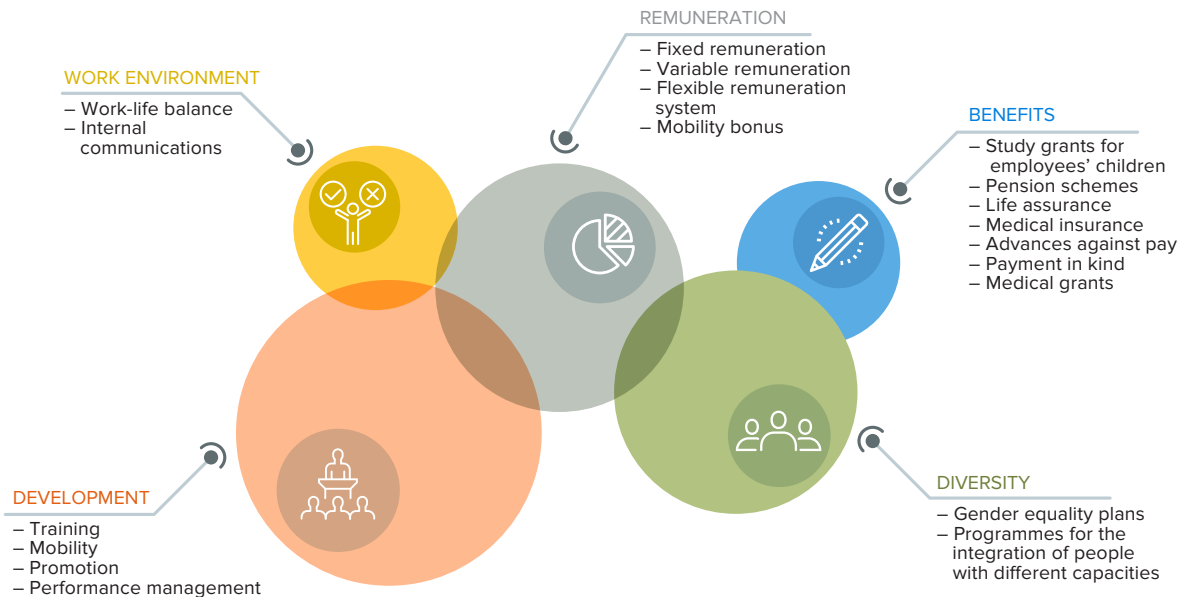
Above all of them and without prejudice to the provisions of the specific policies mentioned above, the Ebro Group has a Code of Conduct, which not only secures ethical, responsible conduct by the professionals in all the Group companies in the performance of their duties, but also serves as a reference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

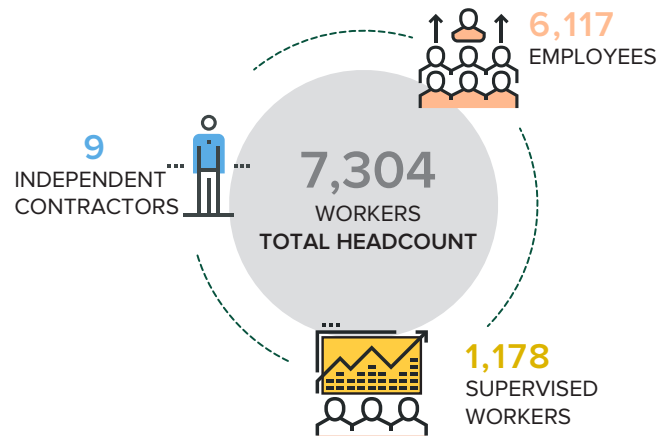
In view of the contents of the different programmes launched by the most important business units in the Ebro Group, the management of Human Resources of the Ebro Group can be grouped into five pillars, indicating the different working areas within each one, for each company of the Ebro Group.



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%                           |
| <b>TOTAL HEADCOUNT AFRICA</b>        |                             | <b>258</b>   | <b>3.53%</b>                    | <b>339</b>   | <b>4.72%</b>                    |
| 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%                           |
| <b>TOTAL HEADCOUNT ASIA</b>          |                             | <b>696</b>   | <b>9.53%</b>                    | <b>596</b>   | <b>8.29%</b>                    |
| 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%                           |
| <b>TOTAL HEADCOUNT EUROPE</b>        |                             | <b>4,523</b> | <b>61.92%</b>                   | <b>4,426</b> | <b>61.57%</b>                   |
| 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%                           |
| <b>TOTAL HEADCOUNT NORTH AMERICA</b> |                             | <b>1,734</b> | <b>23.74%</b>                   | <b>1,828</b> | <b>25.43%</b>                   |
| South America                        | No. employees               | 93           | 1.27%                           |              |                                 |
|                                      | No. supervised workers      | 0            | 0.00%                           |              |                                 |
|                                      | No. independent contractors | 0            | 0.00%                           |              |                                 |
| <b>TOTAL HEADCOUNT SOUTH AMERICA</b> |                             | <b>93</b>    | <b>1.27%</b>                    |              |                                 |
| <b>TOTAL HEADCOUNT</b>               |                             | <b>7,304</b> |                                 | <b>7,189</b> |                                 |

**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%



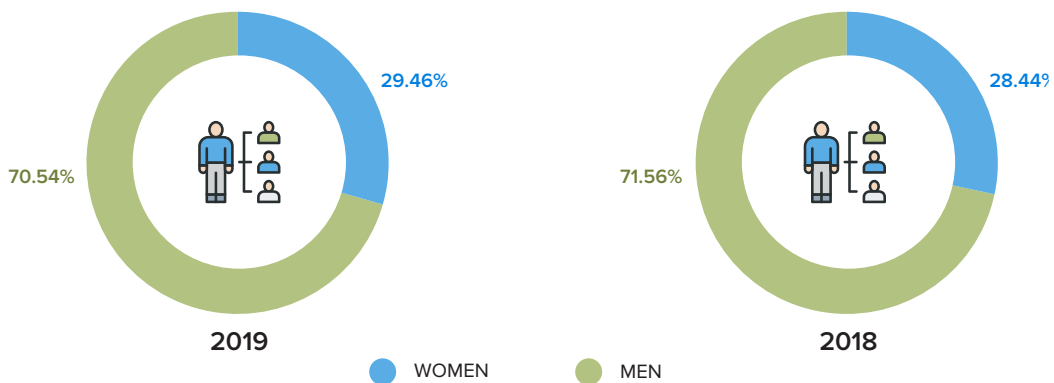
4,315

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

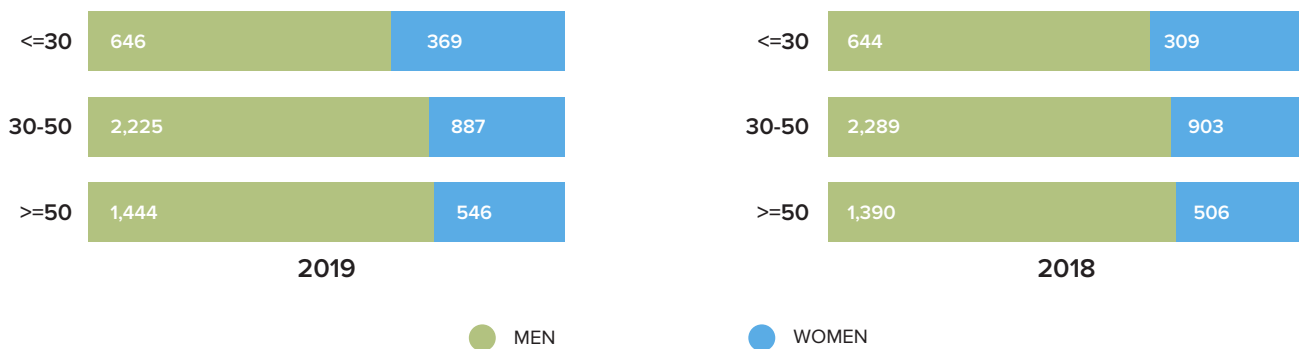


**NB:** The large gap between men and women is largely due to the nature of the Group, which is predominantly factory-based. Generally speaking, factory work has traditionally been done mainly by men. In this context, over 70% of the personnel employed within the Ebro Group overall are men, 50% of whom 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%                  |
| <b>TOTAL EMPLOYEES</b> | <b>6,117</b>    |                         | <b>6,041</b>    |                         |

## 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           |
| <b>TOTAL EMPLOYEES AFRICA</b>        |           | <b>213</b>   | <b>45</b>    | <b>258</b>   | <b>279</b>   | <b>40</b>    | <b>319</b>   |
| Asia                                 | <= 30     | 68           | 60           | 128          | 61           | 33           | 94           |
|                                      | 30 - 50   | 194          | 41           | 235          | 160          | 51           | 211          |
|                                      | >= 50     | 19           | 2            | 21           | 8            | 4            | 12           |
| <b>TOTAL EMPLOYEES ASIA</b>          |           | <b>281</b>   | <b>103</b>   | <b>384</b>   | <b>229</b>   | <b>88</b>    | <b>317</b>   |
| 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        |
| <b>TOTAL EMPLOYEES EUROPE</b>        |           | <b>2,642</b> | <b>1,157</b> | <b>3,799</b> | <b>2,657</b> | <b>1,106</b> | <b>3,763</b> |
| North America                        | <= 30     | 149          | 60           | 209          | 138          | 45           | 183          |
|                                      | 30 - 50   | 477          | 208          | 685          | 508          | 233          | 741          |
|                                      | >= 50     | 479          | 210          | 689          | 512          | 206          | 718          |
| <b>TOTAL EMPLOYEES NORTH AMERICA</b> |           | <b>1,105</b> | <b>478</b>   | <b>1,583</b> | <b>1,158</b> | <b>484</b>   | <b>1,642</b> |
| South America                        | <= 30     | 19           | 5            | 24           |              |              | 0            |
|                                      | 30 - 50   | 47           | 12           | 59           |              |              | 0            |
|                                      | >= 50     | 8            | 2            | 10           |              |              | 0            |
| <b>TOTAL EMPLOYEES SOUTH AMERICA</b> |           | <b>74</b>    | <b>19</b>    | <b>93</b>    | <b>0</b>     | <b>0</b>     | <b>0</b>     |
| <b>TOTAL EMPLOYEES</b>               |           | <b>4,315</b> | <b>1,802</b> | <b>6,117</b> | <b>4,323</b> | <b>1,718</b> | <b>6,041</b> |

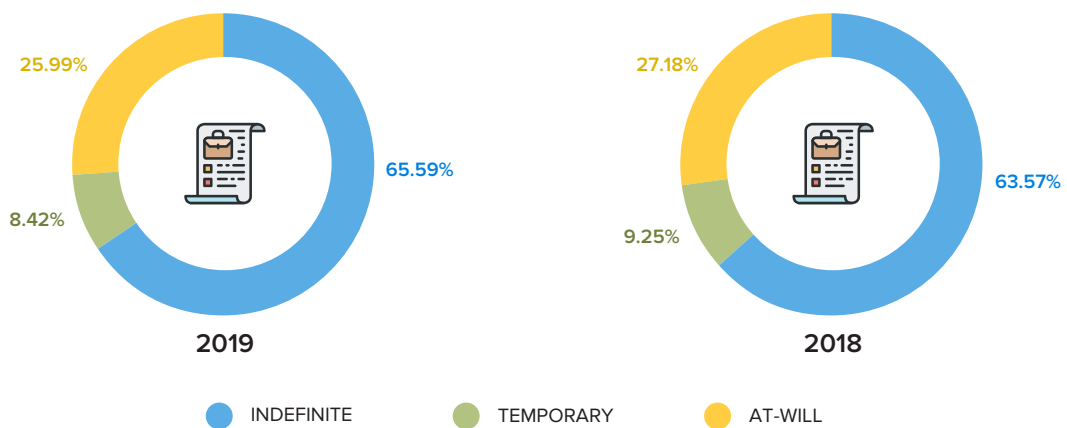


### DISTRIBUTION OF EMPLOYEES BY BUSINESS AREA AND GENDER

| 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%        |
| <b>TOTAL EMPLOYEES</b> | <b>4,315</b> | <b>1,802</b> | <b>70.54%</b>            | <b>29.46%</b> | <b>4,323</b>  | <b>1,718</b> | <b>71.56%</b>            | <b>28.44%</b> |

### 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%                       |
| <b>TOTAL EMPLOYEES AFRICA</b>        |                  | <b>258</b>    | <b>4.22%</b>                | <b>319</b>    | <b>5.28%</b>                |
| Asia                                 | Indefinite       | 384           | 100.00%                     | 317           | 100.00%                     |
|                                      | Temporary        | 0             | 0.00%                       | 0             | 0.00%                       |
|                                      | At-Will          | 0             | 0.00%                       | 0             | 0.00%                       |
| <b>TOTAL EMPLOYEES ASIA</b>          |                  | <b>384</b>    | <b>6.28%</b>                | <b>317</b>    | <b>5.25%</b>                |
| 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%                       |
| <b>TOTAL EMPLOYEES EUROPE</b>        |                  | <b>3,799</b>  | <b>62.11%</b>               | <b>3,763</b>  | <b>62.29%</b>               |
| 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%                     |
| <b>TOTAL EMPLOYEES NORTH AMERICA</b> |                  | <b>1,583</b>  | <b>25.88%</b>               | <b>1,642</b>  | <b>27.18%</b>               |
| South America                        | Indefinite       | 80            | 86.02%                      |               |                             |
|                                      | Temporary        | 13            | 13.98%                      |               |                             |
|                                      | At-Will          | 0             | 0.00%                       |               |                             |
| <b>TOTAL EMPLEADOS SOUTH AMERICA</b> |                  | <b>93</b>     | <b>1.52%</b>                |               |                             |
| <b>TOTAL EMPLOYEES</b>               |                  | <b>6,117</b>  |                             | <b>6,041</b>  |                             |

## 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%                  |
| <b>TOTAL EMPLOYEES</b> | <b>6,117</b>  |                         | <b>6,041</b>  |                         |

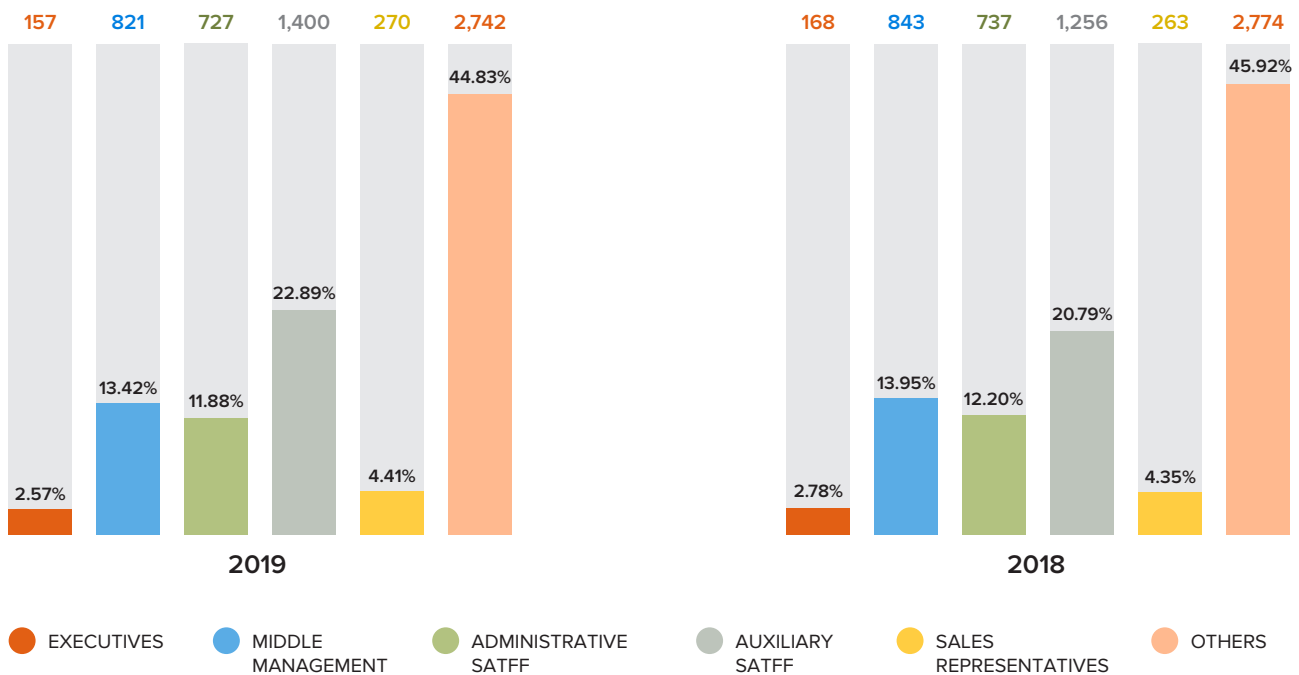
## BREAKDOWN OF TYPE OF CONTRACT FOR PERMANENT EMPLOYEES BY GENDER

| 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        |
| <b>TOTAL EMPLOYEES</b> | <b>3,976</b> | <b>1,626</b> | <b>5,602</b> | <b>3,945</b> | <b>1,537</b> | <b>5,482</b> |

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%                      |
| <b>TOTAL EMPLOYEES</b> | <b>4,315</b> | <b>70.54%</b>        | <b>1,802</b> | <b>29.46%</b>          | <b>4,323</b> | <b>71.56%</b>        | <b>1,718</b> | <b>28.44%</b>               |

## DISTRIBUTION OF EMPLOYEES BY PROFESSIONAL CATEGORY AND AGE GROUP

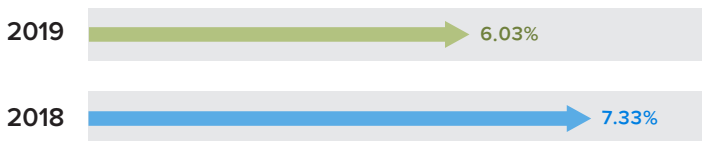
| PROFESSIONAL CATEGORY  | 2019         |              |              |              | 2018       |              |              |              |
|------------------------|--------------|--------------|--------------|--------------|------------|--------------|--------------|--------------|
|                        | <= 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        |
| <b>TOTAL EMPLOYEES</b> | <b>1,015</b> | <b>3,112</b> | <b>1,990</b> | <b>6,117</b> | <b>953</b> | <b>3,191</b> | <b>1,897</b> | <b>6,041</b> |

## 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    |

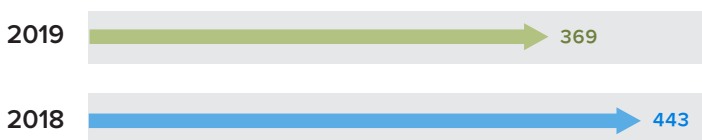
| TYPE OF TURNOVER                   | 2019 |       | 2018 |       |
|------------------------------------|------|-------|------|-------|
|                                    | MEN  | WOMEN | MEN  | WOMEN |
| No. New hires                      | 759  | 424   | 863  | 454   |
| No. Employees resigned             | 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         |
| <b>TOTAL EMPLOYEES DISMISSED</b> | <b>39</b> | <b>62</b> | <b>24</b> | <b>11</b> | <b>25</b> | <b>11</b> | <b>172</b> | <b>55</b> | <b>70</b> | <b>44</b> | <b>13</b> | <b>27</b> | <b>11</b> | <b>220</b> |

## 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         |
| <b>AVERAGE LENGTH OF SERVICE</b> | <b>10.28</b> | <b>9.15</b> | <b>9.95</b>   |

## 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<br>[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 Monterrat | 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        |
| <b>TOTAL STRIKE HOURS</b> | <b>1,945</b> |

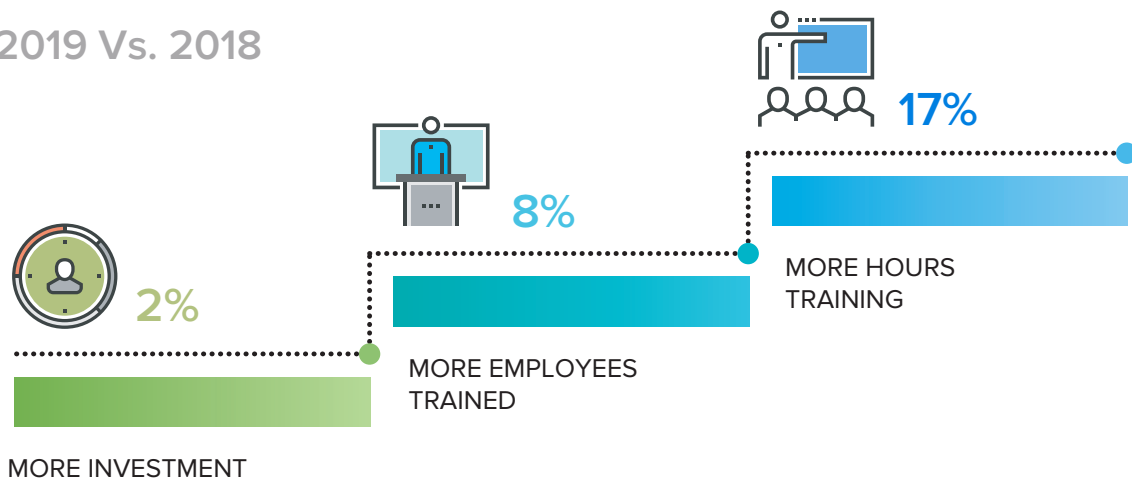
**NB:** The reasons for the strikes by subsidiaries are indicated below:

- 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         |
| <b>% OF TOTAL EMPLOYEES</b>         | <b>66.88%</b> | <b>62.95%</b> |

### 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        |
| <b>TOTAL HOURS TRAINING</b> | <b>2,861</b> | <b>1,230</b> | <b>4,091</b> | <b>2,820</b> | <b>983</b> | <b>3,803</b> |

## 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         |
| <b>TOTAL HOURS TRAINING</b> | <b>106,501</b> | <b>38,591</b> | <b>145,092</b> | <b>91,644</b> | <b>32,601</b> | <b>124,245</b> |

## 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         |
| <b>AVERAGE HOURS TRAINING</b> | <b>24.68</b> | <b>21.42</b> | <b>21.20</b> | <b>18.98</b> |

**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%                  |
| <b>TOTAL EMPLOYEES</b> | <b>6,117</b>    |                         | <b>6,041</b>    |                         |

## EMPLOYEES WITH DIFFERENT ABILITIES

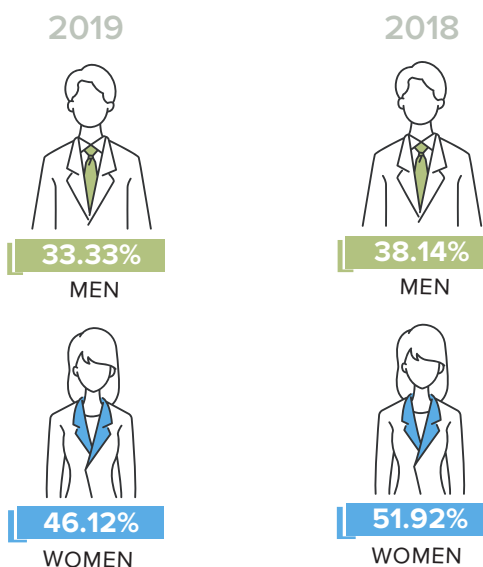
|  | 2019 |       | 2018 |       |
|--|------|-------|------|-------|
|  | MEN  | WOMEN | MEN  | WOMEN |
| No. Employees with different abilities | 81   | 31    | 78   | 33    |

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).

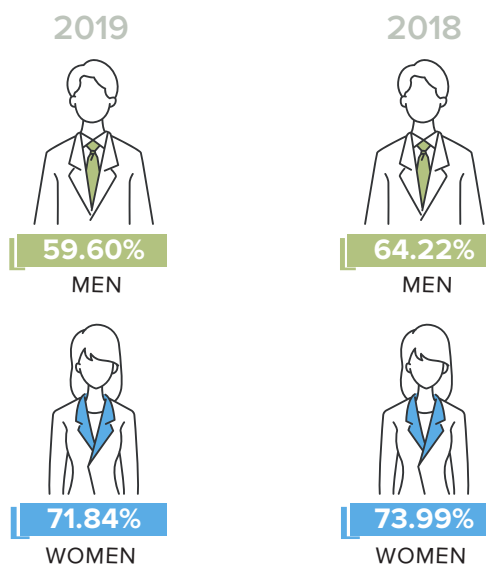
| ENTITY   | ITEM                            | AMOUNT (€)       |
|--|---------------------------------|------------------|
| C.E.E. CADEMADRID                              | Printing work                   | 1,591.22         |
| FUNDACIÓN PRODIS                               | Sundry printig work  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

## 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.