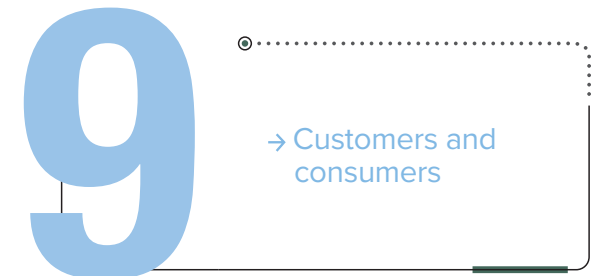
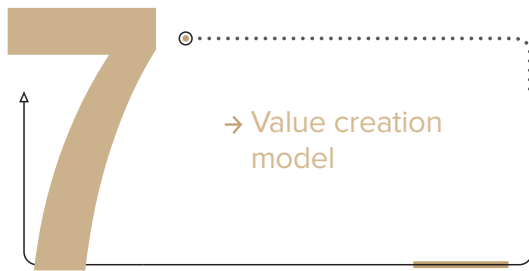
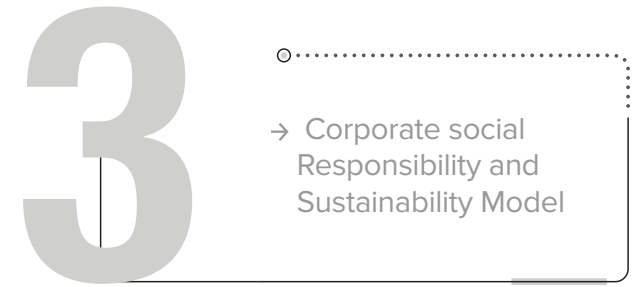
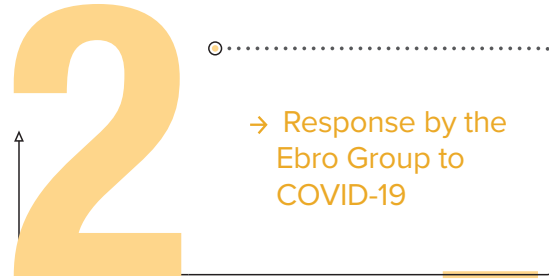
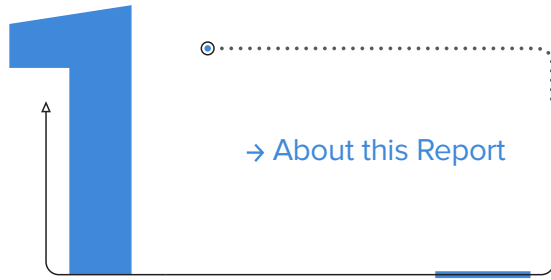


EBRO | 2020

Corporate Social Responsibility and Sustainability Report







About this Report

Ebro Foods, S.A.

ABOUT THIS REPORT

This report (the “**Report**”) informs on the actions taken and progress made in Corporate Social Responsibility (CSR) and Sustainability of the group of companies (the “**Ebro Group**” or the “**Group**”) headed by Ebro Foods, S.A. (the “**Company**”) in 2020.

REPORTING PERIOD

2020

MOST RECENT PREVIOUS REPORT

2019

REPORTING FREQUENCY

Annual

REPORTING FRAMEWORK

In this statement we report on the social, environmental and/or economic aspects that are important for the Ebro Group. The report has been prepared following the criteria of the GRI standards applicable to the Group’s activities, as well as other internal criteria that the Company has considered important to inform on all material aspects.

SCOPE AND COVERAGE OF THE REPORT

The report presents on a consolidated level the non-financial indicators of all the companies operating the core businesses of the Ebro Group and their respective industrial sites at year-end 2020 (see Annex 1), except the energy consumption of five of the twelve offices leased by the Ebro Group, as we do not have consistent quantitative data. The tenants of those offices are: Ebro Foods (Granada), Herba Ricemills Romania (Bucharest), La Loma Alimentos (Buenos Aires, Argentina) and two of Tilda (India and Dubai). The global consumption by all twelve offices represents less than 1% of the group’s total energy consumption.

CHANGES IN THE REPORTING PERIMETER

A efectos del reporte consolidado, los cambios en el perímetro, respecto del ejercicio 2019, se refieren a:

1. The incorporation of Tilda Ltd., acquired on 28 August 2019, which completed its total integration within the Group (for the purpose of non-financial reporting) at the end of that year.
2. Inclusion of the environmental indicators of the three industrial plants of La Loma Alimentos, S.A. (Argentina). The other non-financial indicators were included in the 2019 Report.

SIGNIFICANT CORPORATE OPERATIONS DURING 2020

The Group announced divestments in the USA and Canada in October and November 2020.

Firstly, on 28/10/2020 the company announced the agreement reached with the Barilla Group for the sale of our dry pasta business “Catelli” in Canada, comprising the brands Catelli®, Lancia® and Splendor® and the plant in Montreal (Quebec) for CAD 165 million. This divestment was concluded on 29/01/2021.



Secondly, on 5/11/2020 the Ebro Group announced the agreement reached with American Italian Pasta Company (owned by TreeHouse Foods, Inc.) for the sale of certain assets of our dry pasta and noodles business in the United States. The perimeter of the business sold comprises the brands Skinner®, Creamette®, Prince®, Light'n'Fluffy®, Mrs Weiss®, New Mill®, P&R®, American Beauty®, San Giorgio®, No Yolks® and Wacky Mac® and the St. Louis plant. The transaction was concluded on 11/12/2020 for USD 242.5 million.

All the non-financial indicators of both business have been included for the purpose of this Report. The financial figures are presented in accordance with the information reported in the Consolidated Annual Accounts.

CONTACT POINT FOR ISSUES REGARDING THE REPORT OR ITS CONTENTS

Ebro Foods, S.A.

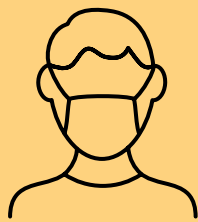
Dirección de Comunicación, Responsabilidad Social y Sostenibilidad

Paseo de la Castellana, 20 – 3ª planta

28046 Madrid

Spain

E-mail: comunicacion@ebrofoods.es



Response by the Ebro Group to COVID-19

Ebro Foods, S.A.

RESPONSE BY THE EBRO GROUP TO COVID-19

The response by the Ebro Group to the needs of the company and its stakeholders during the pandemic has been fast and effective.

Our first responsibility was to protect our employees' health and keep close to our customers and consumers, guaranteeing an adequate supply of our products in all the markets in which we operate. Moreover, as a socially responsible enterprise, we have endeavoured to contribute towards mitigating the negative impacts of the pandemic.

Our international scope gave us the chance to observe the consequences of COVID-19 in other countries, so we started to prepare our contingency plan before the crisis really set in.

The main measures implemented within this plan were:

1. Protection of our plants, building up our stocks of spare parts for machinery and the different production lines.
2. Reorganisation and bolstering of production, giving priority to the products in greatest demand.
3. Buying in personal protection equipment (PPE) and medical supplies to guarantee the health and safety of our employees.
4. Stepping up the already stringent safety protocol at our plants, with specific measures for entry, exit and inside the facilities.
5. Establishment of flexible working hours, giving priority to home working for office staff.
6. Doing tests and overseeing employee health.

Overall, we have spent EUR 12.2 million on implementing and maintaining these health and safety measures.

Through this contingency plan, together with diversification of sourcing and the engagement of our team, we have been able to give a full response, in due time and form, to the disproportionate, unforeseeable surges in demand during the initial lockdown and the successive waves of COVID.

The Group has also maintained all jobs, with no redundancy plans (ERE) or temporary lay-off plans (ERTE), nor applications for any kind of public aid offered by the different government bodies, in any of our companies.

At the same time, the Ebro Foundation and the different subsidiaries of our Group embarked on a number of global social initiatives to combat the effects of the coronavirus. These measures have consisted mainly of buying medical supplies for nursing homes and hospitals and making donations of food. The total cost of these aids was EUR 5.7 million.

In addition, in view of the complicated economic context and in our desire to support our shareholders, the Group has also paid an extraordinary dividend of EUR 298.5 million, which, together with the ordinary dividend of EUR 87 million, brings the total dividend to EUR 386 million distributed over the year.



Corporate Social Responsibility and Sustainability Model

Ebro Foods, S.A.

CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY MODEL

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

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

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

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

The company's principal stakeholders are:

- Shareholders
- Customers, consumers and distributors
- Employees
- Suppliers
- Society (Administration, NGOs and other institutions)
- Media

The frequency and form of communication with each group varies according to the company of the Ebro Group and the reason for the consultation or meeting, with at least one a year. Much of this dialogue is conducted directly by the parent company.

STAKEHOLDERS	DIALOGUE CHANNELS
Shareholders	<ul style="list-style-type: none"> → Corporate website → Electronic shareholders' mailbox → Shareholders' office → CNMV regulatory announcements → Investor Relations Department → Meetings with analysts and investors → Roadshows → General Meeting of Shareholders → Quarterly reports → Annual Report → Social media → Press releases → Reporting channel of the Code of Conduct (COC)
Employees	<ul style="list-style-type: none"> → Corporate website and websites of our subsidiaries → Corporate Intranet → Suggestion box → Social media → Mailbox → Digital newsletter → Blogs (corporate and brand) → Mailshots → Department Days → Works Council → HR contacts → Corporate Communications Department → Annual Report → Reporting channel of the COC
Customers, consumers and distributors	<ul style="list-style-type: none"> → Corporate website and websites of our subsidiaries → Customer services department → Electronic mailboxes in each of the Group companies → Parent company mailbox (comunicacion@ebrofoods.es) → Advertising and Marketing → Satisfaction surveys → Regular one-to-one meetings and visits → Social media → Blogs (corporate and brand) → Trade fairs, forums and conferences → Annual Report → Reporting channel of the COC
Suppliers	<ul style="list-style-type: none"> → Corporate website and websites of our subsidiaries → Meetings with the Purchasing Departments of Group companies → Supplier Code of Conduct → Regular visits to suppliers → Surveys → Assessments through Sedex → Annual Report → Social media → Reporting channel of the COC
Society	<ul style="list-style-type: none"> → Corporate website and websites of our subsidiaries → Website of the Ebro Foods Foundation → Social media → Corporate blog → Annual Report → Communications and CSR Department → Press releases → Parent company mailbox (comunicacion@ebrofoods.es) → Meetings with NGOs and social action institutions → Meetings with local authorities → Meetings with resident associations → Reporting channel of the COC

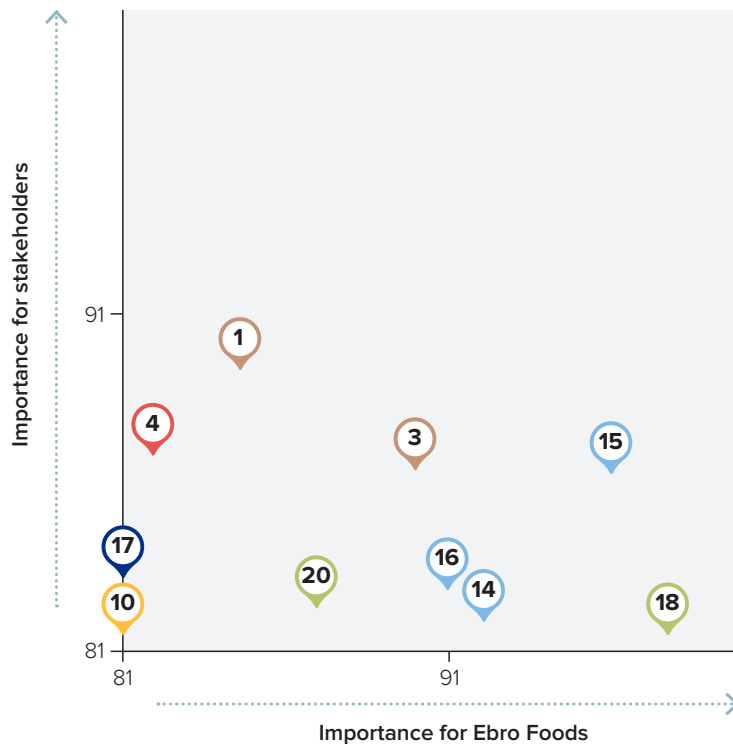
STAKEHOLDERS	DIALOGUE CHANNELS
Media	<ul style="list-style-type: none"> → Corporate website and websites of our subsidiaries → Corporate Communications Department → Parent company mailbox (comunicacion@ebrofoods.es) → Press releases → CNMV regulatory announcements → Social media → Corporate blog → Regular meetings with different media → Interviews → Surveys and questionnaires → Annual Report

4. Materiality analysis: In 2017 we updated our materiality analysis, assisted by Forética. That analysis collected the expectations of our stakeholders (authorities, customers, employees, investors, media, NGOs and suppliers) in Spain, North America, France, Italy, Netherlands, India and Morocco, and of the parent of the Group, represented by the Audit and Compliance Committee.

After identifying the principal challenges and opportunities of the Group in respect of Sustainability and benchmarking the positioning of other companies in the food sector, we established 23 important topics for consultation, classified into 8 different areas: (i) health and safety of direct and indirect workers, (ii) job quality, (iii) positive social and economic impact on society, (iv) driving force for innovation, (v) promotion of healthy food, (vi) maximising food safety and quality, (vii) implementation of environmental policies and (viii) good governance, integrity and transparency.



GLOBAL MATERIALITY MATRIX



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



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



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



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

HEALTH AND SAFETY OF WORKERS (DIRECT AND INDIRECT)

- 1 Prevent and avoid accidents and damage by improving the safety of direct and indirect jobs
- 3 Promote compliance with human rights throughout the supply chain

JOB QUALITY

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

DRIVING FORCE FOR INNOVATION

- 10 Invest in developing better food solutions for society

PROMOTE HEALTHY, SUSTAINABLE FOOD

- 14 Use raw materials based on environmental and social sustainable principles as ingredients for ready-to-serve dishes
- 15 Promote sustainable growing and production of the principal raw materials used
- 16 Foster sustainable good practices throughout the supply chain

MAXIMISE FOOD QUALITY AND SAFETY

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

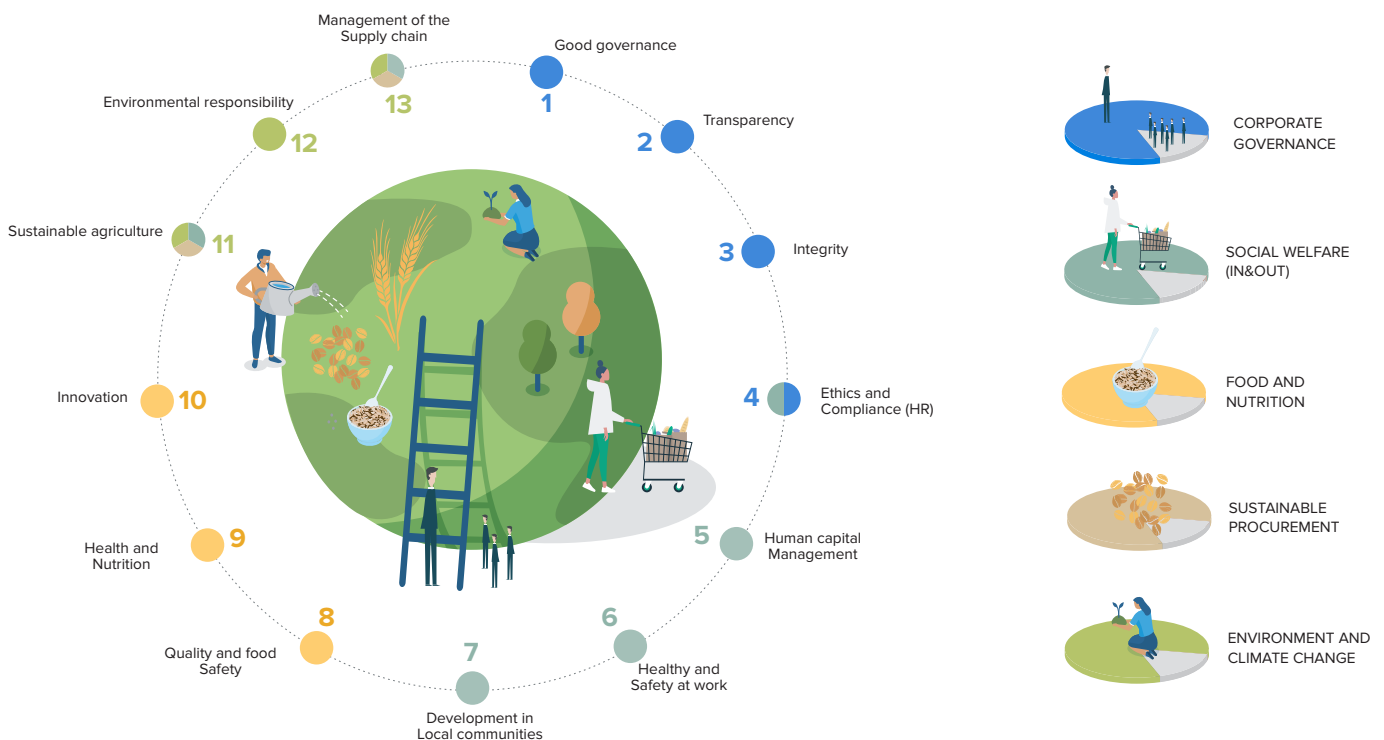
IMPLEMENT ENVIRONMENTAL POLICIES

- 18 Make the fight against climate change one of the organisation's focal points
- 20 Develop policies and make investments to reduce and optimise water consumption

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

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

CSR MODEL



To make these 13 priorities effective, in 2019 we launched our Global Sustainability Plan (GSP) **HEADING FOR 2030** [“RUMBO A 2030”], with the slogan **Caring for you and the Planet**. This Plan lays down the guidelines and action plans that the Ebro Group will implement up to 2030 to meet the demands and expectations expressed by our stakeholders in the materiality analysis, contribute towards achievement of the 2030 Agenda and minimise the negative impacts that our operations may have on the environment while maximising the positive effects of those activities.

The three main pillars of action of **HEADING FOR 2030** are people, health through food and the planet.

With regard to people, the Plan promotes the well-being at work of our professionals, supporting ongoing training and professional development to retain talent, seeking ways to balance work and home life and ensuring equal opportunities, diversity and health and safety at work. It also continues to implement actions that contribute towards social and economic development in our areas of influence.

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

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

A specific microsite has been set up as an information and monitoring tool for the Plan on the domain caringforyouandtheplanet.com, where the Company regularly reports on progress.

At the beginning of 2021 we began the process of reviewing our materiality to adapt the new expectations of our stakeholders to the post-COVID era.

Impact of COVID-19 on our materiality during 2020

The coronavirus outbreak affected the priorities on which we based our Corporate Social Responsibility and Sustainability work during 2020.

Although we have made progress in the development of actions related with the GSP HEADING FOR 2030, since the beginning of lockdown most of our actions have focused largely on three broad areas: our employees, our customers/consumers and society.











As far as our team is concerned, we have endeavoured to protect their health and safety, investing heavily in risk prevention and taking steps to facilitate flexible working and home working for office staff.

Another of our major priorities as a food enterprise has been to meet the needs of customers, consumers and society at large, filling shelves in an effort to transmit security and calm, guaranteeing access to food and helping to mitigate the adverse effects of the pandemic through the global development of social initiatives.



Alliances with environmental and social entities and initiatives

The Ebro Group and its Foundation belong to or have established alliances with different organisations or multi-stakeholder platforms that encourage and channel companies' commitment to society and the environment. Through these alliances they can give greater scope to the actions developed within their CSR and Sustainability strategy. Some of the important organisations are:

 <p>UN GLOBAL COMPACT Network Spain WE SUPPORT</p>	<p>Signatory of the United Nations Global Compact www.pactomundial.org</p>
 <p>La alimentación aprovéchala no tiene desperdicio</p>	<p>Member of the Redistribution Committee of the Spanish Commercial Coding Association (AECOC) project against food waste "Don't waste food, use it" http://www.alimentacionsindesperdicio.com/</p>
 <p>seres fundación sociedad y empresa responsable</p>	<p>Member of the SERES Foundation http://www.fundacionseres.org/Paginas/Inicio.aspx</p>
 <p>Miembro de Forética</p>	<p>Member of Forética http://www.foretica.org/</p>
 <p>SAI PLATFORM</p>	<p>Sustainable Agriculture Initiative (SAI) Platform http://www.saiplatform.org/</p>
 <p>SRP Sustainable Rice Platform</p>	<p>Sustainable Rice Platform (SRP) http://www.sustainablerice.org/</p>
 <p>Sedex</p>	<p>Sedex https://www.sedexglobal.com/es/</p>
 <p>ecovadis</p>	<p>Ecovadis https://www.ecovadis.com/es/</p>
 <p>CEFLEX A CIRCULAR ECONOMY FOR FLEXIBLE PACKAGING</p>	<p>Ceflex https://ceflex.eu/</p>
 <p>MARCAS WASTE WARRIOR</p>	<p>Waste Warrior Brands https://toogoodtogo.es/es</p>

External assessments

Since 2015, Ebro Foods has been part of the **FTSE4Good Index Series**, an international sustainability index that includes companies that prove their commitment and leadership in environmental, social and corporate governance aspects. Our inclusion and continuous ratification in this index verifies that we are a socially responsible investment vehicle.

Regulatory framework

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



During 2020, with a view to stepping up the commitment to Sustainability and Good Governance, the Board of Directors of Ebro Foods approved a new *Policy on Sustainability, Environment and Corporate Social Responsibility* expanding on the previous policy, and a new *Policy on Communication of Financial, Non-Financial and Corporate Information*.



Contribution to the SDGs

CONTRIBUTION TO THE SDGS

We are aware that the sustainable development of our Group is directly related with the social welfare of the communities and preservation of the environment where we perform our business activities. For this reason the Ebro Group, as a key player in the food sector, accepts the commitment launched by the United Nations to participate in achieving the 2030 Agenda, embracing the Sustainable Development Goals (SDGs) as our own challenges and a tool for monitoring, evaluating and reporting on its impacts.

In this context, although all the actions taken by the Ebro Group within the scope of its Social Responsibility and Sustainability are related directly or indirectly with the 17 SDGs, we have identified the ones to which we can make the greatest contribution by virtue of the nature of our business activity.

Based on our Sustainability Plan **HEADING FOR 2030**, we have defined the following as priority SDGs: 1 (No Poverty), 2 (Zero Hunger), 8 (Decent Work and Economic Growth), 10 (Reduced Inequality), 12 (Responsible Consumption and Production), 13 (Climate Action) and 17 (Partnerships for the Goals).

We describe below the indicators that show the Ebro Group's contribution to achieving the 2030 Agenda.



SDG 1. NO POVERTY

End poverty in all its forms everywhere

- Availability of goods and services for those with low incomes
- Social and economic development in areas with a greater risk of exclusion

GOALS

1.1

Eradicate extreme poverty for all people everywhere

1.4

Ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance

1.5

Build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters

- 2.5 million kg of food donated
- €8.9 million spent on actions to boost development of the communities
- >300 global initiatives
- >2.5 million beneficiaries



SDG 2. ZERO HUNGER

End hunger, achieve food security and improved nutrition and promote sustainable agriculture

- Contribute towards the right to food
- Ensure that everyone has access to sufficient food and a healthy diet
- Support growers, economically and with training

GOALS

2.1

End hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round

2.3

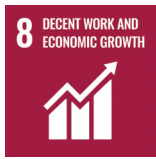
Double the agricultural productivity and incomes of small-scale food producers

2.4

Ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality

- €4.1 million in food donations
- €3.3 million invested in sustainable agriculture programmes





SDG 8. DECENT WORK AND ECONOMIC GROWTH

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

- Contribución a la riqueza
- Creación y mantenimiento del empleo
- No discriminación
- Acceso de los jóvenes al mercado laboral

GOALS

8.1

Sustain and contribute to economic growth in the countries in which we operate

8.3

Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services

8.5

Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value

8.6

Substantially reduce the proportion of youth not in employment, education or training

8.8

Protect labour rights and promote safe and secure working environments for all workers; promote a sustainable supply chain, incorporating ethical, social and environmental criteria in the procurement processes



- €81.6 million, total tax contribution
- *Ebro Talent* startup programme and *cicCartuja research programme*
- 7,834 annual average headcount
- 125 persons with disabilities
- 148,654 hours of training
- Training and job placement programmes:
 - *Gastronomix*
 - *Aula Laboral Capacis*
 - *Coach Exit*
 - *Access to decent employment by women at risk of social exclusion in the province of Larache (Morocco)*
 - *Training grants for students and prizes for women with the best academic records (India)*
- Supplier audits



SDG 10. REDUCED INEQUALITIES

Reduce inequalities and make sure nobody gets left behind

- Promote social programmes that contribute towards equal opportunities for groups at risk of exclusion

GOALS

10.2

Empower and promote the social, economic and political inclusion of all

- €5.7 million in social action
- 120 initiatives to promote equal opportunities and social inclusion
- €760,000 to mitigate the digital gap in school-age children and adolescents





SDG 12. RESPONSIBLE CONSUMPTION AND PRODUCTION

Ensure sustainable consumption and production patterns

- Sustainable sourcing
- Efficient use of resources
- Recycling of materials

GOALS

12.2

Achieve the sustainable management and efficient use of natural resources

12.3

Halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses

12.5

Substantially reduce waste generation through prevention, reduction, recycling and reuse

12.8

Ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature

- 180 Food Safety and Quality Certificates
- 512,057 tonnes sustainable raw materials
- 2.5 tonnes of products delivered to food banks
- Members of the programme "No Food Waste" headed by AECOC
- Members of the platform Waste Warrior Brands, boosted by Too Good To Go
- Inputs recycles into packaging material 35,137 tonnes
- Corporate Blog Sentirse Bien Se Nota (When you feel good, it shows): 99 posts on healthy eating and sustainability





SDG 13. CLIMATE ACTION

Take urgent action to combat climate change and its impacts

- Energy efficiency
- Environmental investment
- GHG emissions
- Risks and opportunities due to climate change

GOALS

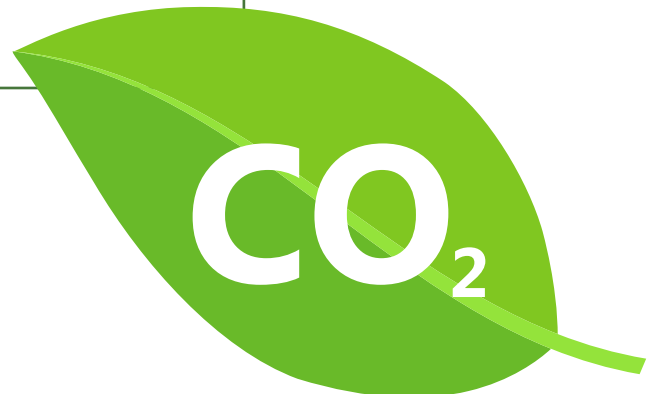
13.1

Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries

13.3

Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning

- 4.5 million euros in environmental investments
- 1.79 Energy intensity
- Emissions avoided 13,544 t CO₂eq
- General Sustainability Plan HEADING FOR 2030
- 0.12 GHG emissions intensity (t CO₂eq /t product)
- Citizen awareness programmes, corporate and through our brands
- 0.07 GHG emissions intensity (t CO₂eq /GJ)





SDG 17. PARTNERSHIPS FOR THE GOALS

The SDG can only be achieved through sound global partnerships and cooperation among entities of an identical or different nature

GOALS

17.16

Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries

- The Ebro Group has 10 partnerships active with multi-stakeholder organisations and platforms that promote and implement companies' commitment to sustainability





Human Rights

Ebro Foods, S.A.

HUMAN RIGHTS



Ensuring respect for Human Rights throughout our supply chain is one of the Group's priorities in Corporate Social Responsibility and Sustainability. We base our criteria in this respect on the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights and the Fundamental Principles and Rights at Work of the International Labour Organization (ILO).

This commitment is set out in: (i) our Code of Conduct, which establishes the principles and values that must underlie the actions of all persons and companies in the Ebro Foods Group, and (ii) our Supplier Code of Conduct, which establishes the principles, standards and business practices to be met by our suppliers and service providers in their relations with the Group and its professionals.

The Group's commitment to Human Rights is set out in Section IV, point 9 of our Code of Conduct. Points 9.1, 9.3, 9.4, 9.5 and 9.6 lay down the guidelines for eliminating discrimination in employment and occupation, eliminating forced or compulsory labour, effectively abolishing child labour and exercising the rights of freedom of association, to join unions and collective bargaining, in accordance with the laws currently in place. The same commitments are set out in points 3.2, 3.3, 3.4 and 3.7 of the Supplier Code of Conduct. Both Codes can be consulted on the Ebro Foods corporate website (<https://www.ebrofoods.es/en/csr/csr-in-ebro/codes-and-policy/>).

Human Rights due diligence

To support our commitment to Human Rights, the Ebro Foods Group is exploring the implementation of a Due Diligence System to detect, prevent and mitigate existing and potential adverse effects of our operations and throughout our value chain. Working towards this, we have prepared a detailed Due Diligence Questionnaire, which will be taken as the basis for defining, identifying, assessing and measuring risks, thus generating opportunities for subsequent verification and control, adopting the necessary, proportionate measures to mitigate, reduce or remedy those risks, as the case may be.

The Questionnaire is at the discussion stage within the global Sustainability working party set up within the Group in 2020, with a view to having the final document and implementing it in the second quarter of 2021.

Based on the conclusions drawn from the questionnaire, the parent company will promote ad hoc training in Human Rights within the different subsidiaries and stimulate awareness of the convenience of having a good Due Diligence System throughout the entire value chain.

Grievance and follow-up mechanisms

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

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

No human rights grievances were reported in the Ebro Group in 2020. Four incidents were reported in the subsidiary Riviana Foods (USA) during the previous year.

External audits are conducted regularly in companies both within and outside the scope of consolidation of the Group as an additional tool for monitoring and control of Human Rights.

Audits made at Ebro Group workplaces

COMPANY	COUNTRY	WORKPLACE	DATE	TYPE OF AUDIT	AUDITORS
Bertagni 1882	Italy	Avio	27/04/2020	WCA	Intertek Italy
		Arcugnano (Vicenza)	27/11/2020	SMETA	Intertek Italy
Boost Nutrition	Belgium	Plant A	23/09/2020	SMETA	SGS CBE Belgium
Geovita Functional Ingredients	Italy	Bruno (AT)	14/02/2020	SMETA	SGS Italy
Herba Bangkok	Thailand	Nong Khae	29/10/2020	BSCI	SGS
Herba Ricemills	Spain	San Juan	17/12/2020	SMETA	Intertek Spain
			08/06/2020	WCA	Intertek Spain
		Algemesí	09/12/2020	SMETA	Intertek Spain
		Coria	09/11/2020	SMETA	Intertek Spain
Lassie	Netherlands	Wormer	30/09/2020	SMETA	SGS
Mundiriso	Italy	Vercelli	26/11/2020	SMETA	SGS
Pastificio Lucio Garofalo	Italy	Gragnano	15/05/2020	SA8000	DNV
				SA8000	DNV

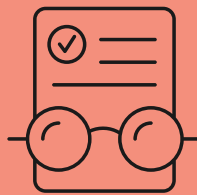
The audits made outside the Group perimeter are indicated in Chapter 11 of this Report “Supplier Management”.

Training on human rights policies and procedures given during the year

Specific training on human rights was given in the following companies during the year:

COMPANY	2020				2019			
	NO. EMPLOYEES TRAINED	NO. HOURS	TOTAL EMPLOYEES	% OF TOTAL EMPLOYEES	NO. EMPLOYEES TRAINED	NO. HOURS	TOTAL EMPLOYEES	% OF TOTAL EMPLOYEES
Boost Nutrition	10	10	103	9,71%	---	---	---	---
Ebro India	21	84	162	12,96%	151	302	151	100.00%
Herba Bangkok	75	225	220	34,09%	124	124	227	54.63%
Herba Cambodia	1	3	6	16,67%	6	3	6	100.00%
Herba Ingredients	27	27	96	28,13%	---	---	---	---
Lassie	---	---	---	---	71	71	71	100.00%
S&B Herba Foods	7	175	109	6,42%	4	4	106	3.77%
Transimpex	66	66	69	95,65%	64	64	64	100.00%





Anti-Corruption and bribery measures

Ebro Foods, S.A.

ANTI-CORRUPTION AND BRIBERY MEASURES



Corruption and bribery

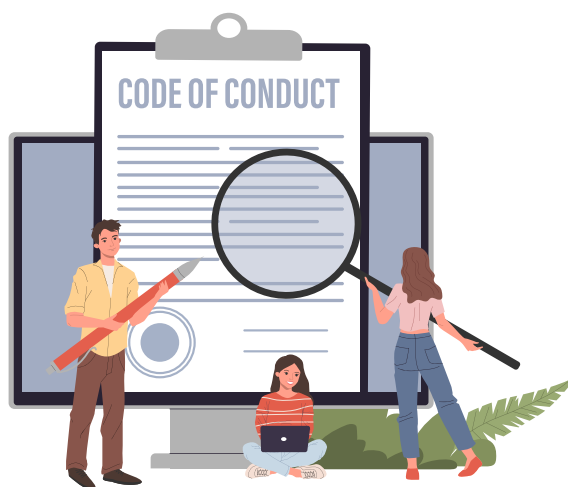
The Ebro Group has a global Code of Conduct (COC), known to and binding on not only its workers and professionals, but also its customers, suppliers, shareholders and other stakeholders.

The COC 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 COC 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 COC 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 COC 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 COC for combating corruption and fraud are developed in the specific, verifiable terms of that Policy.



The global regulation of the COC 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 2020 the Group revised and updated its criminal risk map and crime prevention model, with counselling from external specialists. In fact, the reporting for the second half of 2020 within the crime prevention model was based on the revised model. Along with the revision and updating and with counselling from the same external specialists, The Group started to design an employee training plan, which is expected to be implemented during 2021.
- 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.
- The Group's North American subsidiaries have 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 COC (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 COC, 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 COC to combat and prevent corruption as of 1 January 2020. The aim of that COC 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 COC, with guaranteed protection from reprisals.



In the same context, just as in 2019, the companies Riviana Foods, Catelli Foods Corporation, Ebro India, Lassie (Netherlands) and Herba Bangkok (Thailand) provided anti-corruption training for their employees in 2020. That ongoing training is included in regular training plans, thus ensuring that employee knowledge on the matter is constantly updated. Other subsidiaries that have also provided training during the year are Herba Cambodia, Herba Ingredients and Panzani.

COMPANY	2020			2019		
	NO. EMPLOYEES	EMPLOYEES TRAINED ANTICORRUPTION	% EMPLOYEES TRAINED	NO. EMPLOYEES	EMPLOYEES TRAINED ANTI-CORRUPTION	% EMPLOYEES TRAINED
Catelli	377	377	100.00%	369	369	100.00%
Ebro India	162	20	12.35%	151	151	100.00%
Herba Bangkok	220	217	98.64%	227	124	54.63%
Herba Cambodia	6	6	100.00%	---	---	---
Herba Ingredients	96	13	13.54%	---	---	---
Lassie	82	14	17.07%	71	71	100.00%
Panzani	775	9	1.16%	---	---	---
Riviana Arroz	1,225	1,225	100.00%	1,214	1,214	100.00%
S&B Herba Foods	---	---	---	106	106	100.00%
	2,943	1,881	63.91%	2,138	2,035	95.18%

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.

Money laundering

The Ebro Group has established: (i) payment and collection processes and (ii) a structure of attorneys for bank transactions, through whom it guarantees adequate control and monitoring of money movements in all its transactions.

The Ebro Group uses bank transfers and nominative payment instruments for payments and collections as they guarantee full traceability of any money movement. It also has strict rules for cash management, which allow the different companies to hold only negligible amounts of cash and regulate in detail any drawings against the cash balances, requiring in all cases justification of cash requests and proof of use of those funds.

The reimbursement of expenses incurred by employees in the course of their work is also strictly controlled, requiring proof of the expense and the reason and justification for it prior to any reimbursement. Drawings made using a company bank card (by employees who have a card, by virtue of their category) are subject to the same requirements of proof and justification of use, such that if any use of the card is not justified and proved, the corresponding sums are withheld from payments to be made by the relevant company to the employee.

According to the Group's power of attorney structure, in order to draw funds from bank accounts, a prior decision must be adopted by the competent corporate body and, as a rule, joint signatures are required, except for negligible amounts compared to the volume of transactions of the company in question.

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.





Value creation model

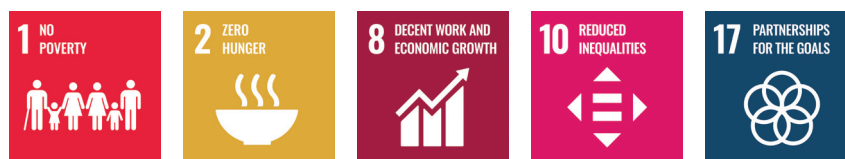
SOCIAL CASH FLOW

TAX INFORMATION

COMMITMENT TO THE DEVELOPMENT OF LOCAL COMMUNITIES

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€)	2020	2019
Economic value generated		
Net turnover	2,897,589	2,510,381
Other income	32,811	12,302
Interest income	41,977	24,692
Share of profits of associates	5,448	5,243
	2,977,825	2,552,618
Economic value distributed		
Consumption & other external expenses	(1,626,299)	(1,370,397)
Employee benefits	(386,861)	(347,208)
Other operating expenses	(556,669)	(511,177)
Interest expense	(60,249)	(39,711)
Corporate income tax	(53,853)	(59,383)
Net income from discontinued operations	65,809	31,989
Contribution to not-for-profit entities	(5,746)	2,734
Dividends (*)	(397,375)	(98,588)
	(3,021,243)	(2,397,209)
ECONOMIC VALUE RETAINED	(43,418)	155,409

(*) 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 2020, the Ebro Group directly paid EUR 81.6 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 throughout the Group as a result of the significant increase in sales and the incorporation of Tilda.

BREAKDOWN OF TAX PAYMENTS (000€)

	2020	2019
Income tax paid	71,463	53,506

TAXES PAID BY COUNTRY

	2020		2019	
	NET IT	OTHER TAXES	NET IT	OTHER TAXES
Spain	2,716	438	2,734	445
Rest Europe	32,517	6,352	21,431	6,003
America	35,172	3,428	28,550	3,939
Asia	419	0	219	0
Africa	639	0	572	0
TOTAL	71,463	10,218	53,506	10,387

MOST SIGNIFICANT COUNTRIES	IT	OTHER TAXES	IT	OTHER TAXES
Spain	2,716	438	2,734	445
France	17,041	6,202	12,629	5,853
Italy	6,172	150	4,164	150
USA	31,812	2,946	26,502	3,371
UK	5,650	0	2,651	0

PRE-TAX PROFIT, BY COUNTRIES (000€)

	2020	2019
	PRE-TAX PROFIT*	PRE-TAX PROFIT*
Spain	13,221	(801)
Rest Europe	144,703	91,333
America	133,011	106,682
Asia	6,281	2,133
Africa	1,244	(869)
TOTAL	298,460	198,478

MOST SIGNIFICANT COUNTRIES	2020	2019
	PRE-TAX PROFIT*	PRE-TAX PROFIT*
Spain	13,221	(801)
France	50,071	46,943
Italy	43,826	20,321
USA	156,416	103,891

* Pre-tax profit in continuing operations

PUBLIC GRANTS RECEIVED (000€)

	2020	2019
Capital grants received	5,059	6,375
Operating grants received	456	427

Commitment to the development of local communities

One of the main pillars of Corporate Social Responsibility and Sustainability action within the Ebro Group is ensuring the well-being and socio-economic development of the local communities directly related with our business activities.

During 2020 that commitment was taken further and the Group has made an extra effort to promote different initiatives to help combat the effects of COVID-19 throughout the world. These aids focused mainly on food and healthcare assistance programmes for vulnerable groups.

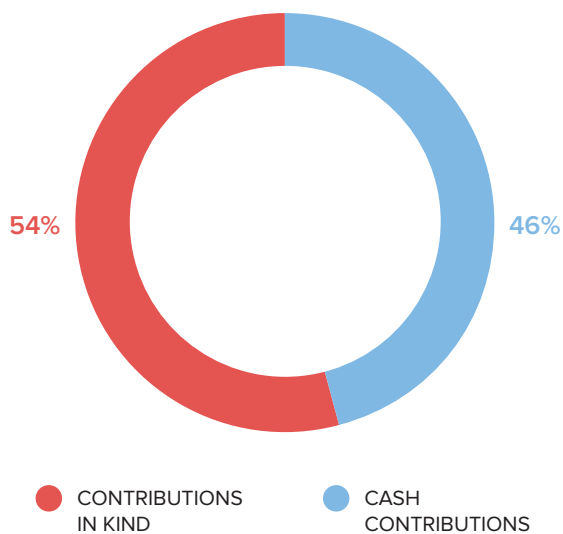
In the specific case of Spain, on 30 March the company announced extraordinary funding of one million euros to buy critical medical equipment for different hospitals in the region of Madrid, develop solidarity actions together with other entities and welfare organisations and donate food to welfare organisations, resident associations, soup kitchens, etc. The Group's principal companies have also participated in work of this nature in their respective countries.

Apart from the extraordinary COVID-related social action, the Ebro Foundation and the Group have, as in previous years, participated in projects created by different not-for-profit organisations and promoted and developed motu proprio several initiatives of social and environmental interest.

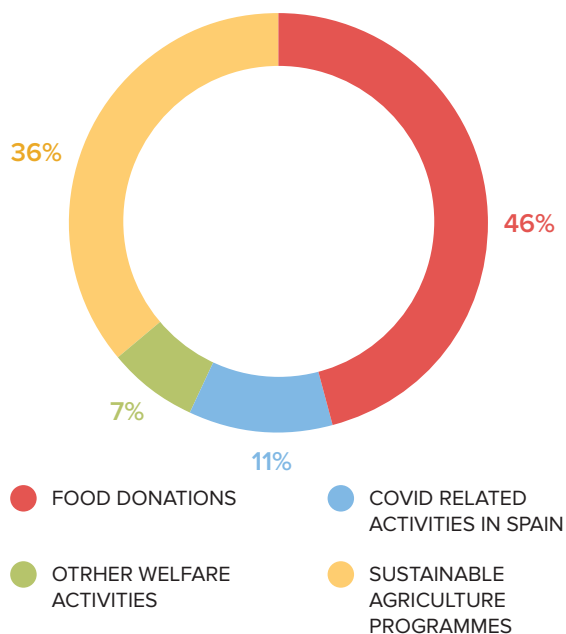
Within this context, the global amount spent on social action during 2020 was EUR 9 million.

TYPES OF ACTIONS	AMOUNT (EUR)
Food donations	4,143,363
COVID-related activities in Spain	1,005,714
Other welfare activities	596,543
Sustainable Agriculture Programmes	3,252,966
TOTAL	8,998,586

TIPES OF SOCIAL AND ENVIRONMENTAL CONTRIBUTIONS



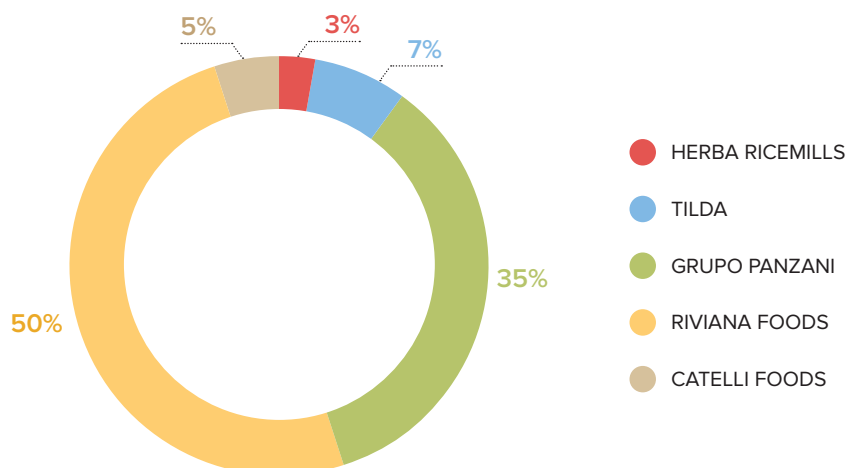
% SOCIAL AND ENVIRONMENTAL ACTIONS



DETAILS OF FOOD DONATIONS

As a leading food producer, in 2020 and in view of the pandemic, Group companies in Spain, France, UK, USA and Canada doubled their donations in respect of the previous year, totalling EUR 4.1 million, i.e. more than 2.5 million kg of food was donated.

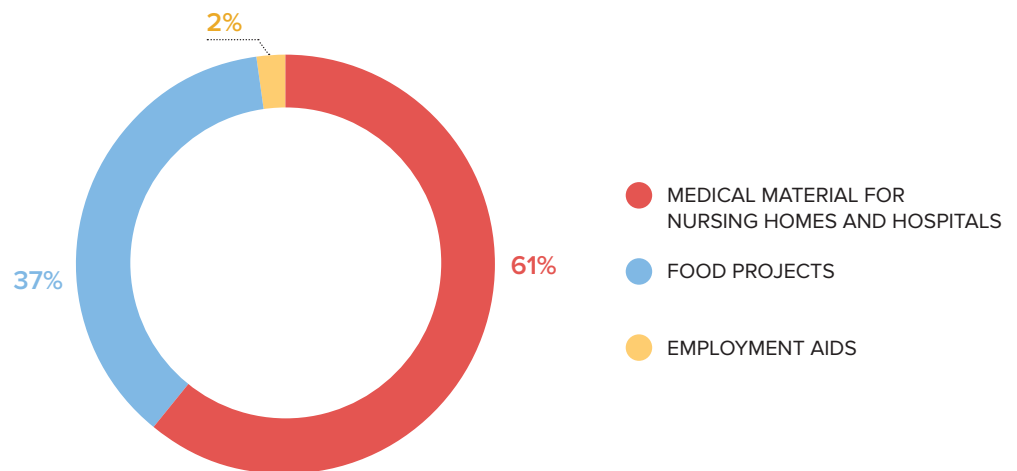
COMPANIES	AMOUNT (EUR)
Herba Ricemills	134,918
Tilda	274,203
Grupo Panzani	1,441,266
Riviana Foods	2,088,112
Catelli Foods	204,864
TOTAL	4,143,363



DETAILS OF COVID-RELATED ACTIONS IN SPAIN

The total amount spent on developing actions to combat the effects of the coronavirus in Spain was EUR 1,005,713, distributed as follows:

	NUMBER
Beneficiaries	204,500
Projects	177
Entities	109



In healthcare, actions focused on purchasing material and equipment for different hospitals, including the Jiménez Díaz Foundation, the San Carlos Hospital and La Paz Teaching Hospital in Madrid, La Fe Teaching Hospital in Valencia, etc., as well as nursing homes for the elderly.

As regards food aid, more than 147 tonnes of food has been donated to different associations for subsequent distribution among people at risk of exclusion.

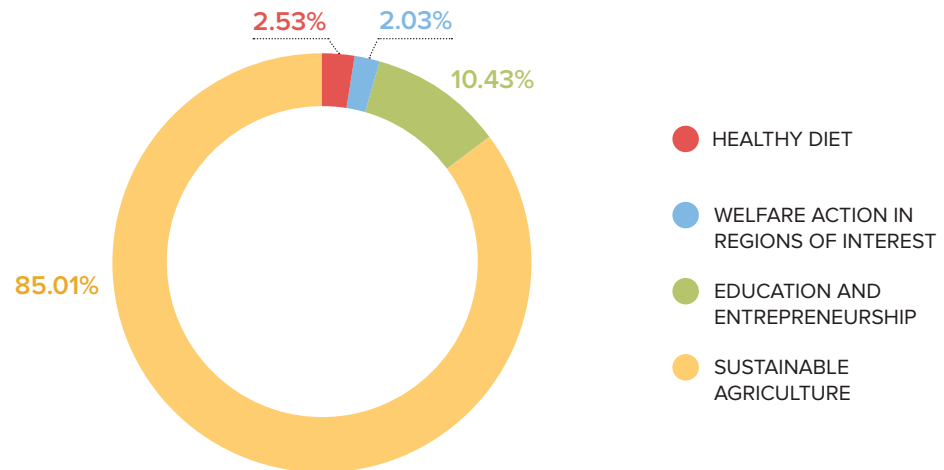
NB: *The full details of all these actions are set out in Annex 2 to this Report*

OTHER SOCIAL AND ENVIRONMENTAL INITIATIVES

Apart from the actions developed in connection with the pandemic and in their determination to contribute to sustainable development of the communities in which we operate, the Ebro Group and the Foundation have continued working to set up social and environmental initiatives in the following areas:

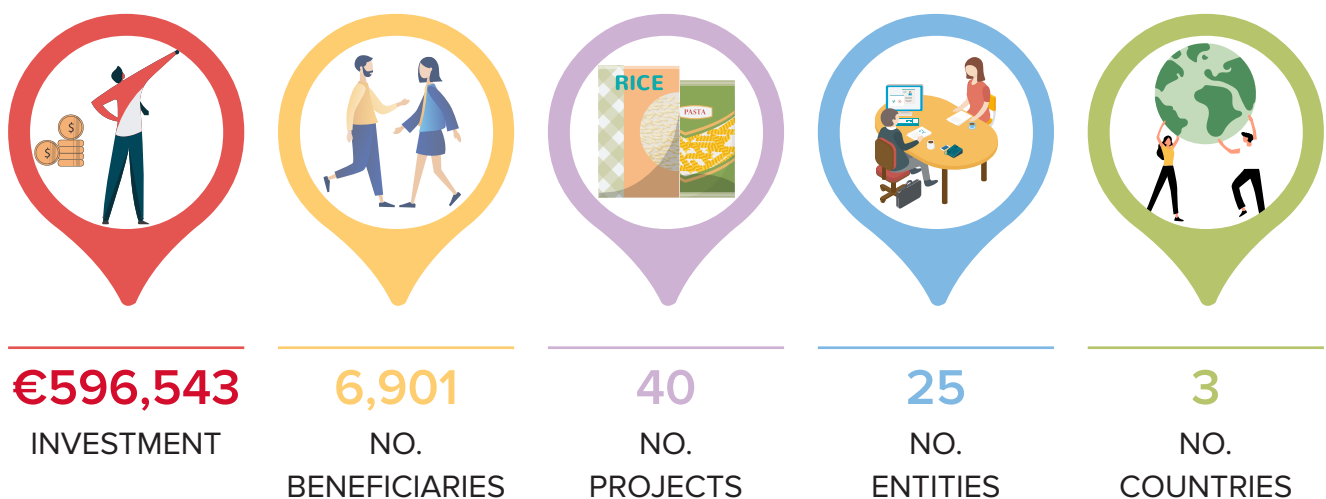
- Food and nutrition
- Education and employment
- Sustainable agriculture and other environmental initiatives
- Social welfare in regions of interest

DETAILS OF SOCIAL AND ENVIRONMENTAL INITIATIVES



A very large proportion of these actions are carried out by the Ebro Foundation.

Breakdown of these actions in 2020



1. Welfare programmes in food, nutrition and health

Participation in programmes that combine food and health, food and social development, and food and environmental sustainability.

The global investment made in this area in 2020 was EUR 97,246.

The projects in this area included:

- Financing of 6 grants for school meals at the Corpus Christi school. This aid was granted through the **Victoria Díez Education Foundation**, which helps meet the basic needs of children whose families have no income. The school year 2019-2020 began with a record number of applications for grants (63% of the pupils at the school) and enormous difficulties were encountered to meet the needs of all the families.

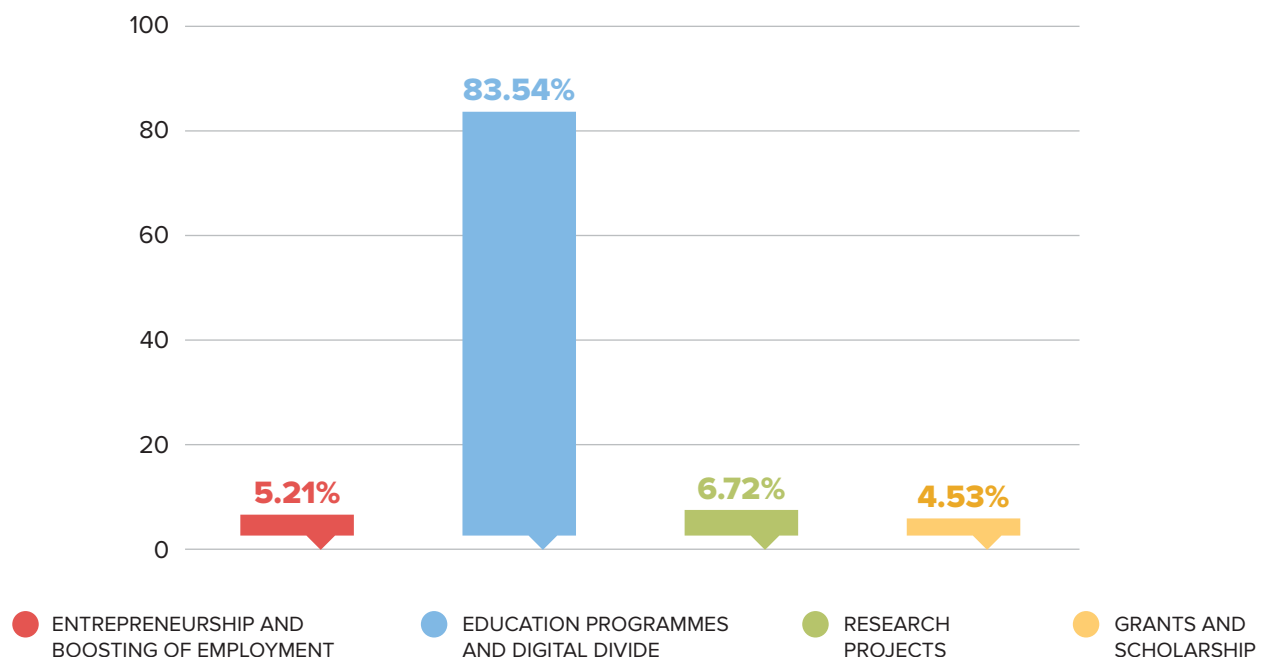
→ In collaboration with the **Alalá Foundation**, we continued in 2020 with the Ebro-Alalá “Welfare School” Project in the Three Thousand Homes district in Seville. The aim is to foster action plans to improve eating habits and encourage physical activity among children, especially among those suffering obesity, and to promote universal values, awareness and social responsibility from the grass roots level.

The programme spans across all **Fundación Alalá**, especially in its sports school, which focuses on offering quality sports education, improving the future prospects of children, young people and their families who are at risk of social exclusion through healthy habits and sport.

2. Education, entrepreneurship and employment

In this working area, which traditionally comprises support for education through scholarships, research projects, educational programmes, entrepreneurship and job promotion initiatives, this year the Group and the Foundation have focused especially on a significant problem that has come to light during the pandemic, namely the digital gap. Accordingly, actions have been developed in Madrid and Andalusia consisting of the donation of 1,000 laptops in each of these regions (the budget allocation of this donation has been distributed over 2020 and 2021).

The total investment in this area of action during 2020 was EUR 401,515.



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 who are on low incomes.
- **Carlos III University Foundation:** Financing of a dual-degree Alumni Scholarship for young students with good academic achievements and limited financial resources from other regions of Spain, to enable them to study at the Carlos III University in Madrid.

India

- Financial allocation to reward female students with the best 10th-grade academic achievements in the State of Haryana. This initiative aims to promote equal rights and equal opportunities between genders in this country.
- Financial support for 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 XIX Fero Grant was awarded to two projects. One project is working on the development of therapies to reverse the activity of the protein SHP2. This protein is encoded by the PTPN11 gene, in which the genetic disorder occurs that is most common in juvenile myelomonocytic leukaemia (JMML), a form of leukaemia (blood cancer) found mainly in children under two years old. The other project aims to consolidate the data obtained on the efficacy of bacT cells (bacteria trained lymphocytes) used as a novel immunotherapy to combat tumours, focusing specifically on breast cancer.

Seville

- **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 2020. Through this initiative, the company and the public are informed of the scientific work done by young talent from the Scientific Research Centre Isla De La Cartuja Cic (cicCartuja), stressing the social nature of science, conceived by and for citizens.

In this edition, the Award was funded in a sum of EUR 20,000: EUR 10,000 for the winner and EUR 5,000 each for the two runners-up.

EDUCATION PROGRAMMES

Seville

- **Balia Foundation:** We renewed for a further year our commitment to the project being implemented in Seville to stimulate the social and educational development of children and adolescents in situations 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. Thanks to this initiative, minors aged 6-17 were able to participate in the following activities in 2020:
 - Balia classes: 126
 - Summer camps: 15

- Guidance for expelled students: 54
- Youth Territory: 44
- School Support Programme: 55

Despite the nature of the project, Balia kept its activities going during the COVID-19 lockdown. The aim was to prevent students from dropping out of school and, as far as possible, stop them from severing their links with the school.

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**.

School support, or tutoring, is one of the most important activities within the school absenteeism programme. It is aimed at all minors in primary education in Benifaió and their families, but especially at those who, for various reasons (belonging to ethnic minorities, recently arrived immigrants), have few resources and social skills, come from destructured families with few or no healthy habits, unemployed or with temporary jobs and a low level of education and training.

The Social Services Department, in coordination with schools, detect any minors and families that are at risk or already in this situation.

Madrid

- Once again, the Ebro Foundation has collaborated with the **Aula Laboral Project** for persons with disability from the **Capacis Foundation**. Thanks to this programme, many young people with borderline intelligence have found their first job.

The methodology used with the pupils in the 'Aula Laboral' (vocational class) is that of **Rincones Abiertos** (open corners). Students must take a leading role in their own education and training. They must acquire knowledge and skills through experience and always in direct contact with their everyday lives, working on creativity, collaboration and cooperation through the implementation of joint projects.

Regional governments of Andalusia and Madrid

- **Programme to combat the digital divide:** Donation of 2,000 laptops designed to mitigate the digital divide in children and teenagers and foster social inclusion and equal opportunities in both regions.

Following a first donation of one thousand laptops to the regional government of Andalusia for underprivileged pupils, the same number of laptops was provided in Madrid for an integral project promoted by **Asociación Madrid Futuro** with a view to eliminating the digital divide among pupils in the capital of Spain. This project will initially cover the 6 districts in which the digital divide is most conspicuous: Usera, Villaverde, Vicálvaro, Vallecas, Latina and Carabanchel.

JOB PROMOTION AND ENTREPRENEURSHIP INITIATIVES

Seville

→ **Ebro Talent Caring for Innovation:** Open innovation programme promoted with the **Loyola University in Seville** to detect innovative projects and ideas in the food sector and encourage the development of sustainable solutions that can be applied to the value chain of the Spanish food sector.

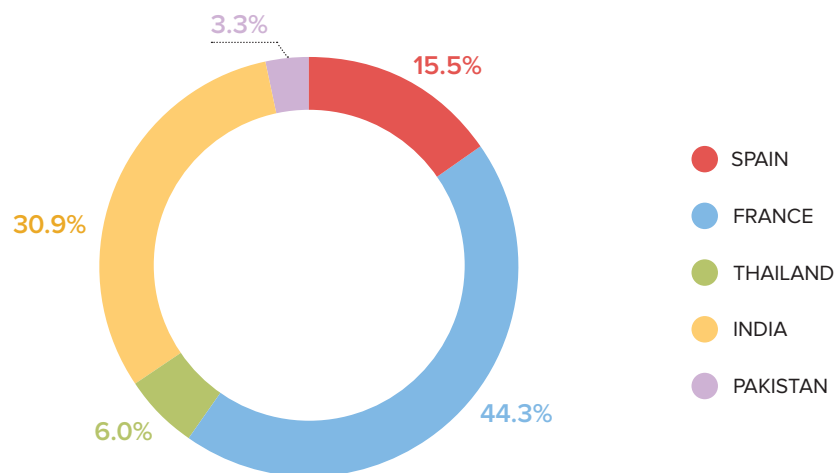
Ebro Talent is structured around four major challenges: Responsible Production and Efficiency, Environment and Sustainability, Healthy Food and Food Quality, and New Models and Responsible Consumption in a post-Covid19 scenario.

The programme will end in the second half of 2021.

3. Sustainable agriculture and other environmental programmes

The Ebro Group and its Foundation invested EUR 3.3 million in sustainable agriculture and other environmental initiatives in 2020.

The distribution of sustainable agriculture programmes is shown in the following graph:



NB: Information on all our sustainable agriculture projects is set out in the chapter “Commitment to the Environment” in this Report.

As far as other social and environmental actions are concerned and within our participation in the Waste Warrior Brands platform Too Good To Go, during 2020 the Group promoted a campaign against food waste at Christmas, called S Day. (“El Día S”).

This action consisted of declaring 26 December “S Day” (#ElDíaEse), a day for converting Christmas leftovers into new dishes, thus making Christmas more sustainable and waste-free.

To encourage consumers to participate in this action and declare their own "S Day", the website www.eldiaese.es was set up, providing numerous recipes and ideas for using leftovers with rice and other ingredients.

4. Welfare action in regions of interest

Contributing towards the socio-economic development of the communities in which the Group operates is another important goal 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 social exclusion who live near its plants.

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 2020, the Foundation allocated EUR 78,173 to supporting different entities in Seville, Madrid, Valencia, India and Morocco. The main actions are described below:

SEVILLE

- **ANDEX (Association of Parents of Children with Cancer in Andalusia):** Donation to the "VI Acoso y Derribo Rodeo", a fundraising activity for the children's cancer Day Centre on the Zero Floor of the Virgen del Rocío Hospital.
- **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. Some 90 families benefited from this action..
- **Asperger's Association in Seville:** Financial contribution to the project Self-Help Workshop for Women with Autism Spectrum Disorder (ASD). This project was set up with the aim of creating an integral support service for women with the following specific goals:
 - Set up self-help groups for women with ASD-Asperger syndrome and make contact with other women to share experiences.
 - Provide support for families with adult women with ASD through family groups.
 - Develop specialist support to improve their quality of life.
 - Know and understand the characteristics of women with ASD, boost research and spread awareness of their role in society.
 - Provide the necessary information on women with ASD.

There were 50 beneficiaries.

- **Proyecto Hombre in Seville:** Funding of grants to contribute towards the costs of rehabilitation and the reintegration in society and the labour market of four destitute drug addicts from San Juan de Aznalfarache, Coria del Rio, Isla Mayor and La Puebla del Río, which participate in some of the programmes of aid against drug dependence of the Proyecto Hombre Seville.

- **Mater et Magistra Association:** Financial contribution to improve accessibility at the centre, particularly to adapt the bathrooms in the residential unit in order to improve privacy conditions, as well as improve the quality of life of the persons they assist there. Beneficiaries 91.
- Financial aid for the **Alzheimer's Association in San Juan de Aznalfarache** for its cognitive welfare programme, on-hand service and awareness, offering a quality resource that addresses the complexities of providing assistance for dementia patients, enhancing the quality of life for those affected and the people around them. Beneficiaries 464.
- **Aliento Association:** Collaboration in the M^a Ángeles nursery support programme in El Vacie.

MADRID

- **Vianorte Laguna Foundation:** Donation for the online 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 "Al compás" (To the Beat): Intervention in People with Alzheimer's through music. Specific group and individual musical stimulation sessions were held over a period of 10 months for all users of the centre. The aim of these sessions is to use music as a therapeutic tool to help manage behavioural disorders associated with dementia, help maintain the autobiographical memory and foster sociability among users, based always on the emotion generated by music.

JEREZ

- **San Pablo Parish:** Funding of the "Childsplay Project". This project is for girls and boys aged 6-14, as well as young people of 14 and over, who can undergo training, first as assistant monitors, then as pre-monitors and finally as monitors. They are offered education in values, where the monitors act as a complementary or alternative references for the persons around them. The aim is to boost the children's confidence and help them to interact with their peers and become more involved in the parish, fostering their social and religious awareness.

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. Tapan Project.

Detailed information on the projects developed by the Foundation during 2020 can be found on its website www.fundacionebrofoods.es

Compliance

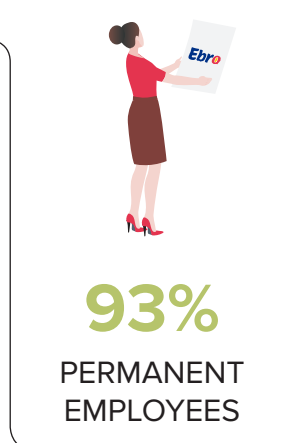
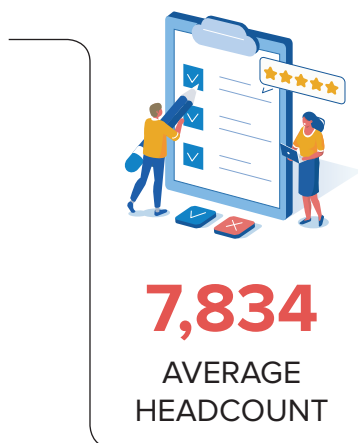
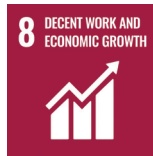
None of the companies in the Ebro Group has been penalised for breach of the law, regulations or standards or received any claims regarding social impacts.



Our Professionals

Ebro Foods, S.A.

OUR PROFESSIONALS



One of the main sources of value generation in the Ebro Group lies in its **7,834 professionals, 6,462 direct employees of the company and 1,372 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.

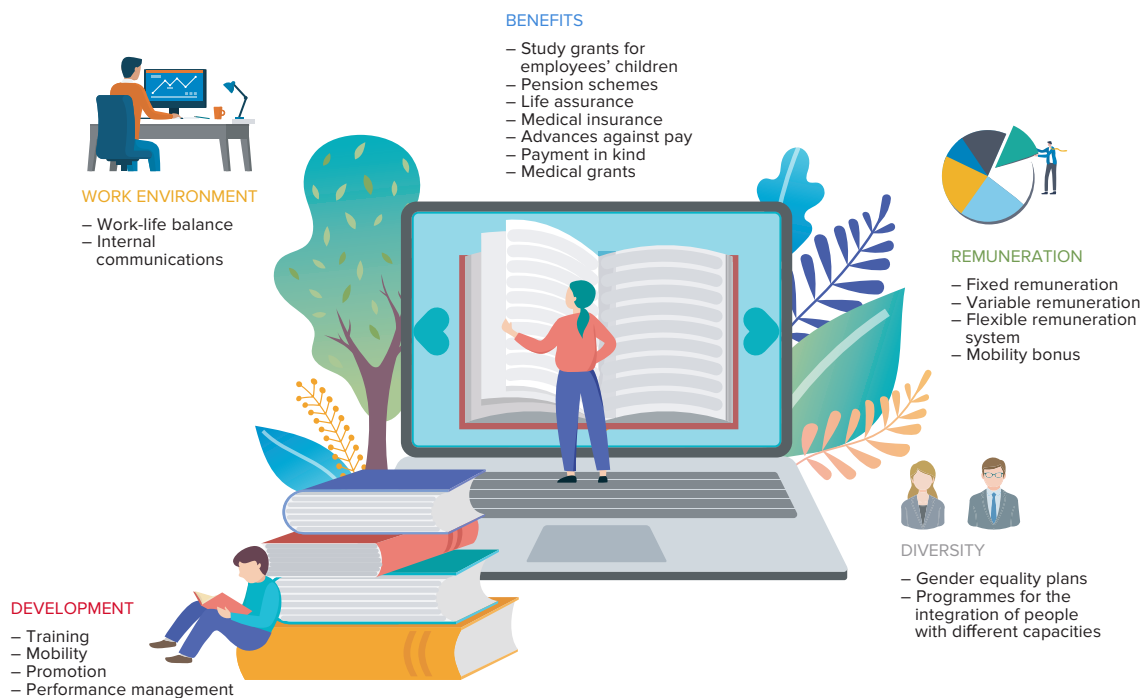
Above all of them and without prejudice to the provisions of the specific policies mentioned above, the Ebro Group has a COC, which not only secures ethical, responsible conduct by the professionals in all the Group companies in the performance of their duties, but also serves as a reference to define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

Our main priority throughout 2020 was to protect the health of our employees, for which we took the following actions:

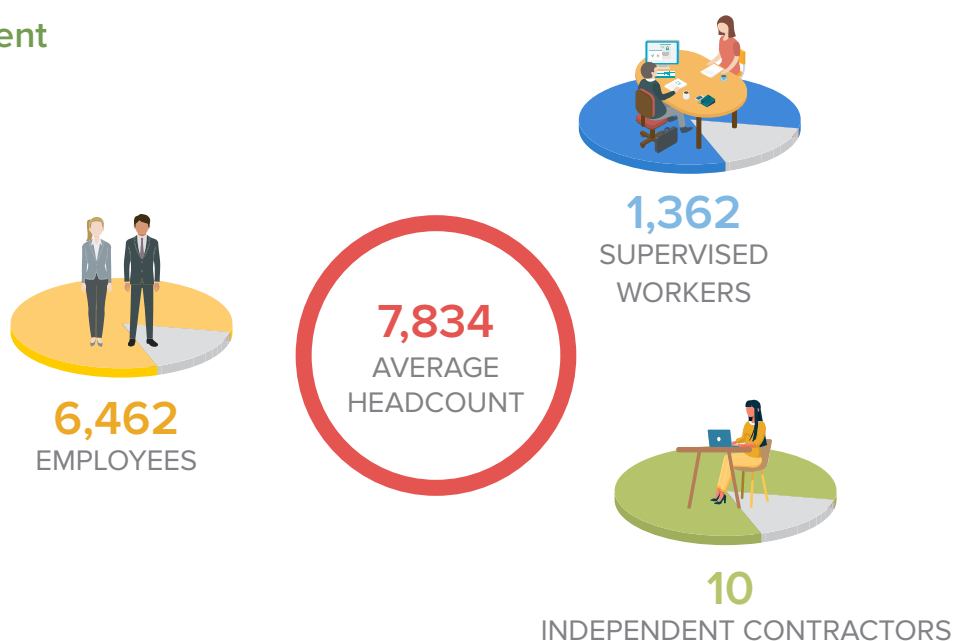


1. We reinforced all our health and safety protocols, installed protective elements in our workplaces, reorganised shifts in factories to respect the social distancing measures, carried out virus detection testing and health monitoring, bought PPE, face masks and other medical materials, etc.
2. We prioritised home working: 66% of our office staff were provided with the necessary IT equipment and worked from home during the pandemic. They are gradually returning to the office, with all the necessary safety guarantees and different measures to help employees balance their work and home life, such as flexible or shorter working hours.

EXPLANATORY NOTE REGARDING THIS REPORT

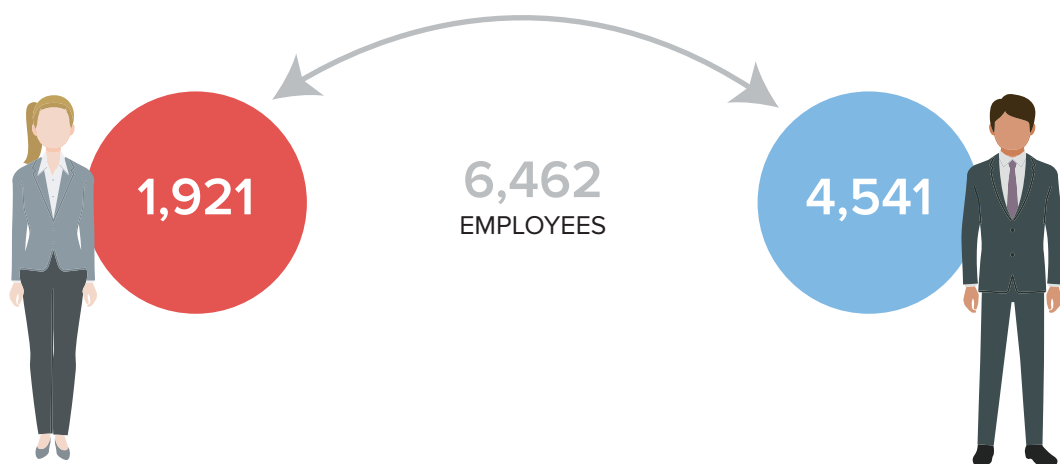
During 2020 we established common classification criteria for the categories in all the Group subsidiaries, recalculating the 2019 indicators according to the new categories, so some differences may be observed in respect of the information reported last year.

A. Employment

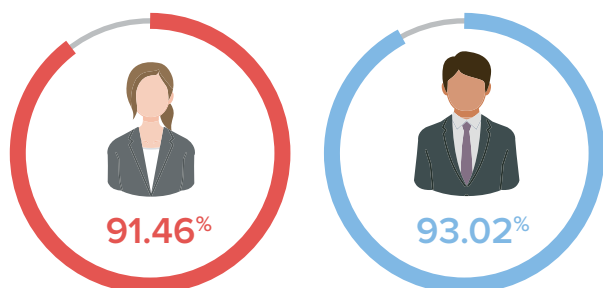


DISTRIBUTION OF THE HEADCOUNT BY CONTINENT

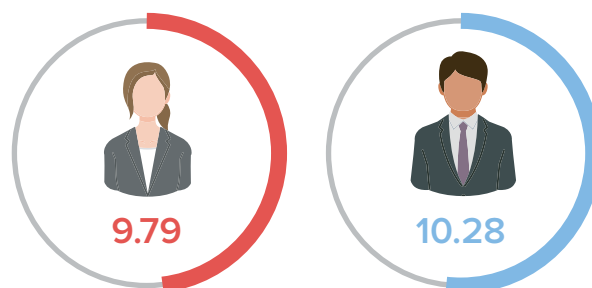
CONTINENT	TYPE OF WORKER	2020		2019	
		NO. WORKERS	% OF TOTAL GROUP HEADCOUNT	NO. WORKERS	% OF TOTAL GROUP HEADCOUNT
Africa	Employees	219	2.80%	258	3.57%
	Supervised workers	0	0.00%	0	0.00%
	Independent contractors	0	0.00%	0	0.00%
TOTAL AFRICA		219	2.80%	258	3.57%
Asia	Employees	388	4.95%	384	5.32%
	Supervised workers	305	3.89%	307	4.25%
	Independent contractors	5	0.06%	5	0.07%
TOTAL ASIA		698	8.91%	696	9.64%
Europe	Employees	4,128	52.69%	3,799	52.64%
	Supervised workers	807	10.30%	633	8.77%
	Independent contractors	5	0.06%	4	0.06%
TOTAL EUROPE		4,940	63.06%	4,436	61.47%
North America	Employees	1,602	20.45%	1,583	21.93%
	Supervised workers	174	2.22%	151	2.09%
	Independent contractors	0	0.00%	0	0.00%
TOTAL NORTH AMERICA		1,776	22.67%	1,734	24.03%
South America	Employees	125	1.60%	93	1.29%
	Supervised workers	76	0.97%	0	0.00%
	Independent contractors	0	0.00%	0	0.00%
TOTAL SOUTH AMERICA		201	2.57%	93	1.29%
TOTAL HEADCOUNT		7,834		7,217	



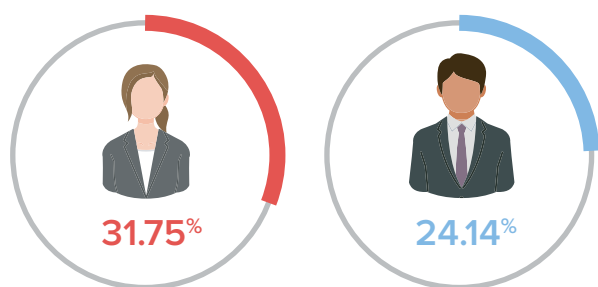
INDEFINITE CONTRACTS



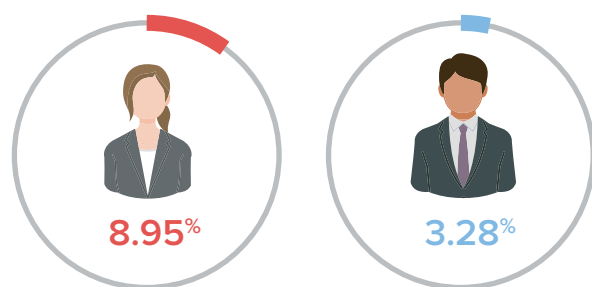
SENIORITY (AVERAGE YEARS)



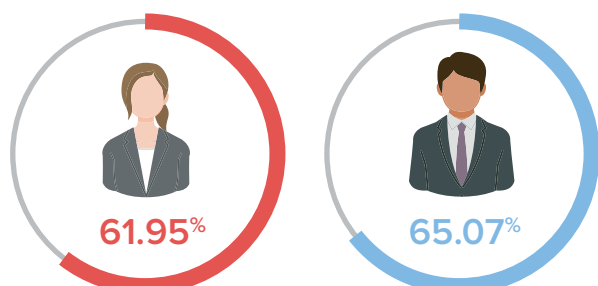
% EXECUTIVES AND MIDDLE MANAGEMENT



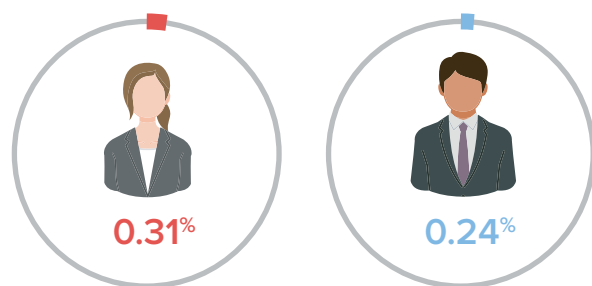
STAFF TURNOVER



TRAINING



DISABILITY



TOTAL NUMBER AND DISTRIBUTION OF EMPLOYEES BY GENDER

GENDER	2020		2019	
	NO. EMPLOYEES	% OF TOTAL GROUP HEADCOUNT	NO. EMPLOYEES	% OF TOTAL GROUP HEADCOUNT
Men	4,541	70.27%	4,315	70.54%
Women	1,921	29.73%	1,802	29.46%
TOTAL EMPLOYEES	6,462		6,117	

NB: The gap between men and women is largely due to the nature of the Group, which is predominantly factory-based, as factory work has traditionally been done by men. Almost 70% of the personnel employed within the Ebro Group overall are men, 80% of whom are factory employees.

DISTRIBUTION OF EMPLOYEES BY AGE GROUP

AGE GROUP	2020		2019	
	NO. EMPLOYEES	% OF TOTAL GROUP HEADCOUNT	NO. EMPLOYEES	% OF TOTAL GROUP HEADCOUNT
<=30	981	15.18%	1,015	16.59%
30 - 50	3,283	50.80%	3,112	50.87%
>= 50	2,198	34.01%	1,990	32.53%
TOTAL EMPLOYEES	6,462		6,117	

DISTRIBUTION OF EMPLOYEES BY AGE GROUP AND GENDER

AGE GROUP	2020				2019			
	MEN	% OF TOTAL MEN	WOMEN	% OF TOTAL WOMEN	MEN	% OF TOTAL MEN	WOMEN	% OF TOTAL WOMEN
<= 30	641	14.12%	340	17.70%	646	14.97%	369	20.48%
30 - 50	2,311	50.89%	972	50.60%	2,225	51.56%	887	49.22%
>= 50	1,589	34.99%	609	31.70%	1,444	33.46%	546	30.30%
TOTAL EMPLOYEES	4,541		1,921		4,315		1,802	

DISTRIBUTION OF EMPLOYEES BY AGE GROUP, GENDER AND CONTINENT

CONTINENT	AGE GROUP	2020			2019		
		MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Africa	<= 30	22	9	31	44	23	67
	30 - 50	111	15	126	120	19	139
	>= 50	59	3	62	49	3	52
TOTAL AFRICA		192	27	219	213	45	258
Asia	<= 30	61	49	110	68	60	128
	30 - 50	202	49	251	194	41	235
	>= 50	24	3	27	19	2	21
TOTAL ASIA		287	101	388	281	103	384
Europe	<= 30	375	215	590	366	221	587
	30 - 50	1,485	672	2,157	1,387	607	1,994
	>= 50	1,015	366	1,381	889	329	1,218
TOTAL EUROPE		2,875	1,253	4,128	2,642	1,157	3,799
North America	<= 30	156	60	216	149	60	209
	30 - 50	458	217	675	477	208	685
	>= 50	476	235	711	479	210	689
TOTAL NORTH AMERICA		1,090	512	1,602	1,105	478	1,583
South America	<= 30	27	7	34	19	5	24
	30 - 50	55	19	74	47	12	59
	>= 50	15	2	17	8	2	10
TOTAL SOUTH AMERICA		97	28	125	74	19	93
TOTAL EMPLOYEES		4,541	1,921	6,462	4,315	1,802	6,117

DISTRIBUTION OF EMPLOYEES BY BUSINESS AREA AND GENDER

AREA	2020				2019			
	NO. EMPLOYEES		% OF TOTAL BUSINESS AREA		NO. EMPLOYEES		% OF TOTAL BUSINESS AREA	
	MEN	WOMEN	% MEN	% WOMEN	MEN	WOMEN	% MEN	% WOMEN
Rice	2,806	1,004	73.65%	26.35%	2,577	920	73.69%	26.31%
Pasta	1,675	881	65.53%	34.47%	1,678	840	66.64%	33.36%
Holding	37	24	60.66%	39.34%	36	24	60.00%	40.00%
Others	23	12	65.71%	34.29%	24	18	57.14%	42.86%
TOTAL EMPLOYEES	4,541	1,921	70.27%	29.73%	4,315	1,802	70.54%	29.46%

DISTRIBUTION OF EMPLOYEES BY TYPE OF CONTRACT

The Ebro Group offers its employees stable, quality employment and a sound, structured, attractive career, with 93% of all contracts being permanent (*indefinite and At-Will contracts*).

TYPE OF CONTRACT	2020		2019	
	NO. EMPLOYEES	% OF TOTAL EMPLOYEES GROUP	NO. EMPLOYEES	% OF TOTAL EMPLOYEES GROUP
Indefinite / Permanent	4,371	67.64%	4,012	65.59%
Fixed-term / Temporary	481	7.44%	515	8.42%
At-Will	1,610	24.91%	1,590	25.99%
TOTAL EMPLOYEES	6,462		6,117	

BREAKDOWN OF TYPE OF CONTRACT BY CONTINENT

CONTINENT	TYPE OF CONTRACT	2020		2019	
		NO. EMPLOYEES	% OF TOTAL EMPLOYEES CONTINENT	NO. EMPLOYEES	% OF TOTAL EMPLOYEES CONTINENT
Africa	Indefinite/Permanent	93	42.47%	99	38.37%
	Fixed-term/Temporary	126	57.53%	159	61.63%
	At-Will	0	0.00%	0	0.00%
TOTAL AFRICA		219	3.39%	258	4.22%
Asia	Indefinite/Permanent	387	99.74%	384	100.00%
	Fixed-term/Temporary	1	0.26%	0	0.00%
	At-Will	0	0.00%	0	0.00%
TOTAL ASIA		388	6.00%	384	6.28%
Europe	Indefinite/Permanent	3,777	91.50%	3,449	90.79%
	Fixed-term/Temporary	343	8.31%	343	9.03%
	At-Will	8	0.19%	7	0.18%
TOTAL EUROPA		4,128	63.88%	3,799	62.11%
North America	Indefinite/Permanent	0	0.00%	0	0.00%
	Fixed-term/Temporary	0	0.00%	0	0.00%
	At-Will	1,602	100.00%	1,583	100.00%
TOTAL NORTH AMERICA		1,602	24.79%	1,583	25.88%
South America	Indefinite/Permanent	114	91.20%	80	86.02%
	Fixed-term/Temporary	11	8.80%	13	13.98%
	At-Will	0	0.00%	0	0.00%
TOTAL SOUTH AMERICA		125	1.93%	93	1.52%
TOTAL EMPLOYEES		6,462		6,117	

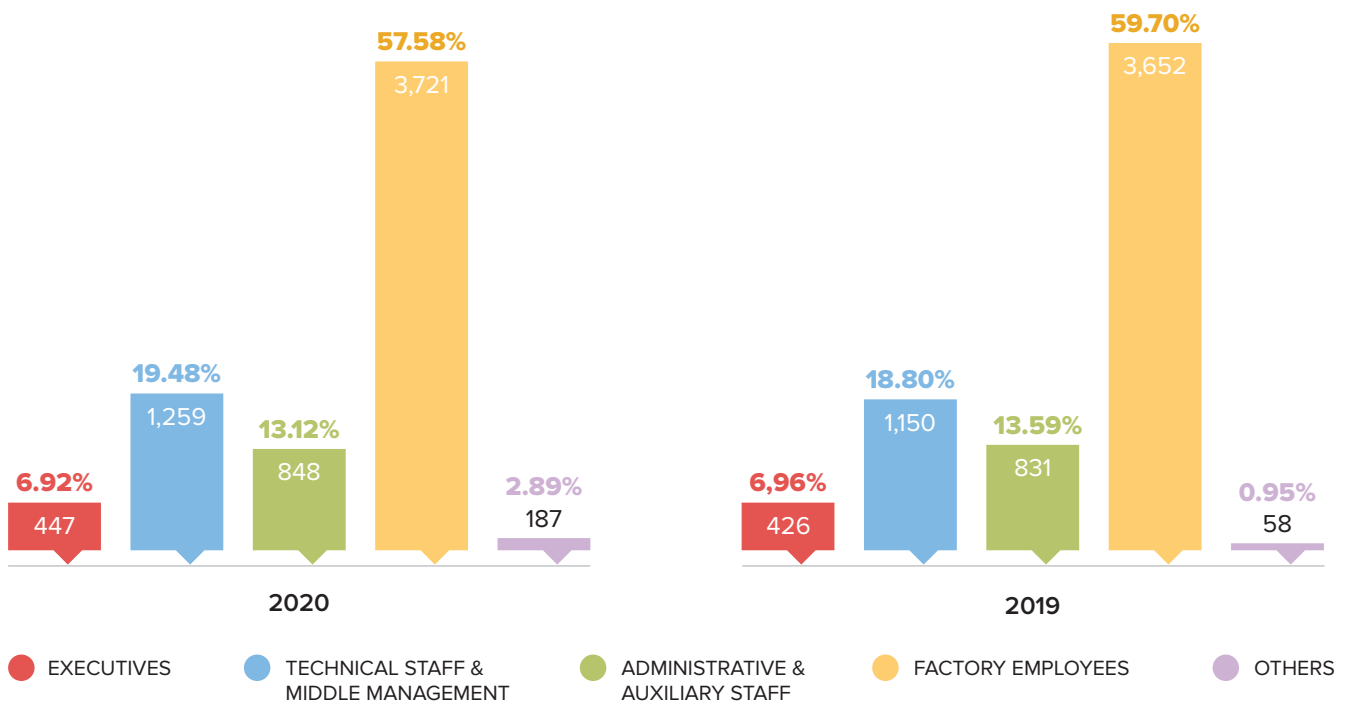
BREAKDOWN OF FORM OF CONTRACT OF EMPLOYEES

FORM OF CONTRACT	2020		2019	
	NO. EMPLOYEES	% OF TOTAL EMPLOYEES	NO. EMPLOYEES	% OF TOTAL EMPLOYEES
Written contracts	4,549	70.40%	4,195	68.58%
Oral contracts	311	4.81%	339	5.54%
At-will contracts	1,602	24.79%	1,583	25.88%
TOTAL EMPLOYEES	6,462		6,117	

BREAKDOWN OF FORM OF CONTRACT FOR PERMANENT EMPLOYEES BY GENDER

FORM OF CONTRACT	2020			2019		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Written contracts	3,021	1,211	4,232	2,681	1,107	3,788
Oral contracts	113	26	139	183	45	228
At-will contracts	1,095	515	1,610	1,109	481	1,590
TOTAL EMPLOYEES	4,229	1,752	5,981	3,973	1,633	5,606

DISTRIBUTION OF EMPLOYEES BY PROFESSIONAL CATEGORY



DISTRIBUTION OF EMPLOYEES BY PROFESSIONAL CATEGORY AND GENDER

PROFESSIONAL CATEGORY	2020				2019			
	MEN	% MEN / TOTAL CATEGORY	WOMEN	% WOMEN / TOTAL CATEGORY	MEN	% MEN / TOTAL CATEGORY	WOMEN	% WOMEN / TOTAL CATEGORY
Executives	304	68.01%	143	31.99%	287	67.37%	139	32.63%
Technical staff & middle management	792	62.91%	467	37.09%	717	62.35%	433	37.65%
Administrative & auxiliary staff	393	46.34%	455	53.66%	402	48.38%	429	51.62%
Factory employees	2,918	78.42%	803	21.58%	2,875	78.72%	777	21.28%
Others	134	71.66%	53	28.34%	34	58.62%	24	41.38%
TOTAL EMPLOYEES	4,541	70.27%	1,921	29.73%	4,315	70.54%	1,802	29.46%

DISTRIBUTION OF EMPLOYEES BY PROFESSIONAL CATEGORY AND AGE GROUP

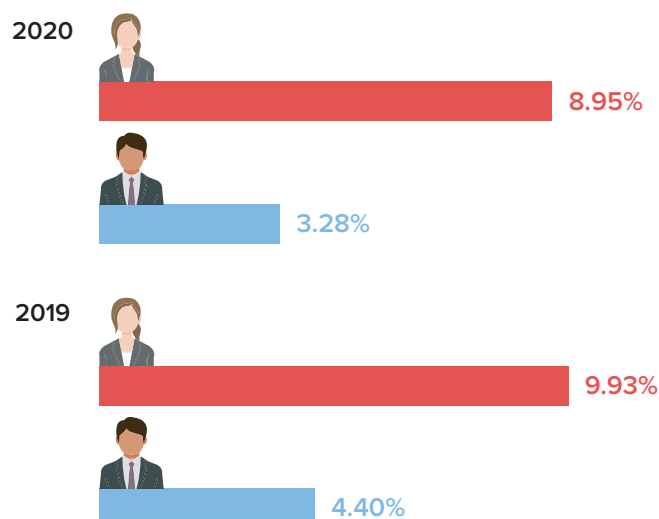
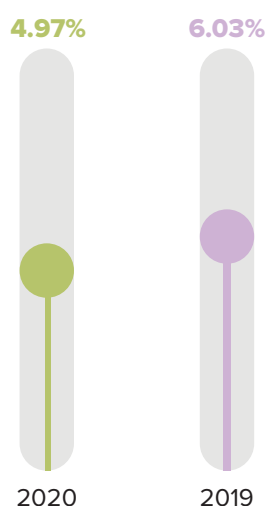
PROFESSIONAL CATEGORY	2020				2019			
	<= 30	30 - 50	>= 50	TOTAL	<= 30	30 - 50	>= 50	TOTAL
Executives	10	267	170	447	14	246	166	426
Technical staff & middle management	135	637	487	1,259	150	581	419	1,150
Administrative & auxiliary staff	190	432	226	848	194	424	213	831
Factory employees	624	1,860	1,237	3,721	650	1,835	1,167	3,652
Others	21	88	78	187	7	26	25	58
TOTAL EMPLOYEES	980	3,284	2,198	6,462	1,015	3,112	1,990	6,117

EMPLOYEE TURNOVER AND NET JOB CREATION

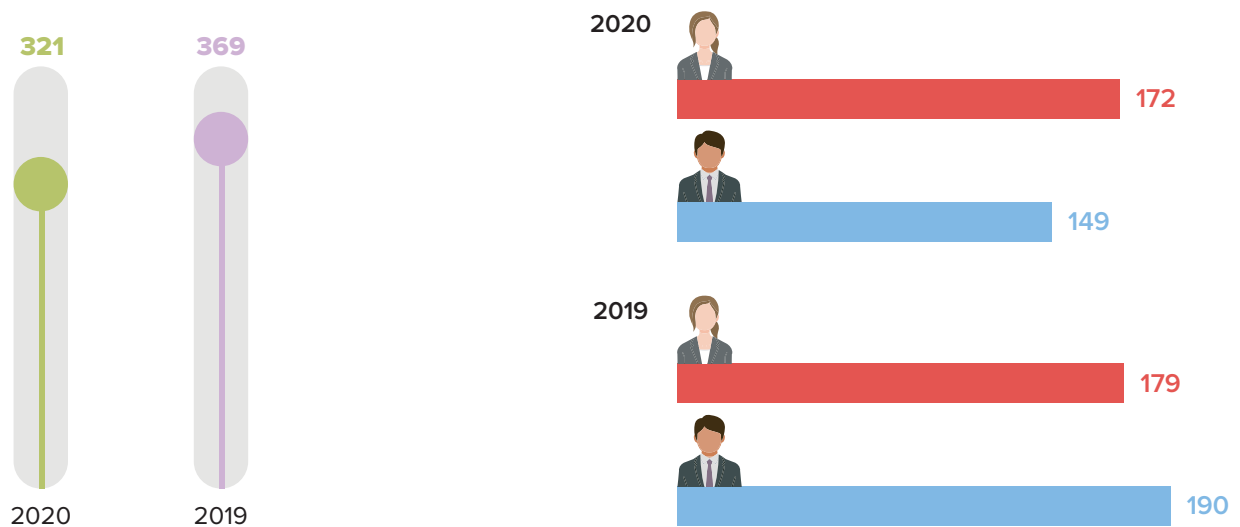
TYPE OF TURNOVER	NO. EMPLOYEES	
	2020	2019
New hires	1,284	1,183
Resigned	503	548
Dismissed	345	172
Retired	97	66
Permanent disability	13	9
Deceased	18	28

TYPE OF TURNOVER	2020		2019	
	MEN	WOMEN	MEN	WOMEN
New hires	817	467	759	424
Resigned	333	170	376	172
Dismissed	253	92	125	47
Retired	72	25	53	13
Permanent disability	12	1	8	1
Deceased	10	8	15	13

TURNOVER RATE



NET JOB CREATION



NUMBER OF DISMISSALS BY GENDER, AGE AND PROFESSIONAL CATEGORY

PROFESSIONAL CATEGORY	2020							2019						
	WOMEN			MEN			TOTAL	WOMEN			MEN			TOTAL
	<=30	30 - 50	>=50	<=30	30 - 50	>=50		<=30	30 - 50	>=50	<=30	30 - 50	>=50	
Executives	0	4	4	1	4	5	18	0	1	1	0	0	0	2
Technical staff & middle management	2	10	24	2	13	4	55	0	9	7	1	3	0	20
Administrative & auxiliary staff	1	6	2	6	3	2	20	4	12	2	1	3	6	28
Factory employees	63	89	47	19	24	9	251	35	40	14	9	18	5	121
Others	0	1	0	0	0	0	1	0	0	0	0	1	0	1
TOTAL EMPLOYEES DISMISSED	66	110	77	28	44	20	345	39	62	24	11	25	11	172

EMPLOYEES PROMOTED DURING THE YEAR, BY GENDER

2020				2019			
INTERNAL PROMOTIONS		% OF GENDER EMPLOYEES		INTERNAL PROMOTIONS		% OF GENDER EMPLOYEES	
MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
226	93	4.98%	4.84%	141	57	3.27%	3.16%

AVERAGE LENGTH OF SERVICE OF EMPLOYEES, BY CATEGORY AND GENDER

PROFESSIONAL CATEGORY	2020			2019		
	WOMEN	MEN	AVERAGE YEARS	WOMEN	MEN	AVERAGE YEARS
Executives	12.68	10.45	11.97	11.94	9.83	11.26
Technical staff & middle management	12.58	10.57	11.84	12.51	9.52	11.38
Administrative & auxiliary staff	7.76	10.43	9.19	7.61	9.36	8.54
Factory employees	9.76	8.88	9.57	9.75	8.62	9.52
Others	10.17	9.32	9.93	11.95	8.41	10.42
AVERAGE LENGTH OF SERVICE	10.29	9.79	10.14	10.17	9.11	9.85

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

Group companies recorded a total of 452,655 hours of absenteeism in 2020, compared to 442,208 hours in 2019, a 2.36% increase year on year. This increase was minimal taking account of the impact of the pandemic, which proves that the Group took the right measures.

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. However, 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
Agromeruan	Parental leave	All employees
	Disability/invalidity cover	All employees
	Medical insurance	Full-time employees
Arrozeiras Mundiarroz	Parental leave	All employees
	Disability/invalidity cover	All employees
	Medical insurance	Full-time employees
Bertagni 1882	Parental leave	All employees
	Disability/invalidity cover	All employees
	Pension fund	All employees
	Payment in kind	All employees
	Life insurance	All employees
	Medical insurance	All employees

COMPANY	WELFARE BENEFITS	TYPE OF EMPLOYEE
Boost Nutrition	Parental leave	All employees
	Disability/invalidity cover	All employees
	Pension fund	All employees
	Life insurance	All employees
	Medical insurance	All employees
Catelli	Shares	Full-time employees
	Parental leave	Full-time employees
	Disability/invalidity cover	Full-time employees
	Pension fund	Full-time employees
	Life insurance	Full-time employees
Ebro Foods	Medical insurance	Full-time employees
	Parental leave	All employees
	Disability/invalidity cover	All employees
	Life insurance	All employees
	Medical insurance	All employees
Ebro India	Reimbursement children's education and medical expenses	All employees
	Parental leave	All employees
	Pension fund	All employees
	Life insurance	All employees
	Medical insurance	All employees
Garofalo	Parental leave	All employees
	Disability/invalidity cover	All employees
	Pension fund	All employees
	Life insurance	All employees
	Medical insurance	All employees
Geovita	Food Healthcare Fund	All employees
Herba Bangkok	Parental leave	All employees
	Disability/invalidity cover	Full-time employees
	Dental	Full-time employees
	Pension fund	Full-time employees
	Life insurance	Full-time employees
Herba Ingredients	Medical insurance	Full-time employees
	Parental leave	All employees
	Disability/invalidity cover	All employees
	Pension fund	All employees
	Life insurance	All employees
Herba Ricemills	Medical insurance	All employees
	Shares	All employees
	Parental leave	All employees
	Disability/invalidity cover	All employees
	Life insurance	All employees
Herba Ricemills Romania	Medical insurance	All employees
	Parental leave	Full-time employees
	Disability/invalidity cover	Full-time employees
	Life insurance	Full-time employees
	Medical insurance	Full-time employees

COMPANY	WELFARE BENEFITS	TYPE OF EMPLOYEE
Lassie	Parental leave	All employees
	Disability/invalidity cover	All employees
	Pension fund	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
	Life insurance	All employees
	Medical insurance	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
Riviana Arroz	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
Roland Monerrat	Parental leave	All employees
	Disability/invalidity cover	All employees
	Pension fund	All employees
	Life insurance	All employees
	Medical insurance	All 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
Tilda	Parental leave	All employees
	Life insurance	All employees
	Medical insurance	Full-time employees
	Restaurant vouchers	All employees
	Medical grants	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.).

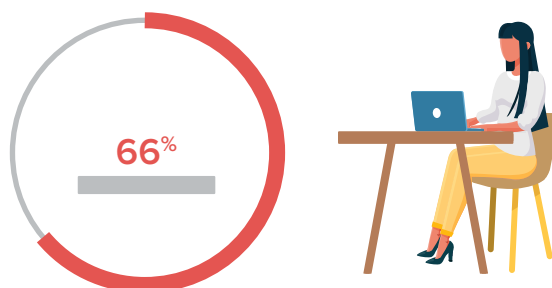
One of the measures contemplated in the Sustainability Plan HEADING FOR 2030 in this regard is the progressive introduction of homeworking in the jobs in which this is possible. Although this option is already available for specific days in most of our companies, to enable employees to cope with certain needs, in some companies the first steps were taken in 2019 to implement this alternative as a regulated procedure.

During 2020, as mentioned at the beginning of this chapter, home-working was one of our priorities to guarantee the safety of our office staff.

EMPLOYEES HOME-WORKING DURING THE COVID-19 PANDEMIC

PROFESSIONAL CATEGORY	MEN	WOMEN	TOTAL EMPLOYEES HOMEWORKING	TOTAL EMPLOYEES PER CATEGORY	% OF TOTAL CATEGORY
Executives	202	145	347	447	77.63%
Technical staff & middle management	360	381	741	1,259	58.86%
Administrative & auxiliary staff	247	350	597	848	70.40%
Factory employees	17	1	18	3,721	0.48%
Others	3	4	7	187	3.74%
TOTAL	829	881	1,710	6,462	26.46%

% OF EMPLOYEES WORKING FROM HOME



Apart from the extraordinary nature of this year, further progress has been made towards the implementation of regulated home office work.

EMPLOYEES HOME-WORKING ACCORDING TO A REGULATED PROCEDURE

PROFESSIONAL CATEGORY	2020			2019		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Executives	60	67	127	24	35	59
Technical staff & middle management	104	156	260	30	49	79
Administrative & auxiliary staff	24	57	81	2	6	8
Factory employees	1	0	1	0	0	0
Others	2	0	2	0	0	0
TOTAL EMPLOYEES WORKING FROM HOME	191	280	471	56	90	146

PARENTAL LEAVE

	2020			2019		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Entitled to leave	96	96	192	64	73	137
Took leave	94	96	190	59	73	132

	2020			2019		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Employees who took leave / employees entitled to leave (%)	97.92%	100.00%	98.96%	92.19%	100.00%	96.35%

Two Group companies -Panzani and Lustucru- have implemented disconnection policies within their Quality of Working Life Action Plan.

C. Health and safety

All the Group companies and their respective plants have occupational hazard prevention and management systems in place. This system is implemented using both internal resources and external firms. In addition, 87% of the workforce is represented on the Health and Safety Committees in the different companies, compared to 91% in 2019.

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

	2020	2019
Investment	3,211,400.89	2,079,381.57
Hours training	23,184.75	24,871.00
Cost training	688,119.39	684,691.93

In addition to the investments made regularly in our companies for the purchase of personal protection equipment, machinery protection, regular inspections of safety equipment, first aid training and materials and medical examinations, additional efforts have been made this year to develop protective measures against COVID-19.

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.

	2020		2019	
	MEN	WOMEN	MEN	WOMEN
No. lost-day injuries	155	33	162	36
Frequency rate	20.54	10.91	22.88	13.43
Severity rate	0.63	0.43	0.66	0.52
No. employees with occupational disease	4	12	11	6

NB:

(i) 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 injury/total no. hours worked) x1000

(ii) Occupational disease is work-related ill health.

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

There were no work-related fatalities within the Group in 2020.

D. Labour relations

EMPLOYEES COVERED BY COLLECTIVE BARGAINING AGREEMENTS

66% 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 remainder 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, Agromeruan 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 COC. External ethical audits are conducted regularly in all of them.

NUMBER OF STRIKE HOURS BY GROUP EMPLOYEES



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

Geovita: Renewal of the Collective Agreement for Food Industries

Lustucru: Pension reform by the French government and annual pay rise

Panzani: Pension reform by the French government

E. Training

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 COC

During 2020, despite the pandemic and consequent home office time, 148,654 hours of training were given, 2.45% more than in the previous year. 64% of our employees participated in the training schemes put in place in the different companies.

	2020	2019
Cost	€2,033,225	€2,127,992
Hours	148,654	145,095
No. employees	4,145	4,091
% OF TOTAL EMPLOYEES	64.14%	66.88%

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

PROFESSIONAL CATEGORY	2020			2019		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Executives	210	114	324	210	115	325
Technical staff & middle management	567	291	858	547	327	874
Administrative & auxiliary staff	263	290	553	310	294	604
Factory employees	1,892	478	2,370	1,773	483	2,256
Others	23	17	40	21	11	32
TOTAL EMPLOYEES	2,955	1,190	4,145	2,861	1,230	4,091

TOTAL HOURS TRAINING OF OUR EMPLOYEES, BY PROFESSIONAL CATEGORY

PROFESSIONAL CATEGORY	2020			2019		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Executives	2,465	1,566	4,032	3,686	2,081	5,767
Technical staff & middle management	10,213	4,604	14,818	11,587	5,545	17,132
Administrative & auxiliary staff	3,413	4,290	7,703	6,833	6,776	13,609
Factory employees	95,238	26,488	121,726	84,139	24,103	108,241
Others	165	211	375	261	85	346
TOTAL HOURS TRAINING	111,495	37,159	148,654	106,505	38,590	145,095

AVERAGE HOURS TRAINING OF EMPLOYEES, BY GENDER AND PROFESSIONAL CATEGORY

PROFESSIONAL CATEGORY	2020		2019	
	MEN	WOMEN	MEN	WOMEN
Executives	8.11	10.95	12.84	14.97
Technical staff & middle management	12.90	9.86	16.16	12.81
Administrative & auxiliary staff	8.68	9.43	17.00	15.79
Factory employees	32.64	32.99	29.27	31.02
Others	1.23	3.98	7.66	3.54
AVERAGE HOURS	24.55	19.34	24.68	21.41

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

F. Equality

The Ebro Foods COC 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 by 2021.

DIVERSITY IN GOVERNING BODIES AND WORKFORCE

DIVERSITY IN BOARD OF DIRECTORS	2020		2019	
	TOTAL	TOTAL %	TOTAL	TOTAL %
Men	9	64.29%	8	61.54%
Women	5	35.71%	5	38.46%

DIVERSITY EMPLOYEES	2020		2019	
	TOTAL	% OF TOTAL EMPLOYEES GROUP	TOTAL	% OF TOTAL EMPLOYEES GROUP
Men	4,541	70.27%	4,315	70.54%
Women	1,921	29.73%	1,802	29.46%
TOTAL EMPLOYEES	6,462		6,117	

EMPLOYEES WITH DIFFERENT ABILITIES

2020		2019	
MEN	WOMEN	MEN	WOMEN
88	37	81	33

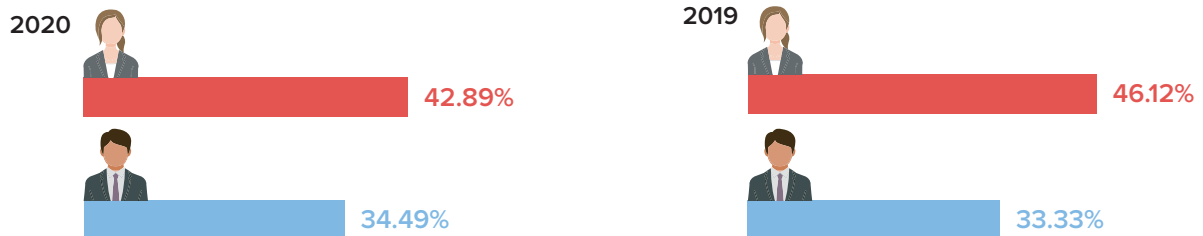
During 2020, the Ebro Group promoted several actions in Spain related with the socio-occupational integration of persons with different abilities, through the contracting of certain services with special employment centres (CEE).

CENTRE	SERVICES	AMOUNT (€)
C.E.E. CADEMADRID	Printing	2,057
C.E.E. INSERCIÓN PERSONAL DISCAPACITADOS "IPD"	Cleaning head office in Madrid	82,328
TOTAL		84,385

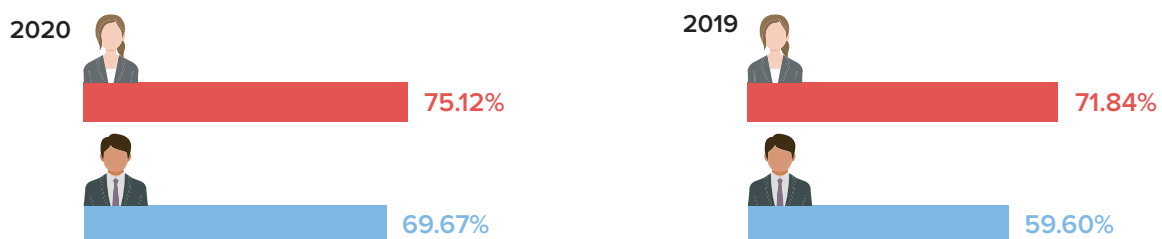
With regard to the universal accessibility and integration of persons with different abilities in physical environments, some Group companies have already made the necessary adaptations to eliminate architectural barriers.

EMPLOYEES WHO RECEIVE REGULAR PERFORMANCE AND PROFESSIONAL DEVELOPMENT ASSESSMENTS

% EMPLOYEES WITH ASSESSMENT AND REMUNERATION/TOTAL EMPLOYEES BY GENDER% EMPLEADOS CON



% EMPLOYEES WITH ASSESSMENT-BASED VARIABLE REMUNERATION



EMPLOYEES WHO HAVE RECEIVED ASSESSMENT				EMPLOYEES WITH ASSESSMENT-BASED VARIABLE REMUNERATION			
2020		2019		2020		2019	
MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
1,566	824	1,438	831	1,091	619	857	597

26.46% 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 2020, 69 employees of different Ebro Group received shares in Ebro Foods, S.A. for an overall sum of EUR 643,794.

Ratio of the entry level wage paid by the Group to its employees compared to the local minimum wage stipulated by law

SIGNIFICANT BUSINESS UNITS	RATIO
Herba Ricemills (Spain)	1.3
Panzani (France)	1.1
Riviana (USA)	2

BUSINESS UNITS IN DEVELOPING COUNTRIES	RATIO
Ebro India (India)	1.04
Mundi Riz (Morocco)	1

NB. This ratio was calculated by dividing the entry level wage in each of the Ebro Group companies by the legal minimum wage.

Percentage of senior management hired from the local community

SIGNIFICANT BUSINESS UNITS	NATIONAL EXECUTIVES
Herba Ricemills (Spain)	89%
Panzani (France)	99%
Riviana (USA)	85%

BUSINESS UNITS IN DEVELOPING COUNTRIES	NATIONAL EXECUTIVES
Ebro India (India)	100%
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 professional category

PROFESSIONAL CATEGORY	2020		2019	
	MEN	WOMEN	MEN	WOMEN
Executives	99,467	75,073	95,659	77,622
Technical staff & middle management	49,685	44,933	50,908	42,392
Administrative & auxiliary staff	39,946	35,481	45,105	33,678
Factory employees	28,735	26,384	27,323	23,341
Others	22,770	16,008	32,656	24,711

NB:

(i) The calculation of this average remuneration is based on the average annual gross salaries of the employees (men and women) in each category.

The gross salary includes the sum of the basic salary plus bonuses, such as seniority, cash bonuses and bonuses in kind (e.g. shares), overtime and any other work-related benefit, such as transport, housing benefits, child benefits, etc.

Average remuneration by age group

2020			2019		
<= 30	30 - 50	>= 50	<= 30	30 - 50	>= 50
30,413	45,956	55,175	32,870	45,673	57,476

NB:

(i) The calculation of this average remuneration is based on the average annual gross salaries of the employees (men and women) in each age group.

Average remuneration by gender and pay gap

2020			2019		
MEN	WOMEN	PAY GAP	MEN	WOMEN	PAY GAP
48,121	39,576	0.18	50,330	40,349	0.20

NB:

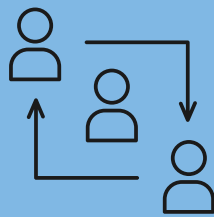
(i) The calculation of this average remuneration is based on the average annual gross salaries of the employees, which include the basic salary plus bonuses, such as seniority, cash bonuses and any other welfare benefit.

(ii) The pay gap was calculated using the following formula: (average remuneration men - average remuneration women)/ average remuneration men.

Average remuneration of directors, by gender

(000€)	2020		2019	
	MEN	WOMEN	MEN	WOMEN
Average remuneration directors	251	183	270	179

NB: The 2020 remuneration of directors for their duties as such was taken, excluding the remuneration received by the Executive Chairman for his executive duties. The Chairman is the only executive director who performs executive duties and receives remuneration for them. The directors' remuneration for their duties as such is stated individually for each one in the Annual Report on Directors' Remuneration 2020, published on the website of the CNMV (www.cnmv.es) and the corporate website (www.ebrofoods.es). The remuneration of directors for their duties as such is established with no consideration for the gender of the person holding office.



Customers and consumers

CUSTOMERS AND CONSUMERS



Customers and consumers are two of the driving forces for development, evolution and growth of the company. The Ebro Group uses a wide variety of tools to:

1. Offer them a broad portfolio of healthy, differentiated products.
2. Anticipate and meet their needs for consumption.
3. Guarantee top quality in its products and services, meeting not only the quality standards and requirements stipulated in law, but also any stricter standards to guarantee that top quality.
4. Watch out for their health and safety, meeting the strictest food safety standards.

In this exceptional year with the pandemic, the Group's commitment to both these groups has been more visible and patent than ever. The outbreak of the coronavirus in March caused significant spikes in demand, peaking at above 100% at certain times in both our core businesses. The increased demand continued throughout the rest of the year, with fluctuations that coincided in time with the different lockdowns. To be able to serve all our customers adequately, we reorganised our plants to increase productivity and reduced the number of products in our portfolio, adapting production to the products in greatest demand, to the detriment of the categories with higher value added in the Group. All this enabled us to deliver a high service level.

Our main tools

1. R&D AND INNOVATION

This is what distinguishes us from our rivals, enabling us to develop unique products and technologies to meet the needs of our customers and consumers and provide them with a differentiated range of products delivering value added.

Approximately one-third of the Ebro Group's total investment budget is set aside each year for innovation.

2. QUALITY CONTROL AND FOOD SAFETY SYSTEMS

- i. **Good Manufacturing Practices (GMP):** contemplating good practices for the handling, packaging, storage and carriage of fresh products.
- ii. **Hazard Analysis and Critical Control Point (HACCP):** a system for identification and control of any problems that may come to light during the design and production processes.

iii. Quality Assurance Standards, such as:

- The standards established by the International Organisation for Standardization (ISO 9001:2000, ISO 9001:2008 and ISO 22000).
- The International Food Standards (IFS), which, structured in line with ISO 9001:2000, are among the highest distinctions in Food Safety in all distribution sectors in Europe.
- The BRC (British Retail Consortium) certification, one of the internationally most widespread models for distributors and large retail outlets to rate their brand product suppliers.
- The Danish DS standards (Danish HACCP Code), for developing a HACCP system in the food industry and in the manufacturing of packing and packaging for food products.

In this context, all the Ebro Group plants have been certified for quality and food safety, having a total of 180 certifications between them (Annex 2).

During 2020, Arrozeiras Mundiarroz (Portugal), Boost Nutrition (Belgium), Harinas Santa Rita (Spain), Herba Bangkok (Thailand), Herba Cambodia (Cambodia), Lassie (Netherlands), Lustucru (France), Riviana Foods (USA) and Roland Monterrat (France) made regular assessments of their products with a view to promoting safety and improving them.

Customer health and safety

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

COMPANY	CATEGORIES/PRODUCTS	% PRODUCTS ASSESSED
Arrozeiras Mundiarroz	Broken rice	100%
	Essential	100%
	Noodles	100%
	Ready to Serve	100%
	Special use	100%
	Traditional	100%
	Wholegrain	100%
Boost Nutrition	BiB rice retail	4.55%
	Loose rice, retail	3.85%
	Rice bags, retail	2.13%
	Reusable square packets of rice, retail	1.47%
	Bosto cakes	27.27%
	Bosto grains	12.5%
	Bosto microwave	25%
Catelli Food Corporation	Enriched	100%
	Healthy	100%
	Vegetable	100%
	Wholegrain	100%
Harinas Santa Rita	Flours and batter mix	100%



COMPANY	CATEGORIES/PRODUCTS	% PRODUCTS ASSESSED
Herba Bangkok	Organic rice	100%
Herba Cambodia	Organic rice	100%
Lassie	Mixes	50%
	Specialty rice	66.67%
Lustucru	Gnocchi	4.35%
	Simple pasta	13.33%
	Singular formulation variety	100%
	Mahatma Jasmine 4lb Club	100%
	Mahatma RTS Cilantro Limon 8.8 oz	100%
	Mahatma RTS Garlic & Olive Oil 8.8 oz	100%
	Mahatma RTS Jasmine 8.8 oz	100%
	Minute RTS Multigrain Medley	100%
	Minute RTS Organic cargo rice & red quinoa with garlic	100%
	Minute RTS red and white organic quinoa	100%
	Minute RTS Southwest Pinto Beans & Rice Buckwheat & Couscous	100%
	Minute RTS yellow rice	100%
Riviana Foods	RiceSelect organic Jasmati	100%
	RiceSelect organic Texmati	100%
	RiceSelect organic wholewheat Couscous	100%
	RiceSelect Quinoa	100%
	RiceSelect white Texmati	100%
	RiceSelect Tri-Color Pearl Couscous	100%
	Gluten free (all varieties)	100%
	Light'n'Fluffy homestyle egg noodles	100%
	Ronzoni cauliflower	100%
	Ronzoni Creste di Gallo	100%
Roland Monterrat	Croque Monsieur	100%
	Meat pie	100%
	Sandwiches	100%

Product and Service Labelling

All our companies comply with the national laws and regulations applicable in each country.

The following companies also provide the following information:

Contents, especially regarding substances that could have an environmental or social impact

COMPANY	% PRODUCTS
Catelli Foods Corporation	100%
Ebro India	100%
Herba Bangkok	20%
Herba Cambodia	20%
Riviana Foods	100%
Roland Monterra	100%

Elimination of the product and its environmental or social impact

COMPANY	% PRODUCTS
Catelli Foods Corporation	100%
Ebro India	100%
Geovita	100%
Herba Bangkok	20%
Herba Cambodia	20%
Herba Ricemills	100%
Lustucru	100%
Panzani	100%
Riviana Foods	100%
Roland Monterra	100%
Tilda	100%



Source of components in the product

COMPANY	% PRODUCTS
Arrozeiras Mundiarroz	100%
Catelli Foods Corporation	100%
Ebro Frost Germany	100%
Ebro Frost UK	100%
Ebro India	100%
Garofalo	35%
Geovita	25%
Herba Bangkok	100%
Herba Cambodia	100%
Herba Ricemills	10.86%
La Loma Alimentos	100%
Lustucru	60%
Neofarms	100%
Riviana Pasta	100%
Roland Monterra	100%
Tilda	100%

Product safety instructions

COMPANY	% PRODUCTS
Arrozeiras Mundiarroz	100%
Catelli Food Corporation	100%
Ebro Frost Germany	100%
Ebro Frost UK	100%
Ebro India	100%
Geovita	100%
Herba Bangkok	20%
Herba Cambodia	20%
Lustucru	18%
Mundi Riz	100%
Panzani	100%
Riviana Foods	100%
Roland Monterra	100%

Customer and consumer services

Information on the nutritional properties of all Ebro Group products is provided on the packaging, along with the physical address of the company and, where appropriate, its website, e-mail and telephone number.

The different customer services departments collect data and generate information for the quality system. Grievances are answered by telephone or e-mail, according to the details given by the customer. A case file is opened for each incident and reported internally to the Quality Department, which checks and monitors the relevant quality system in case of error and takes the necessary measures to offer a solution.

As a rule, the companies follow up all grievances by telephone to check consumer satisfaction.

Statistical monitoring is regularly conducted of all incidents and proposals for improvement made by consumers, which are discussed at the different Management Committee meetings held every month within each company.

The communication channels used with consumers in the different companies are indicated below:

COMPANY	COUNTRY	COMMUNICATION CHANNELS WITH CUSTOMERS
Arrozeiras Mundiarroz	Portugal	Telephone, e-mail, post and social media
Bertagni 1882	Italy	Telephone, e-mail, website and social media
Boost Nutrition	Belgium	Telephone, e-mail, website and social media
Catelli Foods Corporation	Canada	Telephone, e-mail, website and social media
Ebro India	India	Telephone and e-mail
Euryza	Germany	Telephone, e-mail, website and social media
Herba Ricemills	Spain	Telephone and e-mail
Lassie	Netherlands	Telephone, e-mail, website and social media
Lustucru Frais	France	Telephone and post
Panzani	France	Telephone, e-mail, post and social media
Pastificio Lucio Garofalo	Italy	Telephone, e-mail, website and social media
Riceland Magyarorszag	Hungary	Telephone, e-mail and website
Risella	Finland	Telephone
Riviana Foods	USA	Telephone, e-mail, website and social media
Tilda	UK	E-mail and social media

Incidents during the year

INCIDENTS REGISTERED WITH LARGE CUSTOMERS

Overall, 15 incidents were registered in 2020, 6 of which corresponded to Geovita (Italy), 2 to Herba Ingredients (Netherlands), 2 to Herba Ricemills (Spain), 1 to Riviana Foods (USA) and the remaining 4 to Roland Monterra (France). Of those, 12 were related with product health and safety and 3 to information and labelling.

CLAIMS FROM END CONSUMERS

The following table shows the number of claims (packaging defects, requests for information, sensory properties, etc.) handled during 2020, by company.

COMPANY	COUNTRY	NUMBER OF INCIDENTS 2020	NUMBER OF INCIDENTS 2019
Arrozeiras Mundiarroz	Portugal	268	109
Bertagni 1882	Italy	322	245
Boost Nutrition	Belgium	178	219
Catelli Foods Corporation	Canada	2,422	2,129
Ebro India	India	70	---
Euryza	Germany	628	457
Herba Ricemills	Spain	388	474
Lassie	Netherlands	266	264
Lustucru Frais	France	2,074	1,443
Panzani	France	4,187	5,952
Pastificio Lucio Garofalo	Italy	916	617
Riceland Magyarorszag	Hungary	33	60
Risella	Finland	472	352
Riviana Food	USA	14,034 (pasta)	14,386
		18,617 (rice)	11,624
Tilda	UK	1,602	---

No claims were received in 2020 in any company related with privacy and customers' personal data leaks.

% Production outsourced

The following table shows the percentage of production volume manufactured at certified sites by an independent third party according to internationally recognised food safety standards:

COMPANY	PRODUCT MANUFACTURED	COUNTRY	% OF MANUFACTURING
Arrozeiras Mundiarroz	Noodles	Hungary	100%
	Ready to Serve, Essential	Spain	100%
	Dry pasta	Canada	10%
	Egg noodles	USA	0.9%
	Gluten free pasta	Italy	1.2%
Catelli Foods Corporation	Fresh Pasta Gnocchi	France	0.3%
	Jasmine	China	0.2%
	Lasagne	Italy	1.2%
	RTS/Tilda	Spain	1.6%
	Sauce	Canada	0.6%
Ebro India	Rice	India	15%
	Rice	India	16%

COMPANY	PRODUCT MANUFACTURED	COUNTRY	% OF MANUFACTURING
Garofalo	Preserved tomato	Italy	100%
	Preserved tomato	Italy	100%
	Couscous	France	100%
	Ethnic couscous	Italy	100%
	Dry pasta	Italy	100%
	Dry pasta	Italy	100%
	Dry pasta	Italy	100%
	Dry pasta	Italy	100%
	Extra virgin olive oil	Italy	100%
	Packaged flour	Italy	100%
	Packaged flour	Italy	100%
	Fresh pasta	Italy	100%
	Fresh pasta	Italy	100%
	Fresh pasta	Italy	100%
	Fresh pasta	Italy	100%
	Potato pasties	Italy	100%
Geovita	Shinode Rice 10kg	Italy	1.61%
Herba Ricemills	Cargo rice	Spain	2.73%
Lustucru Frais	Garofalo filled fresh pasta	Italy	100%
	Crisps	Netherlands	100%
	Lasagne	Italy	100%
	Organic tagliatelle	Italia	100%
	Sandwiches	France	100%
	Omelette	Spain	100%
Mundi Riso	Red and black rice	Italy	0.1%
	Broken rice	Belgium	0.2%
	Parboiled rice	Italy	1.85%
	Parboiled rice	Italy	1.44%
	Parboiled rice	Italy	7.4%
	Rice	UK	0.21%
	Rice	Italy	1.51%
Neofarms	Organic brown polished rice	Argentina	7%
	Organic brown polished rice	Argentina	92%
	Parboiled rice	Argentina	1%
Riviana Foods	Calrose	USA	0.8%
	Instant	USA	0.8%
	Instant	USA	0.2%
	Jasmine Rice	China	7.6%
	Long grain	USA	0.3%
	Medium grain	USA	0.4%
	RTS/Basmati	Spain	2.9%
	SUP rice mix	USA	1.1%
	Dry pasta	Canada	0.04%
	Dry pasta	USA	1.4%
	Noodles	Italy	0.03%
	Homestyle	Italy	0.06%
	Homestyle	Italy	0.04%
	Italian pasta	Italy	0.8%
	Wacky Mac	USA	0.2%
Tilda	Frozen rice	Spain	2%
	Ready to heat	France	2%
	Ready to heat	Spain	3%



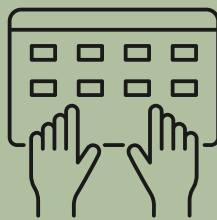
Promotion of healthy food and healthy lifestyles

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

In addition, the Ebro Group has created the blog Sentirsebiensenota.com (.es) [lit.: ‘when you feel good, it shows’], an informative space in which nutritionists, researchers and professionals of the sector post articles, recipes and advice for the public promoting healthy eating habits and maintaining an active lifestyle.

In 2020, sales of the Healthy segment accounted for 8.65% of the total net sales of Group companies selling products in this category.

COMPANY	% OF TOTAL SALES OF THE COMPANY
Arrozeiras Mundiarroz	0.96%
Boost Nutrition	0.79%
Catelli Foods Corporation	15.52%
Ebro India	0.44%
Euryza	15.76%
Pastificio Luccio Garofalo	27.86%
Geovita	2.99%
Herba Ricemills	11.15%
Herba Ricemills Romania	8.69%
Lassie	8.46%
Lustucru Frais	0.31%
Panzani	2.87%
Riceland Magyarorzag	5.51%
Riviana (rice)	10.75%
Riviana (pasta)	8.75%
Roland Monterra	0.26%
S&B Herba Foods	3.40%
Tilda	11.73%
% TOTAL	8.65%



Supply chain managemet

Ebro Foods, S.A.

SUPPLY CHAIN MANAGEMENT



A. Supplier management

DESCRIPTION OF THE SUPPLY CHAIN

The suppliers of the Ebro Group are classified into four categories:

1. Rice or durum wheat suppliers
2. Other raw material suppliers
3. Packaging suppliers
4. Service providers

Approximately 40% of the rice and durum wheat suppliers are in Europe, 30% in North America and 30% distributed among India, Pakistan, South America and South East Asia, corresponding to the location of our subsidiaries Ebro India, Herba Bangkok, La Loma Alimentos and Herba Cambodia.

SUPPLIER MANAGEMENT MODEL

Since the Group has decentralised certain management areas, such as the Procurements Area, to its respective companies, each subsidiary has in the past had its own procurement policies and criteria, in keeping with the laws and characteristics of the countries in which they operate. Above them all, the Supplier COC of Ebro Foods regulates the minimum criteria and rules of conduct in labour and environmental aspects that must be met by the Group's suppliers.

With a view to establishing globally the integral management of the supply chain, in 2019 we embarked on a work plan to: 1) make sure that all our suppliers comply with the Group's Supplier COC and 2) require them to complete a questionnaire on ethics. The replies to this questionnaire will enable us to identify the critical issues and risks we need to address in order to guarantee the sustainability of our supply chain, designing, together with our companies, a roadmap to achieve the goal set in our Global Sustainability Plan HEADING FOR 2030, that 100% of our suppliers and service providers will have signed the Group's Supplier COC by 2030 or incorporated ESG criteria in their policies

In this context, during 2020, 6.5% of our suppliers and service providers signed the Supplier COC and completed the ethics questionnaire. Around half of them supply raw materials.

In addition, have another two corporate tools we can use to guarantee the Sustainability of our supply chain: 1) visits and meetings of the Procurement Departments of the different subsidiaries with their suppliers, and 2) our corporate account in the Sedex Platform, to which all the Group companies and the suppliers of our subsidiaries are gradually signing up, and who are in turn audited by an independent external firm.

In this area, we made 12 SMETA audits in 2020 on suppliers in Pakistan, Thailand, Turkey, Greece, Italy, Germany, France and USA.

COUNTRY	DATE	AUDITORS
PAKISTAN	08-10-2020	ALGI Pakistan
THAILAND	07-10-2020	SGS Thailand
TURKEY	21-07-2020	SGS Turkey
GREECE	24-07-2020	Intertek Bulgaria
ITALY	20-01-2020	Intertek Italy
ITALY	06-11-2020	Bureau Veritas - EMEA
ITALY	08-09-2020	SGS Italy
GERMANY	26-05-2020	SGS Germany
GERMANY	21-10-2020	Intertek Germany
GERMANY	08-10-2020	Intertek Germany
FRANCE	03-03-2020	SGS France
USA	05-03-2020	Intertek Peru

In the area of agricultural raw materials, more specifically in rice production, Herba Bangkok, Herba Ricemills, Mundiriso and Riviana are developing programmes to assess and verify the Sustainability of the crop using the FSA standard of the SAI Platform (Sustainable Agriculture Initiative) and the SRP standard of the Sustainable Rice Platform.

Panzani is implementing the NATURE project in durum wheat and tomatoes, with the aim of achieving zero pesticide residue in both these commodities.

In 2020, Herba Bangkok identified two suppliers at risk of violating their employees' right to freedom of association and collective bargaining. In both cases, corrective measures were taken, setting up a social committee with free elections to guarantee employee participation.

We have not identified any adverse environmental impacts in our supply chain. We highlight in this regard the sustainable agriculture projects that we are developing in some of our principal sourcing areas, one of the principal goals of which is to work with our agricultural suppliers to minimise environmental impact.

B. Management of the supply chain for agricultural raw materials

DETAILS OF OUR SUPPLY CHAIN

The information reported in this section only takes into account the supply chains of the agricultural raw materials rice, durum wheat and quinoa, which account for the bulk of the raw materials used by the Ebro Group.

Both rice and durum wheat are purchased from three types of 1st tier suppliers, which may vary according to the countries in which the raw material is sourced:

- Farmers or cooperatives
- Millers and/or plants
- Traders

Quinoa is mainly purchased from farmer cooperatives and millers.

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

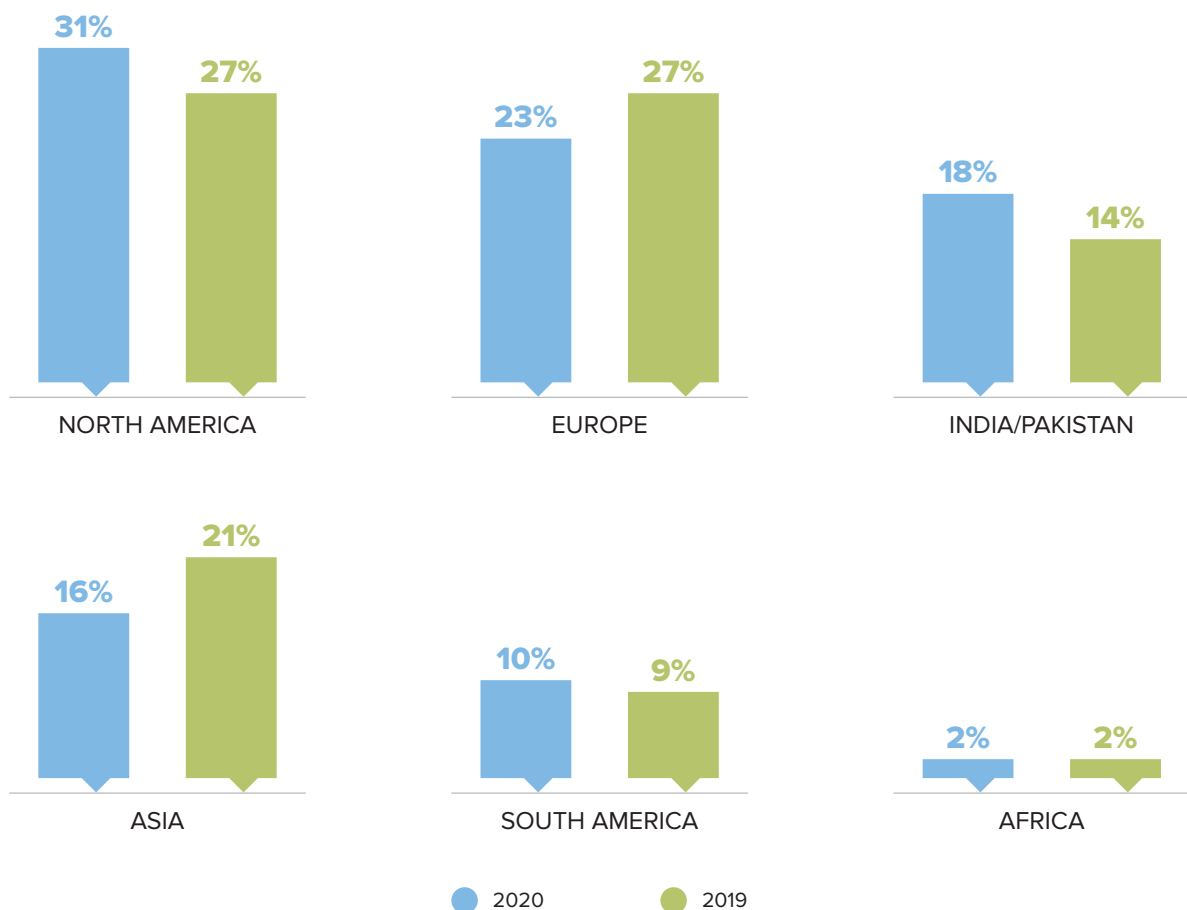
VOLUMES BY ORIGIN

Rice

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

	2020		2019	
	TONNES	%	TONNES	%
North America	513,302	31%	414,545	27%
Europe	379,953	23%	404,696	27%
India/Pakistan	298,004	18%	209,010	14%
Asia	267,151	16%	327,342	21%
South America	171,586	10%	134,198	9%
Africa	27,245	2%	35,771	2%
TOTAL	1,657,241		1,525,561	

RICE SOURCING / ORIGINS

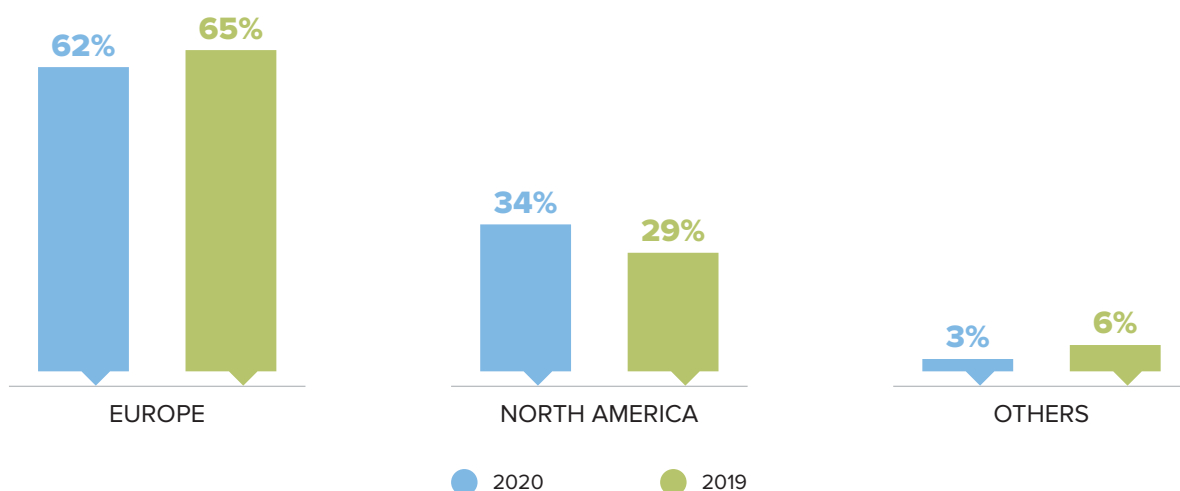


Durum wheat

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

	2020		2019	
	TONNES	%	TONNES	%
Europe	594,540	62%	491,282	65%
North America	327,249	34%	217,554	29%
Others	30,981	3%	45,994	6%
TOTAL	952,770		754,830	

DURUM WHEAT SOURCING / ORIGINS

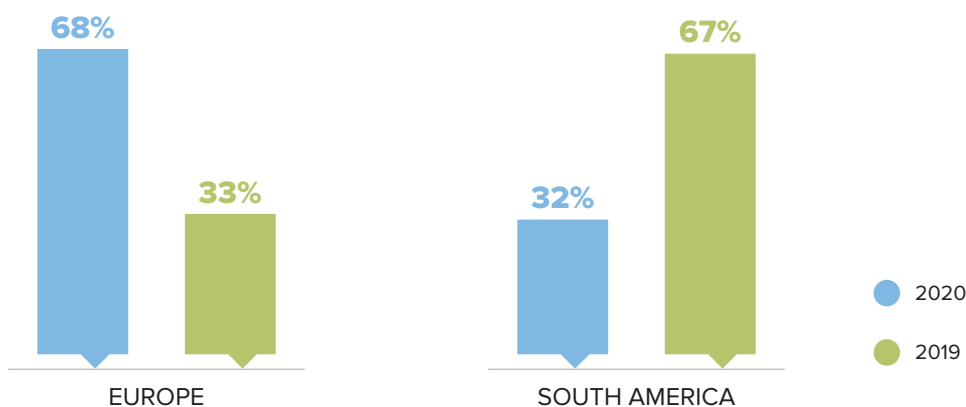


Quinoa

The Ebro Group sources its quinoa in South America and Europe.

	2020		2019	
	TONNES	%	TONNES	%
Europe	1,310	68%	862	33%
South America	624	32%	1,778	67%
TOTAL	1,934		2,640	

QUINOA SOURCING / ORIGINS



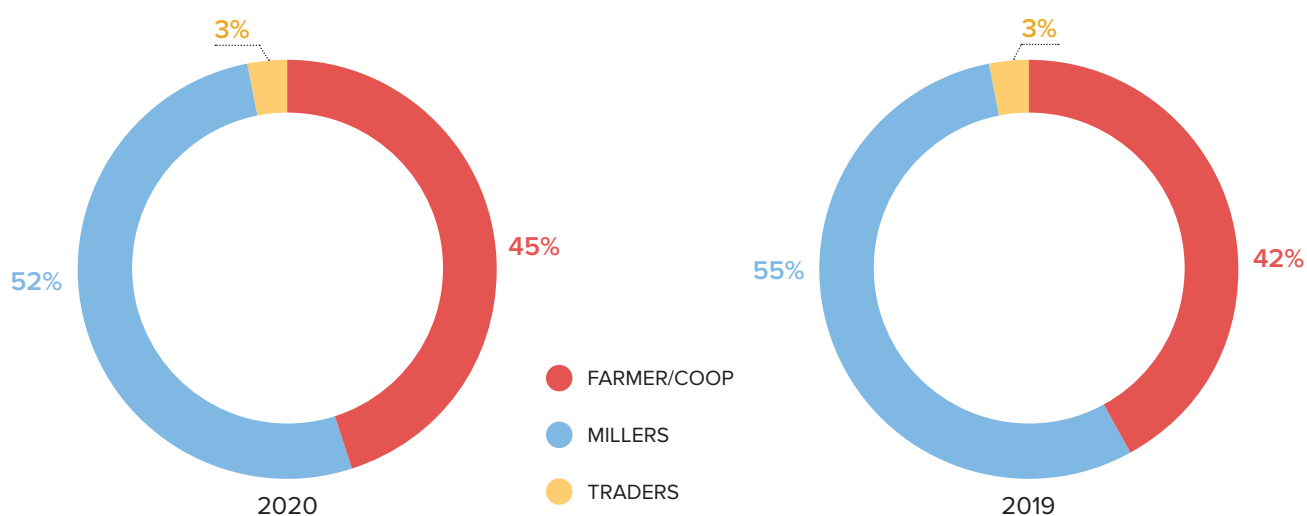
VOLUME BY SUPPLIER

Rice

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

	2020		2019	
	TONNES	%	TONNES	%
Farmer/Coop	750,379	45%	640,230	42%
Millers	859,750	52%	839,197	55%
Traders	47,111	3%	46,134	3%
TOTAL	1,657,241		1,525,561	

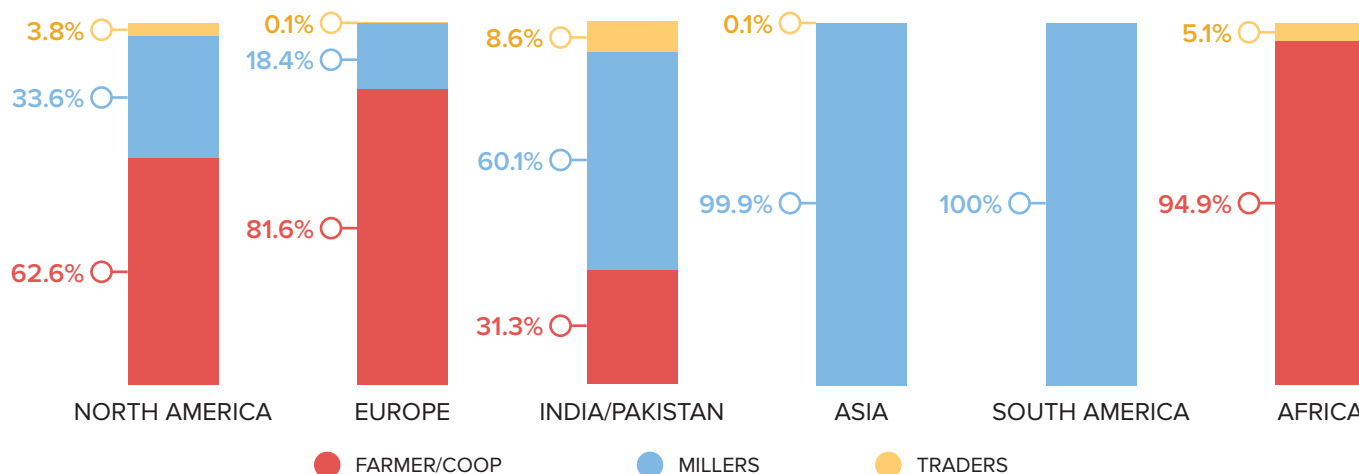
RICE SOURCING / 1ST TIER SUPPLIERS



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

	2020					
	NORTH AMERICA	EUROPE	INDIA/PAKISTAN	ASIA	SOUTH AMERICA	AFRICA
TOTAL (T)	513,302	379,953	298,004	267,151	171,586	35,771

RICE SOURCING 2020 / 1ST TIER SUPPLIERS / ORIGINS

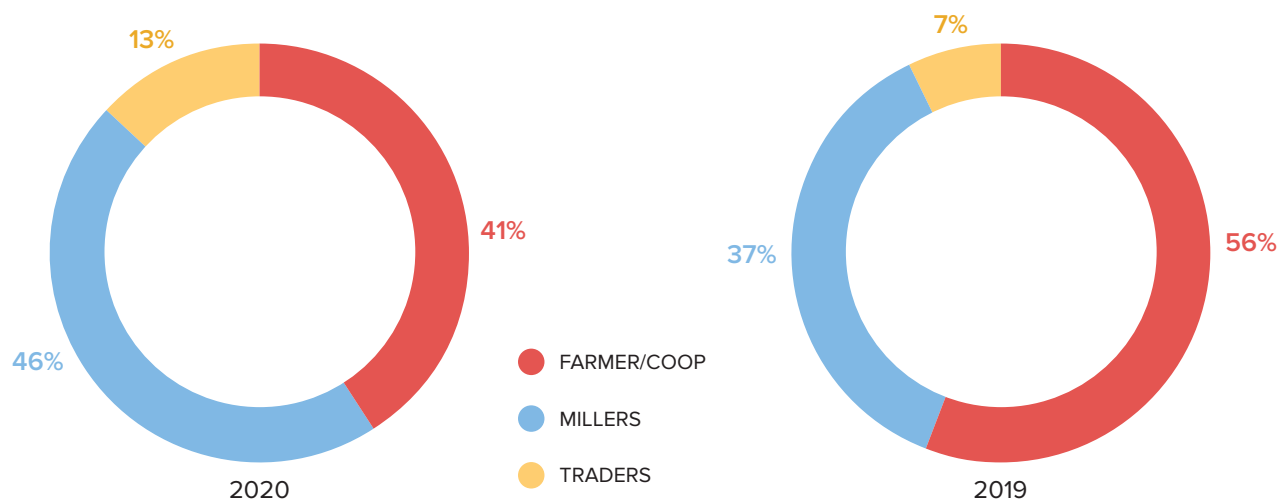


Durum wheat

On a global level most of the wheat was sourced from farmers, cooperatives and millers in 2020.

	2020		2019	
	TONNES	%	TONNES	%
Farmer/Coop	391,859	41%	423,184	56%
Millers	437,517	46%	281,747	37%
Traders	123,394	13%	49,899	7%
TOTAL	952,770		754,830	

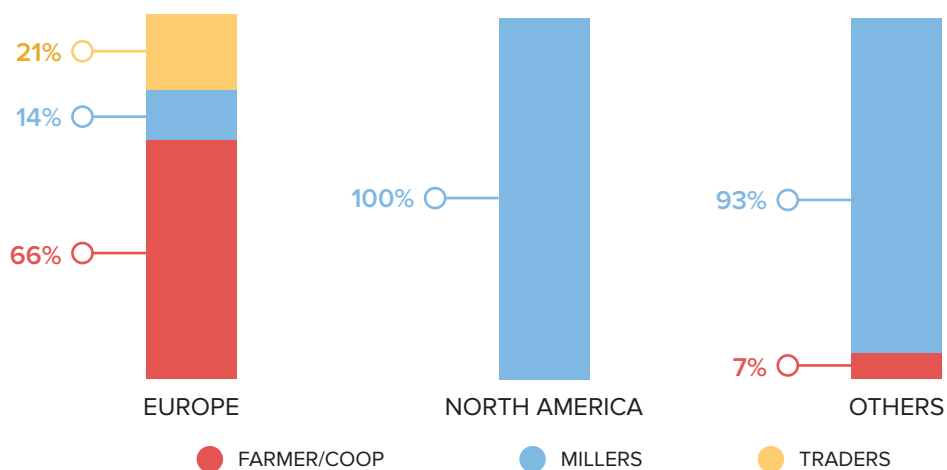
DURUM WHEAT SOURCING / 1ST TIER SUPPLIERS



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

	2020		
	EUROPE	NORTH AMERICA	OTHERS
TOTAL (T)	594,540	327,249	30,981

DURUM WHEAT SOURCING 2020/ 1ST TIER SUPPLIERS / ORIGINS

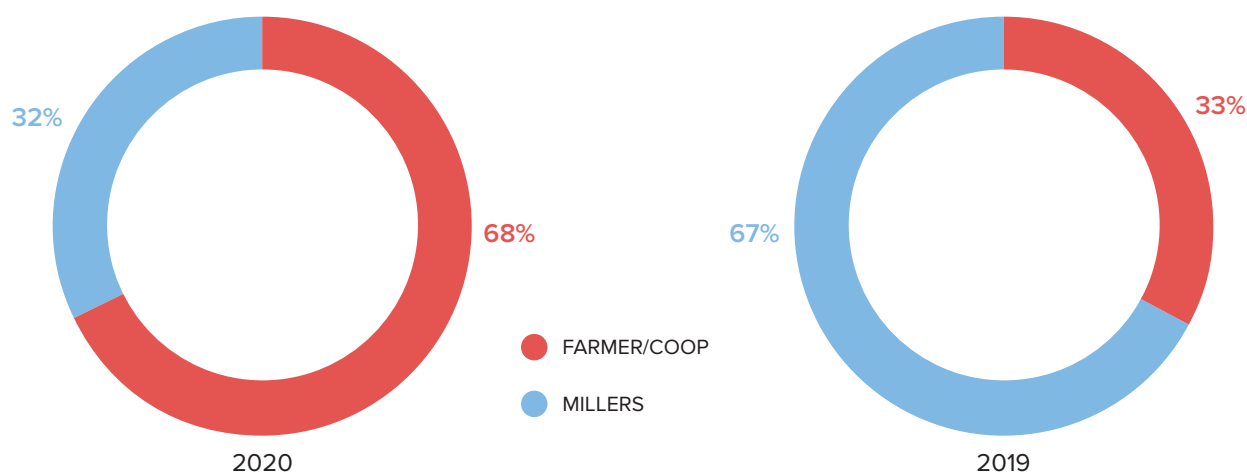


Quinoa

In 2020 most of the quinoa was sourced directly from mills and/or plants.

	2020		2019	
	TONNES	%	TONNES	%
Farmer/Coop	1,310	68%	862	33%
Millers	624	32%	1,778	67%
Traders	0	0%	0	0%
TOTAL	1,934		2,640	

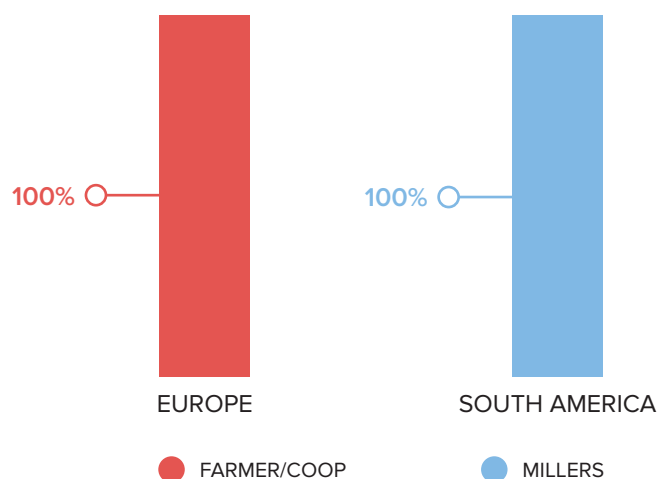
QUINOA SOURCING / 1ST TIER SUPPLIERS



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

	2020	
	EUROPE	SOUTH AMERICA
TOTAL (T)	1.310	624

QUINOA SOURCING 2020/ 1ST TIER SUPPLIERS / ORIGINS

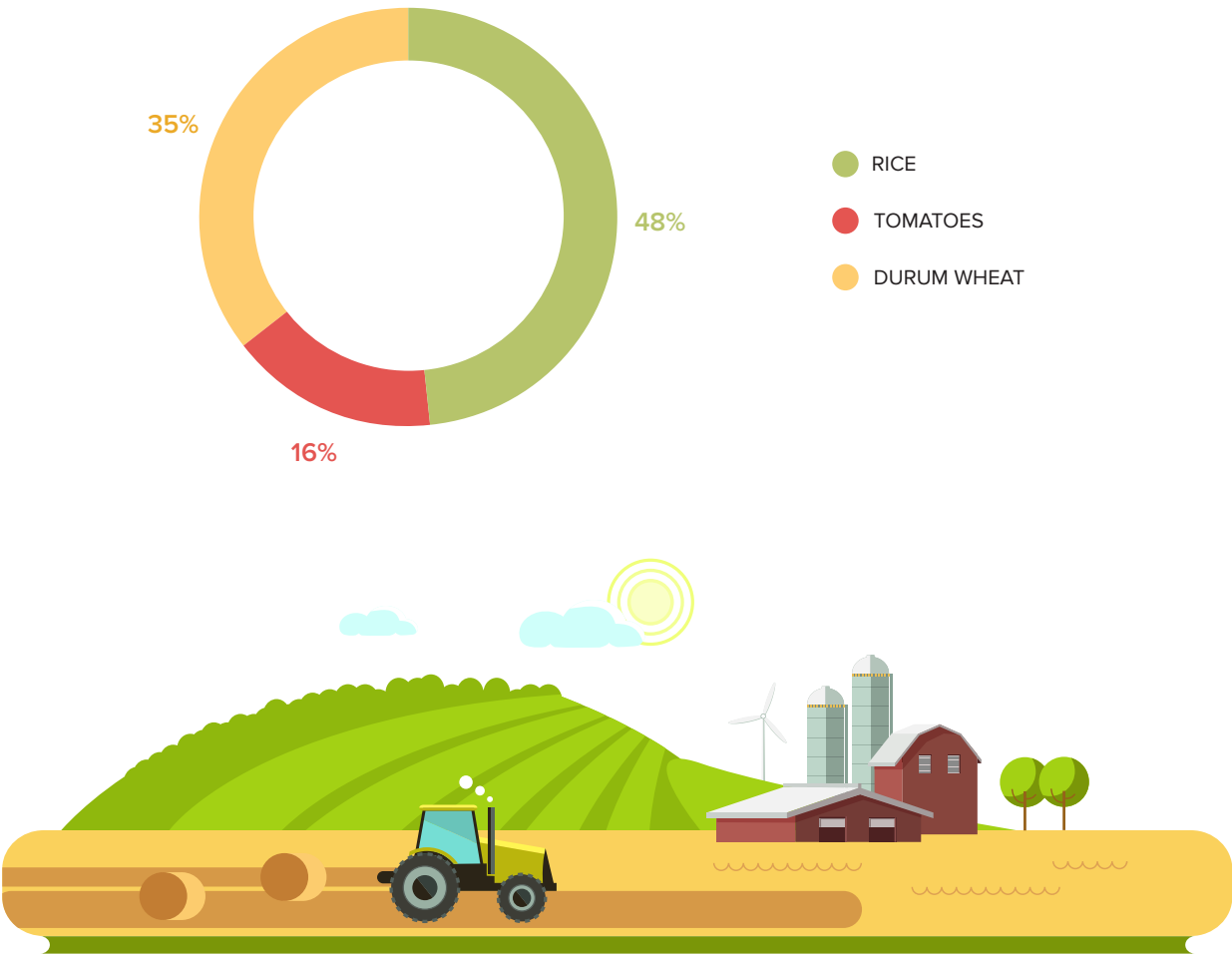


SOURCING OF SUSTAINABLE RAW MATERIALS

In 2020, the Group bought 512,057 tonnes of sustainable raw material, with the following distribution:

- Rice: 248,057 tonnes
- Durum wheat: 180,000 tonnes
- Tomatoes: 84,000 tonnes

DISTRIBUTION OF SOURCING OF SUSTAINABLE RAW MATERIALS IN 2020





Our commitment to
the environment

OUR COMMITMENT TO THE ENVIRONMENT



Scope of Reporting

The information set out below corresponds to 78 of the 83 production plants and offices that the Ebro Group has through its different companies.

The comparison of 2020 and 2019 is distorted by the changes in the perimeter for consolidated reporting in respect of 2019, as mentioned at the beginning of this report.

In 2020 we developed a new procedure for calculating energy consumption and making an inventory of greenhouse gas (GHG) emissions in all the Group companies under ISO 14064-1:2019. ISO 14064 – Greenhouse Gases is an international standard, according to which GHG emission reports are voluntarily verified to ensure clarity and coherence for the quantification, monitoring, reporting and validation or verification of GHG inventories and projects.

To enable comparison with 2020, the 2019 energy values (indicator GRI 302) and GHG emissions (indicator GRI 305) have been recalculated according to this new procedure. The greatest impact was from the use of Location Emission Factors for Scope 2.

All the Emission Factors, low calorific values (LCV) and global warming effect used are set out in Annex 3.

Environmental management

The main goals of the Ebro Group's environmental commitment are defined in our Policy on Sustainability, Environment and Corporate Social Responsibility: "Steer the company's processes, activities and decisions to protect our environment, prevent and minimise environmental impact, optimise the use of natural resources and preserve biodiversity."

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

- Ensure that our companies comply with the environmental laws applicable to their respective activities by implementing internal management systems and monitoring the applicable laws and regulations.

- Minimise the environmental impact of our activity by seeking eco-friendly solutions and continually embarking on initiatives to reduce our emissions and waste generation and optimise our consumption of water, energy and packaging material.
- Manage all our waste adequately and safely, encouraging recycling and reuse. Use recycled raw materials and/or those respectful of the environment, whenever possible.
- Organise environmental awareness and training programmes for employees.
- Promote the use of sustainable crop techniques among our agricultural suppliers.

With regard to our operations, the processes used at Ebro Group's production plants in both the rice and pasta divisions are relatively simple agri-food processes that do not generate any major environmental impacts and entail a minimal risk of accidental pollution. The most significant environmental risks relating to the Ebro Group can be classified as follows:

- **Air emissions:** Mainly particles emitted during the handling of cereals (rice and wheat) and greenhouse gas (GHG) emissions related to the consumption of fossil fuels and electricity. The most widely used fuel is natural gas.
- **Noise emissions:** Noise emissions are produced during the operation of engines, compressors, sleeve filters and other manufacturing equipment. All our plants comply with the environmental standards and the noise levels are monitored regularly, taking measures wherever necessary. This was the case in the new compressor room with acoustic insulation set up at Herba Ricemills.
- **Light pollution:** No impact has been detected in the Group.
- **Production processes:** Essentially mechanical and hydrothermal, requiring the use of very few chemical products and in very small quantities. Most of these products are used to clean the equipment and cleanse the raw materials and are relatively harmless for the environment.
- **Water consumption:** The amount of water used in our processes is negligible (the vast majority of our products are dry) so the volume of effluent generated is also small. Moreover, the little effluent produced has a low level of contamination since the water consumed is basically used to produce steam, for cooling or as an ingredient in the finished products.
- **Waste generation and management:** The Ebro Group generates minimal amounts of waste, both non-hazardous (mainly packaging of ingredients and ancillary materials) and hazardous (maintenance operations) and it is managed through authorised waste disposal contractors.

PRECAUTIONARY PRINCIPLE

The guidelines on which the precautionary principle is based are set out in the Group's Code of Conduct and Policy on Sustainability, Environment and Corporate Social Responsibility. In both texts, Ebro Foods declares its firm commitment to respect the environment and preserve biodiversity. It also sees that its companies comply with the environmental laws applicable to their operations and any additional commitments assumed voluntarily, and applies environmental sustainability programmes in specific matters.

GRI 301: Materials

This indicator is reported under standard GRI 301 (2016).

RAW MATERIALS [301-1]

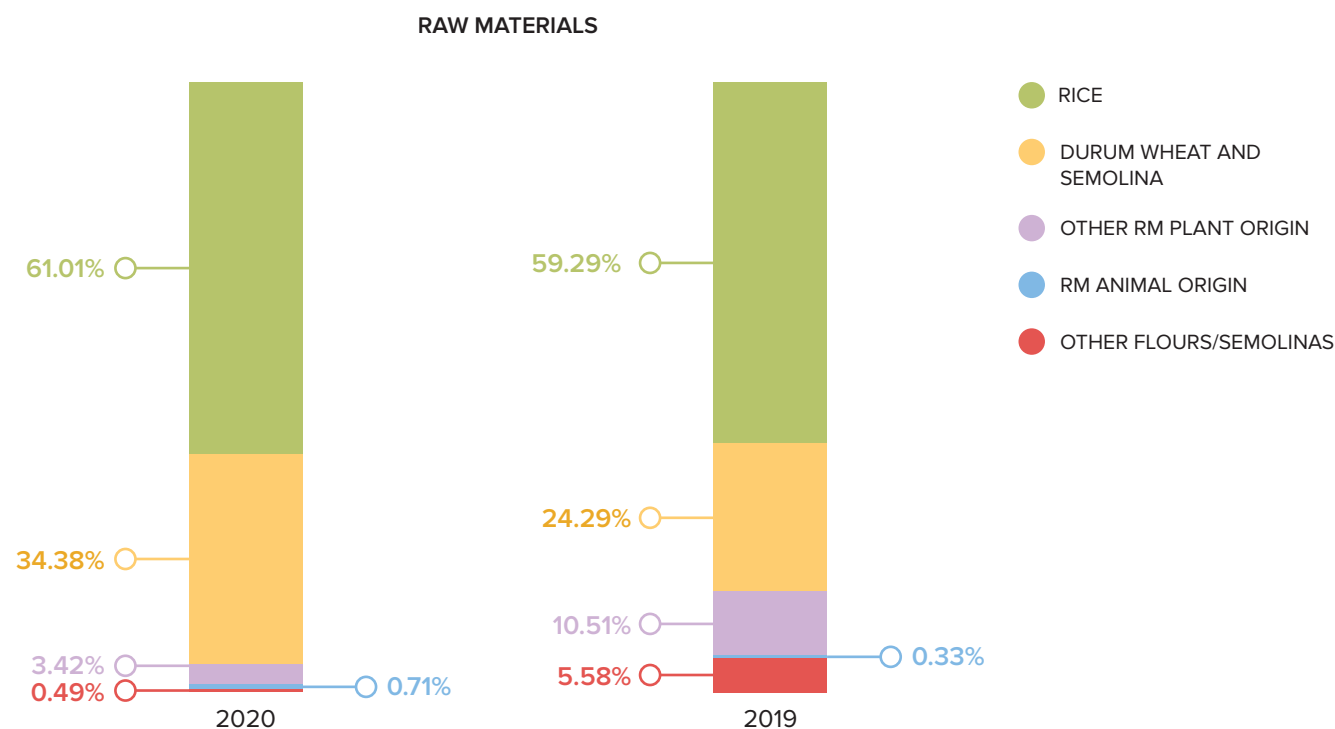
The raw materials used are divided into two major categories, those used in the preparation of finished goods and the packaging materials.

Las materias primas que componen los productos terminados las agrupamos en cinco categorías:

- Rice
- Durum wheat and semolina/durum wheat flour
- Other raw materials of plant origin: quinoa, pulses, other cereals, other flours/semolina, fruit and vegetables, soya/soybean oil and palm oil
- Raw materials of animal origin: dairy, meat and eggs
- Other ingredients: e.g. spices and flavourings used mainly in precooked food..

RAW MATERIALS (T)	2020	2019
Rice	2,005,107	2,015,838
Durum wheat and Semolina/durum wheat flour	1,129,796	825,858
Other RM plant origin	112,503	357,342
RM animal origin	23,207	11,168
Other ingredients	16,002	189,598
TOTAL	3,286,615	3,399,804

NB: None of our production plants have reported any consumption of palm oil.



Although only minimal quantities of raw materials of animal origin (eggs, meat, dairy) are used in our products, the Ebro Group has undertaken to use exclusively ingredients from cage-free eggs in the production of any foods requiring that raw material as from 2025. This undertaking is extended to all the Group's companies in Spain and has also been adopted by Panzani in France. In 2020, the use of ingredients from cage-free eggs was already up to 82% in Spain and 16% in France.

PACKAGING MATERIALS [301-1]

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

INPUT MATERIALS FOR PACKAGING (T)	2020	2019
Paper	23,349	20,938
Cardboard	48,322	44,099
Plastic	57,122	45,641
Glass	52	54,39
Metal	12	7,769
Others	1,692	1,469
TOTAL	130,549	112,209

RECYCLED INPUT MATERIALS [301-2]

Based on the information received from the suppliers of packaging materials regarding the composition of their materials, we have calculated the recycled fibre content of the different types of packaging we use.

RECYCLED FIBRE CONTENT IN PACKAGING MATERIALS (T)	2020	2019
Recycled paper	2,131	3,201
Recycled cardboard	31,890	31,280
Recycled plastic	1,116	100
Recycled glass	0	0
Recycled metal	0	0
Other recycled inputs	0	0
TOTAL	35,137	34,581

GRI 302: Energy

This indicator is reported under standard GRI 303 (2016).

ENERGY CONSUMPTION WITHIN THE ORGANISATION [302-1]

We separate energy consumption within the organisation into Scope 1 (direct consumption) and Scope 2 (indirect consumption).

To calculate the Scope 1 energy consumption, we take into account:

- Consumption of non-renewable fuels in stationary and mobile sources
- Consumption of renewable fuel:

- Rice husk, a by-product of our industrial processes, used by Ebro India, Herba Ricemills and Mundiriso
- Wood chips used by Ebro Frost
- Charcoal used by Ebro India
- Self-generated energy in photovoltaic and cogeneration facilities
- Self-generated energy sold from photovoltaic and cogeneration facilities

Direct consumption (Scope 1)

NON-RENEWABLE FUEL CONSUMED (GJ)	2020		2019	
Natural Gas	3,689,626	96.11%	3,493,689	97.34%
Other non-renewable fuel	78,459	2.04%	95,308	2.66%
TOTAL NON-RENEWABLE FUEL CONSUMED	3,768,085	98.15%	3,588,996	100.00%

RENEWABLE FUEL CONSUMED (GJ)	2020		2019	
Biomass/Charcoal	64,843	1.69%	101	0.00%
TOTAL RENEWABLE FUEL CONSUMED	64,843	1.69%	101	0.00%

SELF-GENERATED ENERGY (GJ)	2020		2019	
Photovoltaic panels	6,810	0.18%		0.00%
Stationary combustion/Cogeneration	91,271	2.38%		0.00%
TOTAL SELF-GENERATION	98,082	2.55%	0	0.00%

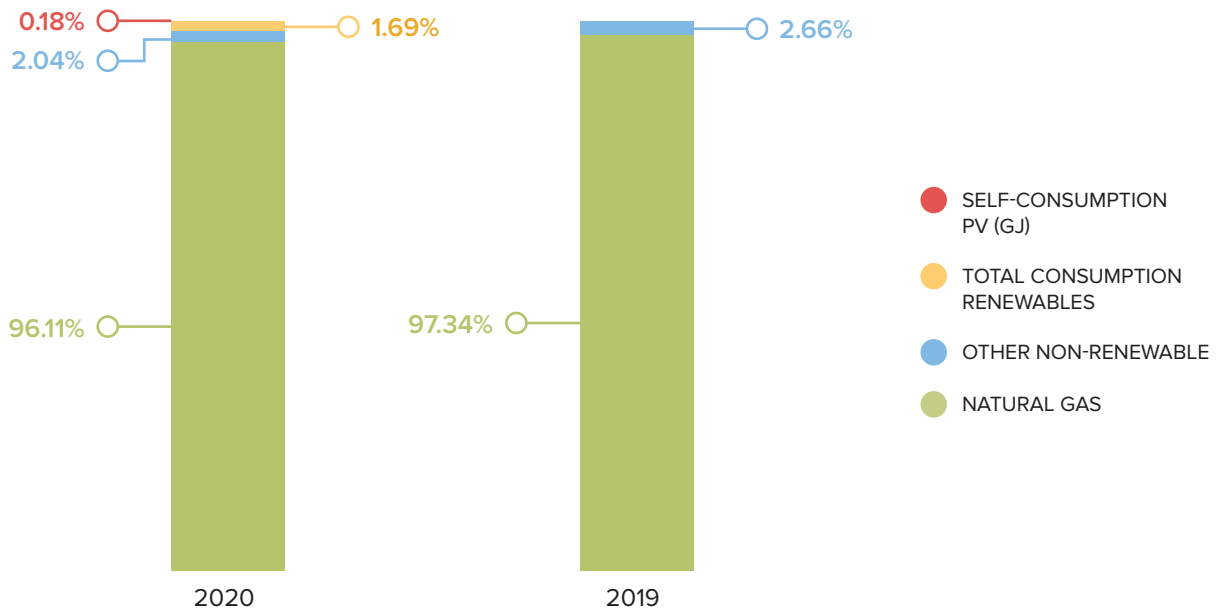
SELF-GENERATED ENERGY SOLD (GJ)	2020		2019	
Photovoltaic panels	0	0.00%		0.00%
Cogeneration	637	0.02%		0.00%
TOTAL SELF-GENERATED ENERGY SOLD	637	0.02%	0	0.00%

	2020		2019	
Self-consumption PV (GJ)	6,810	0.18%	0	0.00%
TOTAL SCOPE 1	3,839,101	100.00%	3,589,097	100.00%

2.6% of the Scope 1 energy is self-generated by our facilities in photovoltaic or cogeneration plants:

- Photovoltaic facilities of Bertagni, Garofalo, Geovita and Mundiriso
- Cogeneration facilities of Ebro Frost Germany and Garofalo.

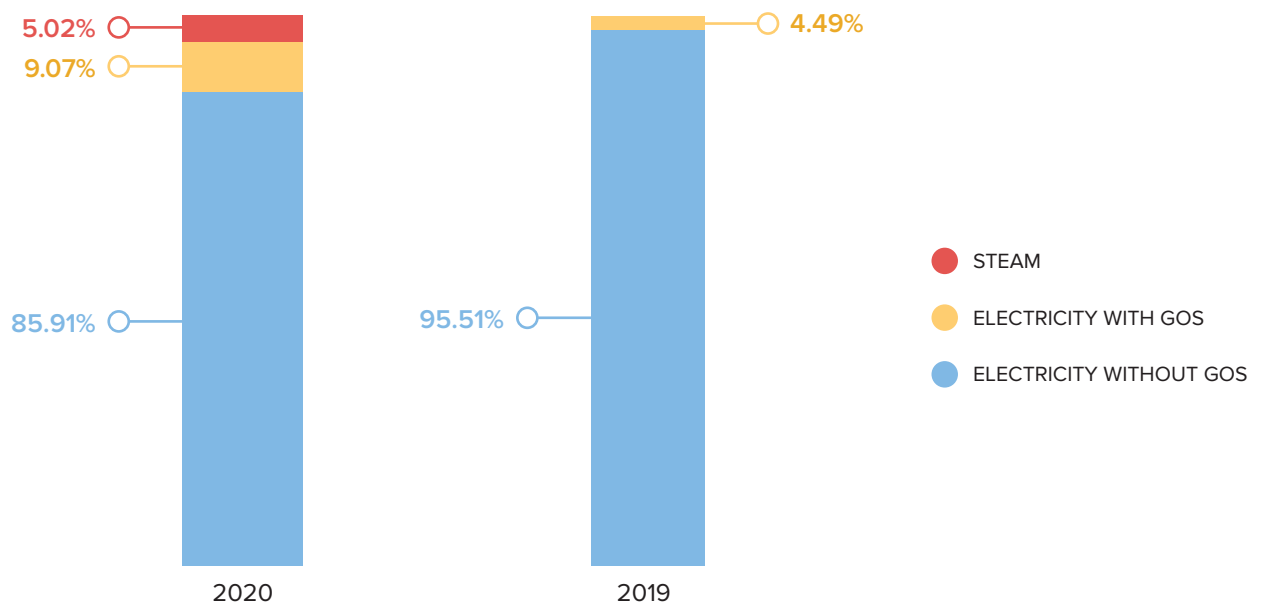
BREAKDOWN SCOPE 1



Indirect consumption (Scope 2)

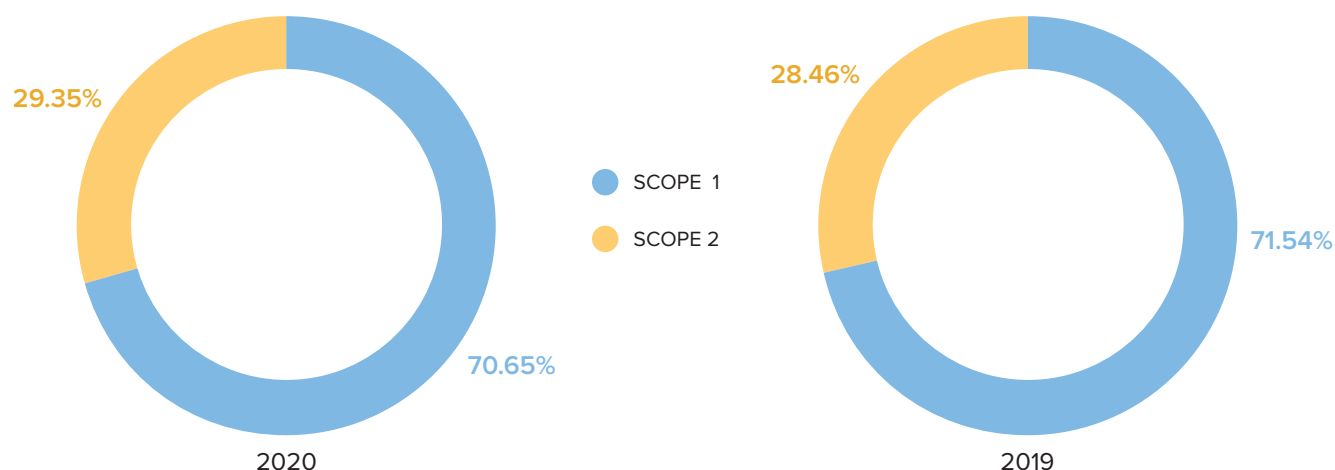
CONSUMPTION SCOPE 2 (GJ)	2020		2019	
Electricity without GOs	1,369,897	85.91%	1,363,502	95.51%
Electricity with GOs	144,585	9.07%	64,135	4.49%
Steam	80,107	5.02%	0	0.00%
Heat	0	0.00%	0	0.00%
Cooling	0	0.00%	0	0.00%
TOTAL	1,594,589	100%	1,427,637	100.00%

BREAKDOWN SCOPE 2



TOTAL ENERGY CONSUMPTION (GJ)	2020		2019	
Scope 1	3,839,101	70.65%	3,589,097	71.54%
Scope 2	1,594,589	29.35%	1,427,637	28.46%
TOTAL SCOPES 1&2 (GJ)	5,433,690	100.00%	5,016,734	100.00%

TOTAL ENERGY CONSUMPTION SCOPE 1 & 2

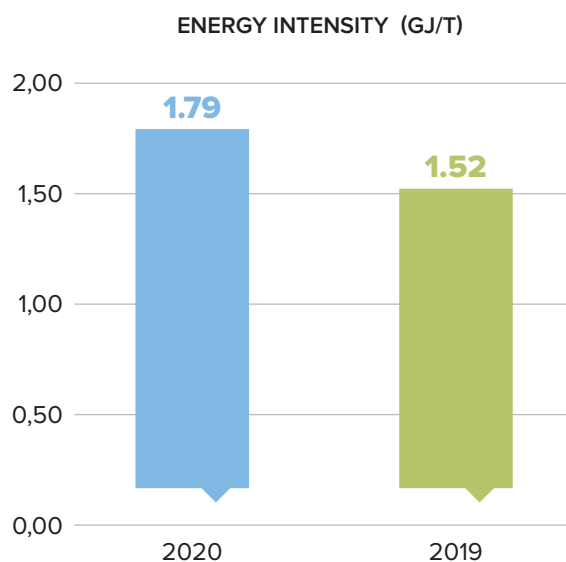


ENERGY CONSUMPTION OUTSIDE OF THE ORGANISATION [302-2]

We do not have the methodologies or activity data to calculate energy consumption outside of the organisation.

ENERGY INTENSITY [302-3]

ENERGY INTENSITY (GJ/T PRODUCT)	2020	2019
Total produced (t)	3,035,468	3,290,565
Total energy consumed (GJ)	5,433,690	5,016,734
ENERGY INTENSITY (GJ/T PRODUCT)	1.79	1.52



REDUCTION OF ENERGY CONSUMPTION [302-4]

Five companies in the Ebro Group have reported different initiatives to reduce their energy consumption, by a total of EUR 708,155.

COMPANY	PLANT	INITIATIVE	COST (€)
Mundi Riso	Vercelli	New photovoltaic plant	342,920
Roland Monterrat	Feillens	Installation heat pump	320,000
Catelli Foods Corporation	Delta	Economiser	17,532
Harinas Santa Rita	Loranca de Tajuña	Enhanced process efficiency	24,000
Boost Nutrition	Schoten	LED lighting	2,000
Arroceiras Mundiarroz	Coruche	LED lighting	1,703
TOTAL			708,155

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

GRI 303: Water and Effluents

This indicator is reported under standard GRI 303 (2018).

INTERACTIONS WITH WATER [303-1]

Water consumption in Ebro includes water consumed in offices and in the manufacturing process. The production processes of pasta and precooked food are more water-intensive than the dry rice production process.

MANAGEMENT OF WATER DISCHARGE-RELATED IMPACTS [303-2]

All effluent is discharged to the sewage networks, except from the Herba Ricemills Algemés plant, which discharges its effluent into the Real del Júcar irrigation system, and Ebro India.

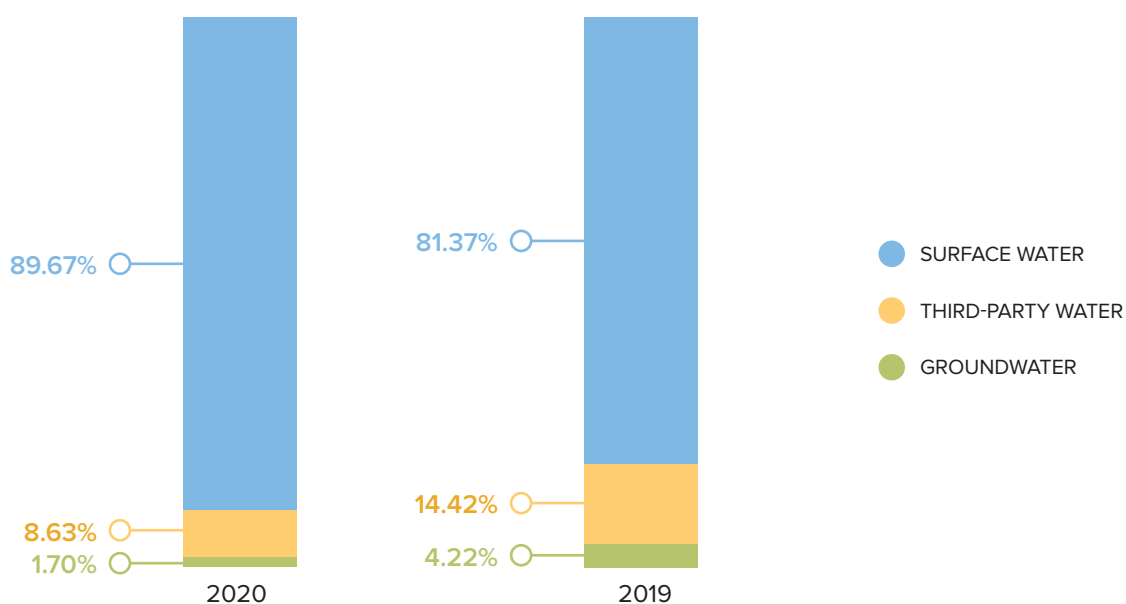
WATER WITHDRAWAL [303-3]

The water withdrawn and used by Agromeruan for its rice crop in Morocco represents 90% of the total consumption by the group. The remaining water withdrawal is from the municipal water supply (third-party water) (84%) and groundwater (16%).

WATER WITHDRAWAL (M³)	2020	%	2019	%
Third-party water	3,255,054	8.63%	2,981,480	14.42%
Groundwater	642,301	1.70%	871,575	4.22%
TOTAL INDUSTRIAL PROCESSES	3,897,355	10.33%	3,853,055	18.63%
Inland surface freshwater	33,840,000	89.67%	16,824,000	81.37%
Inland surface salt water	0	0.00%	0	0.00%
TOTAL WATER WITHDRAWN	37,737,355		20,677,055	
Total freshwater withdrawn (SS<1000 mg/l)	37,737,355		20,677,055	
Total other water withdrawn (SS>1000 mg/l)	0		0	

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

WATER WITHDRAWAL



Water withdrawal by areas of water stress

Using the World Resources Institute (WRI) classification of water stress areas, the group's water withdrawal by areas of water stress is as follows:

WATER WITHDRAWAL BY AREAS OF WATER STRESS (M³)	2020	2019
Low	0.38%	0.88%
Low-medium	4.54%	7.55%
Medium-high	2.86%	5.44%
High	92.19%	85.88%
Extremely high	0.04%	0.24%
TOTAL WATER WITHDRAWN (M³)	100%	100%

NB: 97% of the water withdrawn in areas of high water stress corresponds to the agricultural activities of Agromeruan.

WATER DISCHARGE [303-4]

DESTINATION OF DISCHARGE (M³)	2020	2019
Third party water (Sewage network, treatment plants)	2,638,117	2,012,624
Inland water	25,093	27,056
Seawater	0	0
TOTAL	2,663,210	2,039,680

DISCHARGE TREATMENT (M³)	2020
No treatment	1,852,999
Primary/secondary treatment	805,614
Tertiary treatment	4,597
TOTAL	2,663,210

TYPE OF DISCHARGE (M³)	2020
Freshwater (SS<1000 mg/l)	2,663,210
Other water (SS>1000 mg/l)	0
TOTAL	2,663,210

DISCHARGE BY AREAS OF WATER (M³)	2020	
	FRESHWATER DISCHARGED (SS<1000 MG/L)	OTHER WATER DISCHARGED (SS>1000 MG/L)
Low	108,435	0
Low-medium	1,017,703	0
Medium-high	728,892	0
High	803,582	0
Extremely high	4,597	0
TOTAL DISCHARGE (M3)	2,663,210	0

NB: Discharge details not available for 2019

No accidental discharge occurred in 2020.

WATER CONSUMPTION [303-5]

WATER CONSUMPTION (M³)	2020	2019
Water withdrawal	37,737,355	20,677,055
Water discharge	2,663,210	2,199,031
Water sold	3,168	0
TOTAL WATER CONSUMPTION (M3)	35,070,977	18,478,024

NB: The volume of water used in the rice crop has not been considered discharge

DISCHARGE BY AREAS OF WATER STRESS (M³)	2020	2019
Low	34,708	52,774
Low-medium	695,059	546,883
Medium-high	345,851	708,296
High	33,984,691	17,146,889
Extremely high	10,668	23,181
TOTAL DISCHARGE	35,070,977	18,478,024

GRI 304: Biodiversity

This indicator is reported under standard GRI 304 (2016).

OPERATIONAL SITES IN OR ADJACENT TO PROTECTED AREAS AND AREAS OF HIGH BIODIVERSITY VALUE OUTSIDE PROTECTED AREAS [304-1]

The Riviana plant in Freeport, Texas (USA) is adjacent to a protected area of wetland, Brazos River.

Tilda has a jetty on the River Thames (UK).

SIGNIFICANT IMPACTS OF ACTIVITIES, PRODUCTS, AND SERVICES ON BIODIVERSITY [304-2]

There have been no impacts in any areas considered of high biodiversity value

HABITATS PROTECTED OR RESTORED [304-3]

No restoration measures have been implemented in protected habitats.

Climate Change and protection of Biodiversity

Global warming is a serious threat to the planet and to our Group, owing to our direct dependence and impact on natural resources such as land or water and its importance for the correct development of our business activities. Accordingly, we have set up a work group to investigate and classify the potential impacts that climate change may have on our organisation and establish the appropriate mitigation and/or adaptation measures for each one, based on a prior matrix of identified risks (see Chapter 5 of this Report).

Apart from the specific measures we take to mitigate impacts and adapt the Ebro Group to climate change, our Sustainability Plan **HEADING FOR 2030** (caringforyouandtheplanet.com), put in place in 2019, contemplates a number of actions and goals, such as: 1) increasing efficiency in water and energy consumption, 2) recovery and reduction of waste, 3) recycling packaging, 4) optimising logistics and 5) application of new technologies and sustainable agriculture models designed to care for the planet and preserve biodiversity.

On this point, the Ebro Group takes an active approach to the promotion and investigation of environmentally sustainable growing techniques for application in the production of its principal agricultural raw materials (rice, durum wheat and tomatoes) and to contribute towards greater preservation of the environment, biodiversity and mitigation of climate change by applying growing techniques to reduce crop emissions. This work is done through own initiatives and specific collaborations with stakeholders and sectoral associations, particularly the Sustainable Agriculture Initiative Platform (SAI Platform) and the Sustainable Rice Platform.

In durum wheat and tomatoes, the French subsidiary Panzani continues its “Nature” programme with a view to changing the growing practices of the suppliers in its supply chain so that their raw materials are free from pesticide residues by 2025. In 2020, 87% of the tomatoes and 35% of the durum wheat sourced had zero pesticide residue.

With regard to rice, the Group has continued working in collaboration with other stakeholders on the development of projects to enhance environmental sustainability and preserve biodiversity in different production areas. The most representative examples of this work are:

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

Joint project with Mars, GIZ and the Thai Rice Department to enhance the economic viability of 1,200 rice growers in the province of Roi Et and the sustainable production of high quality Hom Mali aromatic rice.

The project organises numerous activities, such as teaching farmers about the Sustainable Rice Platform (SRP) standard and agronomic technologies, providing access to high quality seeds, improving growers' skills and enhancing gender equity for reasons of food security and quality.

The programme completed its third year of rice production in 2020.

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

This project, which began in 2018, seeks to improve the sustainability of the rice crop in the province of Seville (Andalusia, Spain), focusing on three key areas: water, GHG emissions and biodiversity.

- With regard to water, the programme has assessed the potential of different practices to reduce the use of water in the rice fields in the Seville area. We have been working with a rice irrigation association to monitor salinity in different parts of their water circuit with a view to defining actions to improve water management and salinity over the coming years. In addition, in cooperation with the Institute of Sustainable Agriculture of the National Council for Scientific Research (CSIC), Oryzonte has developed a water and salinity model to assess the potential to implement field-proven practices at the farm level. This model highlights the importance of working with irrigation associations to improve water management in the area.
- With regard to GHG emissions, the project has sampled and analysed GHG emissions from rice fields under different models of water management, both during cultivation and in fallow periods. This work has enabled us to check whether the implementation of specific practices aligned with the guidelines of the Intergovernmental Panel on Climate Change (IPCC), such as Alternate Wetting and Drying (AWD) techniques, actually reduce GHG emissions from the Sevillian rice fields. The GHG emissions were measured by the Institute of Agrifood Research and Technology (IRTA).
- In the area of biodiversity, after an initial assessment of possible measures to support biodiversity in the area, the project has installed vertical structures and nests for bats and birds of prey of special interest, such as the barn owl or the lesser kestrel. Predatory bird ringing schemes have also been run in collaboration with members of different conservation organisations. These actions are designed to increase the presence in the area of birds of prey and bats, which do not have an adverse impact on the crop.

→ **India: During 2020, our subsidiary Ebro India continued developing three projects providing training for growers and technical assistance for the entire process, from sowing to harvesting.**

- EKTA: A training programme for growers in their everyday farming activities, educating them in the latest agricultural practices and the optimum use of pesticides and fertilizers, and helping them to increase the yield from their crops and lower costs.
- Control Farming: One of the greatest challenges in India is compliance with the MRL (maximum residue limits) permitted in the European Union. Through the control farming programme we work closely with the growers, monitoring all the agricultural practices they use from sowing to harvesting and educating them in the correct use of pesticides and fungicides in terms of quantity, quality and timing.

- Organic Farming: We work with around 830 growers for the production of organic basmati and non-basmati rice.

In 2019 we set up a collaboration framework with the Royal Academy of Engineering (Spain) to carry out a research project on GHG emissions in the Spanish food and agriculture sector with a view to identifying measures to reduce GHG emissions. The conclusions of this project were presented in 2020 with the publication of the report “Greenhouse gas emissions in the agrifood system and carbon footprint of food in Spain”. The study covers the entire food chain, includes Emission Factor refinements adapted to the Mediterranean climate conditions and adds emission sources in the agricultural systems that had not been contemplated previously, thus supplementing the bases on which the official national inventories that calculate the emissions of the Spanish agricultural sector build. The basic methodology used in this work is the Life Cycle Analysis (LCA) and unlike other studies, this one is based on farm-level data specifically pertinent to Spain, which have been harmonised with those of the aggregate national statistics. The study adds a historic perspective to the calculation of the current situation, with which it is possible to modulate the partly positive evolution of recent decades when compared also with earlier pre-industrial agriculture periods; these, in turn, can provide clues for mitigation, with regard to tillage reduction, fertilization or the circular economy in agriculture. With the results obtained, we have been able to identify emission hotspots throughout the chain and determine the responsibility for mitigation actions not only in production and marketing, but also in the diet and consumption options of each consumer. The Report can be consulted at: <http://www.raing.es/es/publicaciones/libros/emisiones-de-gases-efecto-invernadero-en-el-sistema-agroalimentario-y-huella-de>

Furthermore, in order to address the challenges of climate change and follow any changes in law in this area, the Ebro Group is a member of the Climate Change Cluster promoted by Forética (www.foretica.org). In that Cluster, a group of large companies work together to lead the strategic positioning addressing climate change in the business agenda, discuss and exchange views and good practices, participate in the global debate and become key players in the decisions made at the administrative level.

GRI 305: Emissions

This indicator is reported under standard GRI 305 (2016).

The methodology employed under ISO 14064-1:2019 is of calculation, using the activity data of each company/plant and Emission Factors taken from official sources (Annex 3), applied to all the group's plants. All the gases are included in the calculation: CO₂, CH₄, N₂O, HFC, PFC, SF₆, NF₃.

Ebro's GHG emissions are consolidated under the operational control approach, including: (a) direct GHG emissions and (b) indirect GHG emissions for imported energy.

DIRECT (SCOPE 1) GHG EMISSIONS [305-1]

The sources of direct (Scope 1) GHG emissions are:

- Emissions of CO₂, CH₄ and N₂O from fossil fuel consumption by stationary sources
- Emissions of CO₂ from fossil fuel consumption by mobile sources (vehicle fleet and machinery)
- Leaks of cooling gases (HFC) from HCAV equipment
- Emissions of CH₄ from the rice crop

- Emissions of N₂O from elimination of nutrients in water treatment
- Direct emissions of CH₄ and N₂O from Biomass (rice husk, wood and charcoal)

In accordance with the IPPC guidelines, direct emissions of CH₄ and N₂O from the consumption of fossil fuels in mobile sources are not included in scope 1 as they are negligible.

INDIRECT (SCOPE 2) GHG EMISSIONS 305-2

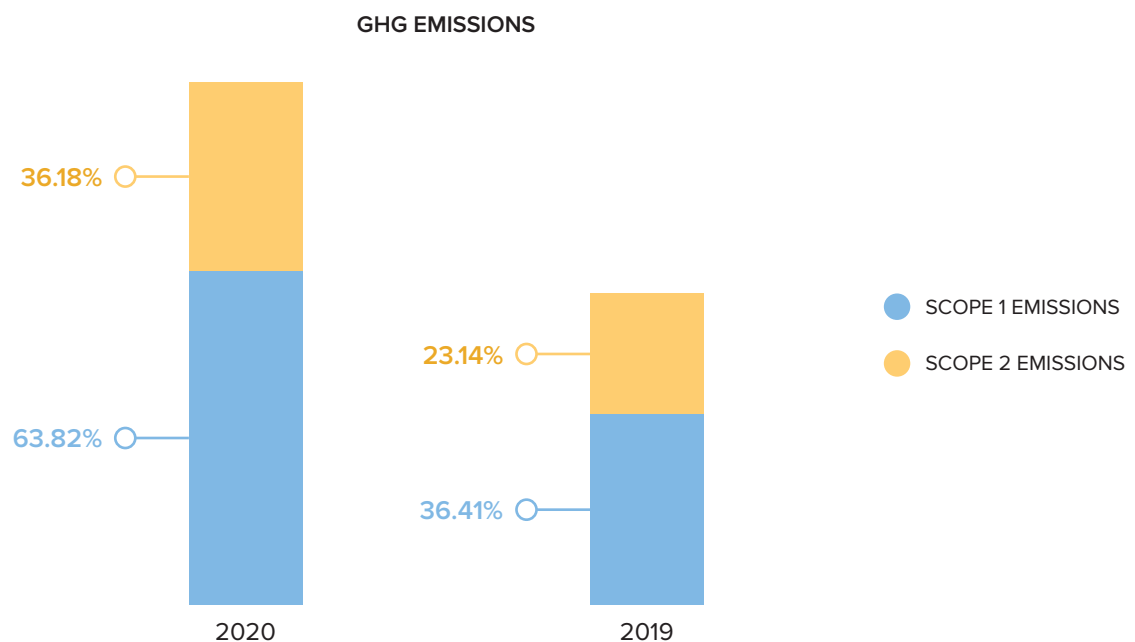
The sources of indirect (Scope 2) GHG emissions are:

- Emissions of CO₂ from energy consumption (electricity, heat, steam and cold) in installations and processes.

We calculate the Scope 2 emissions according to the location, using specific Emission Factors of each country.

GHG EMISSIONS (T CO ₂ E)	2020	2019
Scope 1 emissions	234,016	202,411
Scope 2 emissions	132,647	128,642
TOTAL EMISSIONS	366,662	331,053

The Agromeruan rice crop in Morocco accounts for 6% of the scope 1 emissions and 4% of the total emissions of the Group.



OTHER INDIRECT (SCOPE 3) GHG EMISSIONS [305-3]

Biogenic CO₂ emissions

Biogenic CO₂ emissions are produced in the combustion of renewable fuels, in our case rice husk, wood chips and charcoal.

BIOGENIC CO ₂ EMISSIONS	2020	2019
Biogenic CO ₂ (t CO ₂)	6,885	10,051

Emissions from maritime logistics

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

This is calculated with the Eccoprint tool developed by Ecco-Freight and includes the transport (by rail and/or road) from the source plant to the port of departure and from the port of arrival to our plants.

In 2020, Ecco-Freight handled approximately 47% of the shipments of the entire rice division, with 319,211 tonnes shipped and GHG emissions of 110,001 tonnes of CO₂e.

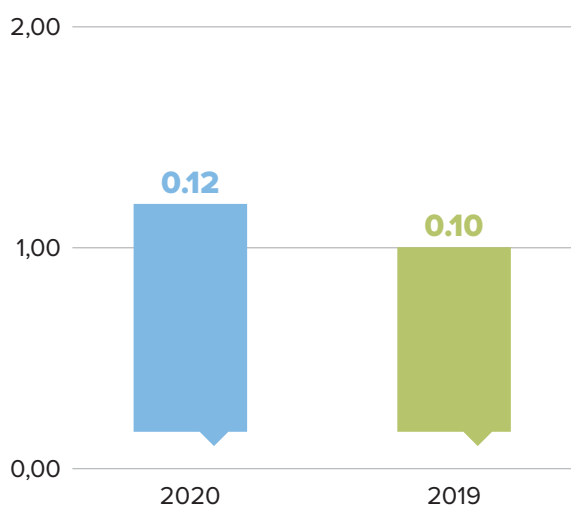
By choosing more efficient routes instead of other alternative routes available with larger carbon footprints, we avoided the emission of 89,074 t CO₂e, which is a 13.64% reduction of our Scope 3 emissions.

Moreover, Ebro Foods is participating in the AECOC Lean & Green Programme to calculate the carbon footprint of its domestic overland logistics.

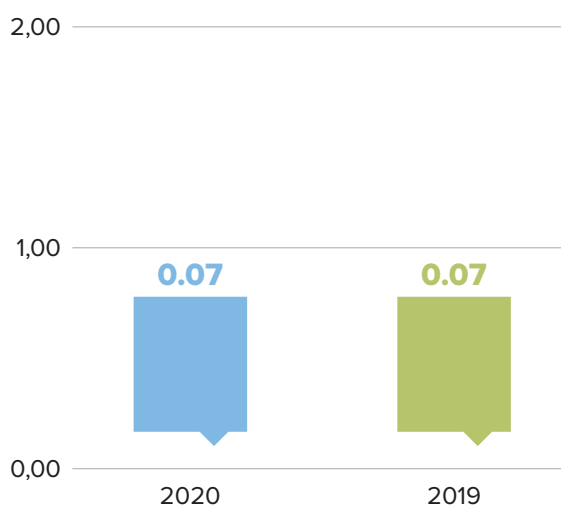
GHG EMISSIONS INTENSITY [305-4]

	2020	2019
Total produced (t)	3,035,468	3,290,565
Total emisiones GEIs (Tm CO ₂ e)	366,662	331,053
GHG emissions intensity (t CO ₂ e / t product)	0.12	0.10
GHG emissions intensity (t CO ₂ e /GJ)	0.07	0.07

EMISSIONS INTENSITY (T CO₂E / T PRODUCT)



EMISSIONS INTENSITY (T CO₂E / GJ)



REDUCTION OF GHG EMISSIONS [305-5]

We take 2020 as the base year for the comparison of GHG emissions.

All the initiatives to reduce energy consumption described in section 302-4 reduce GHG emissions, although we do not have any direct measurements.

EMISSIONS OF OZONE-DEPLETING SUBSTANCES (ODS) [305-6]

Thanks to the development of specific laws (on an international, European and national level) and the efforts of the sectors affected, ODS production and consumption have been practically phased out. Ebro's activities are not included in any of the main sectors that use or used ODS, so in our opinion this indicator is not material and is not calculated.

NOX, SOX AND OTHER SIGNIFICANT AIR EMISSIONS [305-7]

We calculate the emissions of air pollutants associated with the stationary and mobile combustion processes, as they are the most significant. The NOx, SOx, etc. emissions are obtained by multiplying the GJ by a specific Emission Factor for each type of pollutant.

In accordance with the applicable environmental laws and regulations, regular inspections and measurements are made by an external company to check compliance. No non-compliance was detected during the year.

NOX, SOX & OTHER EMISSIONS (T)	NOx	CO	COV	SOx	PM10	PM2.5	PM	TOTAL
NOx, SOx & other emissions (t)	287	146	106	4	12	12	0	567
Combustión Móvil	6	10	2	0	0	0	0	18
TOTAL POLLUTANTS (T)	293	156	107	4	12	12	0	585

NB: We have no calculations for 2019

EMISSIONS AVOIDED

In 2020, by purchasing electricity with Guarantees of Origin (GOs), the self-generation of photovoltaic energy and the use of fuels from renewable sources, we have avoided emissions of 13,544 t CO₂eq.

	GJ	T CO ₂ EQ AVOIDED
Electricity with GOs	144,585	9,135
Self-generation Photovoltaic Energy	6,810	768
Biomass	64,843	3,641
TOTAL	216,238	13,544

Greenhouse gas reduction goals

In order to define emissions reduction goals in line with the recommendations of the scientific community, during 2020 we developed the Greenhouse Gas Emissions Inventory procedure for all Group companies under ISO 14064-1:2019.

2020 is taken as the base year, against which to compare our performance in future years, once the reduction targets have been defined.

GRI 306: Waste

This indicator is reported under standard GRI 306 (2020).

WASTE GENERATION [306-1]

Most of the waste generated by our business is classified as non-hazardous waste. There is also a small proportion of hazardous waste generation, mainly waste from the packaging of chemical products used in maintenance work at our facilities.

MANAGEMENT OF SIGNIFICANT WASTE-RELATED IMPACTS [306-2]

All waste of whatever type is separated by kind and taken to authorised waste disposal contractors for treatment according to the laws in place in each geographical area, giving priority to recycling and reuse wherever possible.

Circularity measures

To guarantee meeting the reduction, recycling and re-use targets defined in the Packaging and Packaging Waste Act 11/97 of 24 April, our Spanish subsidiary Herba has joined Ecoembalajes España, S.A. (Ecoembes), which has the mission of designing and developing systems for selective collection and recovery of used packaging and packaging waste. Ecoembes uses the “Green Dot” (symbol that appears on the packaging) to show that the packager of the product has paid a sum of money for each package put on the market.

Both the European rice companies and the head offices of Ebro Foods have signed agreements with companies similar to Ecoembes for the destruction of paper and other data carriers. With these agreements, apart from complying with the Data Protection Act, they guarantee a sustainable management of the documentation through the undertaking by these companies to recycle the material.

In addition, within our commitment to making our packaging recyclable and specifically with the aim of finding sustainable alternatives for our flexible packaging, in 2019 we joined CEFLEX (<https://ceflex.eu/>), a European consortium of companies, associations and organisations that represent the entire flexible packaging value chain and collaborate to enhance the contribution of flexible packaging to the circular economy in Europe, by designing innovative solutions.

As in previous years and in keeping with the circular economy goals set for our packaging, we have continued striving to increase the recyclability of our packaging by changing to paper packaging certain formats that have traditionally been sold in polypropylene flexible packaging. During 2020, two of our dry rice brands, La Fallera (Spain) and Risella (Finland), replaced their biaxially oriented polypropylene (BOPP) film with 100% recyclable paper, thus avoiding putting on the market 73 tonnes a year of non-recyclable plastic that would have ended up in a landfill.

In this process, we are collaborating with other subsidiaries from Spain in changing from plastic to paper packaging, not only for rice products, but also for dry pasta.

Another significant landmark was the redesigning of a very significant item in our product portfolio, La Cigala, in which we eliminated the primary packaging component, consisting of a complex layer of two different polymers, replacing it with a virgin solid board packet, so that it is 100% recyclable.

To make further progress towards our goal of increasing the recyclability of our packaging, we need the market to provide technical solutions for greaseproof paper. This would enable the use of this material in the packaging of certain rice varieties, such as parboiled rice which, as it includes a greasy component, would end up staining any traditional paper packaging.

In line with the maxim that “the best waste is no waste”, we are validating new films with a lower calibre and weight for sealing our microwave rice cups. The new specifications will represent a reduction of approximately 26% in the annual quantity of this material sold.

We have also taken the first steps to validate a doypack manufactured with multi-polymer sterilisable, high-barrier complexes, namely polypropylene, to replace complex structures in which the coexistence of different polymeric chains make mechanical recycling impossible. At the end of 2020, we received the first proposals and confirmation of technical specifications and we expect to start testing in the first half of 2021.

Actions to combat food waste

The main internal policy for food surplus within the Group (defining surplus as products suitable for consumption but which, for different reasons -such as packaging defects, being close to their use-by date, etc.- are not suitable for sale to consumers) is donation to food banks.

The Ebro Group also participates actively in the programme “Don’t waste food”, a collaborative initiative to reduce food waste, led by AECOC, the association of large consumer companies.

The three principal objectives of the project are to:

- Establish prevention and efficiency practices throughout the food chain to reduce waste
- Maximise use of the surplus produced in different stages of the value chain (redistribution, reuse and recycling)
- Make society aware of this problem and the need to reduce food waste.

The initiative is supported by over 350 manufacturers and distributors in the large consumer sector, logistics and haulage operators, business associations, consumer organisations and institutions and is coordinated by AECOC.

The programme aims to inform people about the efforts being made by companies to prevent food waste and promote enhanced collaboration to gradually reduce the problem. Every year some 7.7 million tonnes of food is wasted in Spain. Therefore, the “Don’t waste food” programme aims to make consumers throughout the world aware of the problems of food waste and get them to participate in the initiative, encouraging them to collaborate in order to reduce the waste generated by each person.

During 2021, in a move to step up its commitment in this area, Ebro Foods joined Waste Warrior Brands, an initiative promoted and coordinated by Too Good To Go (TGTG), an international platform bringing together major brands from the food and hospitality sectors to fight food waste. In this context, Ebro undertakes to work jointly with TGTG on developing different external and internal actions and initiatives to avoid food waste, and on jointly creating campaigns and actions to raise awareness in this regard among the general public and our own employees.

Within this joint collaboration, both entities launched a social awareness initiative in December aiming to reduce food waste over Christmas, encouraging people to reuse leftovers to prepare new menus, using recipes created and published on a website (www.eldiaese.es) designed for this purpose.

MEASURES FOR WASTE PREVENTION, RECYCLING, REUSE AND OTHER FORMS OF RECOVERY AND ELIMINATION

All the companies in our Group have contracted the management of hazardous and non-hazardous waste to authorised waste disposal contractors.

Some of the Group's rice companies use the husk from their manufacturing processes as a source of renewable energy. During 2020, Ebro India, Mundi Riso and Herba Ricemills reported the use of rice husk as a renewable fuel to obtain thermal energy.

WASTE GENERATED [306-3]

WASTE (T)	2020	2019
Hazardous	55	45
Non-hazardous	30,860	28,267
TOTAL WASTE	30,915	28,313

WASTE DIVERTED FROM DISPOSAL [306-4]

NON-HAZARDOUS WASTE (T)	2020	2019
Recycled	4,025	4,889
Composted	2,011	3,252
Reused	1,746	730
Other recovery operations	3,042	0
TOTAL RECOVERY	10,824	8,872

HAZARDOUS WASTE (T)	2020	2019
Recycled	8	16
Composted	1	0
Reused	0	0
Other recovery operations	15	0
TOTAL RECOVERY	24	16

WASTE DIRECTED TO DISPOSAL [306-5]

NON-HAZARDOUS WASTE (T)	2020	2019
Landfilling	15,629	10,876
Incineration	3,511	900
Other disposal operations	897	7,619
TOTAL DISPOSAL	20,036	19,395

HAZARDOUS WASTE (T)	2020	2019
Landfilling	11	1
Incineration	4	10
Other disposal operations	16	18
TOTAL DISPOSAL	31	30

GRI 307 Environmental Compliance

NON-COMPLIANCE WITH ENVIRONMENTAL LAWS AND REGULATIONS [307-1]

In 2020, 2 plants reported minor non-compliance with environmental laws and regulations. One of them led to a small fine.

COMPANY	PLANT	NON-COMPLIANCE	FINE (€)	REMEDIAL ACTION
Catelli Foods Corporation	Delta	Non-compliance landfill permit	0 €	Factory visit to review remedial actions
Catelli Foods Corporation	Hamilton	Non-compliance landfill permit	0 €	Virtual visit to review remedial actions

PROVISIONS AND GUARANTEES FOR ENVIRONMENTAL RISKS

All the Group companies have taken out third party liability insurance covering any damage caused by sudden, unintentional, accidental pollution; that insurance is considered to cover any possible risks of this nature. To date there have been no significant claims for environmental issues, favourable outcomes of audits and inspections, and no allegations in the processing of Integrated Environmental Authorisations, etc.

ENVIRONMENTAL ASSESSMENT AND CERTIFICATION PROCEDURES

Total compliance with the laws and regulations applicable to its activities is a basic principle and goal in the Ebro Group environmental management. All the production plants of the Ebro Group operate under the applicable certifications, specifications and authorisations in their respective geographical areas and internally manage their environmental aspects accordingly.

The following workplaces have an environmental management system certified under UNE-EN-ISO 14001:

- Panzani Gennevilliers
- Panzani Littoral
- Panzani Saint Just
- Pastificio Lucio Garofalo Gragnano

Resources dedicated to environmental risk prevention

Eighteen of the 32 companies covered by this report have reported investments in measures to reduce / optimise energy consumption, water consumption and GHG emissions:

- | | | |
|-----------------------------|-------------------------|-------------------|
| → Pastificio Lucio Garofalo | → Panzani | → Herba Bangkok |
| → Herba Ricemills | → Arrozeiras Mundiarroz | → Herba Cambodia |
| → Riviana Foods | → Bertagni | → Lassie |
| → Catelli Foods Corporation | → Boost Nutrition | → Roland Monterra |
| → Ebro Frost UK | → Ebro India | → S&B Herba Foods |
| → Mundiriso | → Harinas Santa Rita | → Tilda |

	2020	2019
Cost of management and control	1,193,472	785,390
Investment to minimise impact	3,338,893	1,320,098
TOTAL:	4,532,366	2,105,488

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

The investments reported here include measures to reduce energy consumption, water consumption and emissions, as well as the cost of waste management, inspection of equipment, measurements and analyses. They also include initiatives to adapt to climate change, such as the Oryzonte project, which aims to reduce water consumption and GHG emissions, and FSA assessments in Italy.

The principal investments were:

- New photovoltaic installation in Mundiriso (Italy)
- New chiller using a coolant with a lower global warming potential and new soundproofed compressor room in Herba Ricemills
- New boiler burner in Garofalo to reduce NOx emissions
- Installation of heat pump in Roland Monterral
- New economiser in Catelli
- Improvements to the dust collector filters and effluent plant in Riviana
- New effluent treatment plant in Ebro Frost UK
- Improvement of the effluent plant and measures to reduce noise in Panzani





Annexes

Ebro Foods, S.A.

ANNEX 1

LIST OF SUBSIDIARIES OF THE EBRO GROUP IN 2020

COMPANY	COUNTRY	BUSINESS AREA
AGROMERUAN, S.R.A.L AU	MOROCCO	Rice
ARROZEIRAS MUNDIARROZ, S.A.	PORTUGAL	Rice
AROTZ FOODS, S.A.	SPAIN	Others
BERTAGNI 1882, S.P.A.	ITALY	Pasta
BOOST NUTRITION, C.V.	BELGIUM	Rice
CATELLI FOODS CORPORATION	CANADA	Pasta
EBRO FOODS, S.A.	SPAIN	Parent (Holding)
EBROFROST HOLDING, GMBH	GERMANY, DENMARK & UK	Rice, pasta and frozen food
EBRO INDIA, PRIVATE LTD.	INDIA	Rice
EURYZA, GMBH	GERMANY	Rice
GEOVITA FUNCTIONAL INGREDIENTS, S.R.L.	ITALY	Ingredients
HERBA BANGKOK, S.L.	THAILAND	Rice
HERBA CAMBODIA CO. LTD	CAMBODIA	Rice
HERBA INGREDIENTS, B.V.	NETHERLANDS & BELGIUM	Ingredients
HERBA RICEMILLS, S.L.U.	SPAIN	Rice
HERBA RICEMILLS ROM, S.R.L.	ROMANIA	Rice
LASSIE, B.V.	NETHERLANDS	Rice
LA LOMA ALIMENTOS, S.A.	ARGENTINA	Rice
LUSTUCRU FRAIS, S.A.S.	FRANCE	Rice and pasta
MUNDI RISO, S.R.L.	ITALY	Rice
MUNDI RIZ, S.A.	MOROCCO	Rice
NEOFARMS BIO, S.A.	ARGENTINA	Rice
PANZANI, S.A.S.	FRANCE	Pasta
PASTIFICIO LUCIO GAROFALO, SPA	ITALY	Pasta
RICELAND MAGYARORZAG, KFT	HUNGARY	Rice
RIVIANA FOODS, INC.	USA	Rice and pasta
ROLAND MONTERRAT, SA. S	FRANCE	Fresh food
SANTA RITA HARINAS, S.L.U.	SPAIN	Others
S&B HERBA FOODS, LTD.	UK	Rice
TILDA, LTD.	UK	Rice
TRANSIMPEX, GMBH	GERMANY	Rice

LIST OF INDUSTRIAL FACILITIES (PRODUCTION PLANTS AND WAREHOUSES) AND OFFICES OF THE EBRO GROUP IN 2020

COMPANY	COUNTRY	WORKPLACE	TYPE OF FACILITY
AROTZ FOOD	SPAIN	Navaleno	Industrial
ARROZEIRAS MUNDIARROZ	PORTUGAL	Coruche	Industrial
		Lisbon Office	Office (lease)
BERTAGNI 1882	ITALY	Vicenza	Industrial
		Avio	Industrial
		Avio & Arcugnano Warehouses	Warehouse
BOOST NUTRITION	BELGIUM	Merksem	Industrial
CATELLI FOODS CORPORATION	CANADA	Montreal	Industrial
		Delta	Industrial
		Hamilton	Industrial
		Madrid	Office (lease)
EBRO FOODS HOLDING	SPAIN	Barcelona	Office (lease)
		Granada	Office (lease)
		Taraori	Industrial
EBRO INDIA	INDIA	Taraori	Industrial
EBROFROST DENMARK	DENMARK	Orbaek	Industrial
EBROFROST GERMANY	GERMANY	Offingen	Industrial
EBROFROST UK	UK	Beckley	Industrial
EURYZA	GERMANY	Hamburg Office	Office (lease)
GEOVITA FUNCTIONAL INGREDIENTS	ITALY	Bruno	Industrial
		Nizza Monferrato	Industrial
		Verona	Industrial
		Villanova Monferrato	Industrial
HERBA BANGKOK	THAILAND	Nong Khae	Industrial
HERBA CAMBODIA	CAMBODIA	Phnom Phen	Industrial
HERBA INGREDIENTS	BELGIUM	Schoten (4 plants)	Industrial
		Beernen Office	Office (lease)
	NETHERLANDS	Wormer	Industrial
HERBA RICEMILLS	SPAIN	San Juan de Aznalfarache	Industrial
		Jerez de la Frontera	Industrial
		Coria del Río	Industrial
		Isla Mayor	Industrial
		Silla	Industrial
		Algemesí	Industrial
		L'Aldea	Industrial
		La Rinconada	Industrial
		Los Palacios	Industrial
HERBA RICEMILLS ROM	ROMANIA	Warehouses (Cotemsa, Raza y Ecorub)	Warehouse
		Herba Ricemills Romania	Office (lease)
LASSIE	NETHERLANDS	Wormer	Industrial

COMPANY	COUNTRY	WORKPLACE	TYPE OF FACILITY
LA LOMA ALIMENTOS	ARGENTINA	Los Charrúas	Industrial
		Chajarí	Industrial
		Los Conquistadores	Industrial
		Oficina Buenos Aires	Office (lease)
LUSTUCRU FRAIS	FRANCE	St Genis Laval	Industrial
		Lorette	Industrial
		Communay	Industrial
MUNDI RIZ	MOROCCO	Larache	Industrial
MUNDI RISO	ITALY	Vercelli	Industrial
NEOFARM BIO	ARGENTINA	Concordia Office	Office (lease)
PANZANI	FRANCE	Saint Just (Bellevue)	Industrial
		Littoral	Industrial
		Gennevilliers	Industrial
		Nanterre	Industrial
		La Montre	Industrial
		Vitrolles	Industrial
		Lyon Office	Office (owned)
		Warehouses (Les Mureaux & Berre)	Warehouses
PASTIFICIO LUCIO GAROFALO	ITALY	Gragnano	Industrial
RICELAND MAGYARORZAG	HUNGARY	Commercial office	Office (lease)
RIVIANA	USA	Memphis	Industrial
		Carlisle	Industrial
		Brinkley	Industrial
		Hazen	Industrial
		Clearbrook	Industrial
		Freeport	Industrial
		Alvin	Industrial
		Winchester	Industrial
		Fresno	Industrial
ROLAND MONTERRAT	FRANCE	St Louis	Industrial
		Feillens	Industrial
S&B HERBA FOODS	UK	Cambridge	Industrial
		Liverpool	Industrial
		Orpington Office	Office (lease)
SANTA RITA HARINAS	SPAIN	Loranca de Tajuña	Industrial
TILDA	UK	Classic	Industrial
		Jazz	Industrial
	INDIA	India Office	Office (lease)
	UAE	Dubai Office	Office (lease)
TRANSIMPEX	GERMANY	Lambsheim Plant	Industrial
		Lambsheim Office	Office (owned)

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ANNEX 2



BREAKDOWN OF COVID DONATIONS IN SPAIN

INITIATIVES IN HOSPITALS AND CARE HOMES

RECIPIENT	FOR
Hospital Jiménez Díaz	Hydroalcoholic wipes
Hospital Clínico San Carlos	536 washable pillows
Hospital Jiménez Díaz	300 mask adapters for patients
Residencias Orden San Juan de Dios	Donation to purchase disinfection material
Fundación Hospital Universitario La Paz	Donation to purchase sanitary material
Fundación Hospital Universitario La Paz	10 full beds
Hospital Jiménez Díaz	340 cauterization sets
Hospital Clínico San Carlos	Uniform dispensers
Residencias Lares	5,010 tests
Hospital Gregorio Marañón	50 industrial laundry containers
Hospital Clínico San Carlos	Clean clothes distribution cabinets
Residencias Lares	Masks and gowns
Residencias	1,000 tests
Hospital Clínico San Carlos	3 trolleys for the clothing collection system
Proyecto gestión y compra de 6 respiradores Dragger	6 anaesthesia equipment & invasive ventilators, arrived 3 April
Ifema	203 side tables
Fundación ONCE, Capacis, Balía, Apascide, Mater et Magistra, Proyecto Hombre, Alzheimer San Juan	100,000 surgical masks
Hospital Universitario La Fe Valencia	50 industrial laundry containers
Ayuntamiento Madrid	34,970 hydroalcoholic gel 150 ml

FOOD DONATIONS

RECIPIENT	CASH CONTRIBUTIONS
Food banks	EUR 100,000
IFEMA solidarity breakfasts	EUR 10,000
World Central Kitchen	USD 100,000
Action promoted by Ebro India Hands for Humanity	EUR 7,527

RECIPIENT	PRODUCT CONTRIBUTIONS
Banco Alimentos Palma de Mallorca	22,210 kg rice
Food Truck/CESAL Madrid	1,005 kg rice for solidarity kitchens
Cruz Roja Coria del Río	792 kg rice for care homes
Fundación Alalá Jerez	1,005 kg Brillante rice
Hospital Gregorio Marañón	200 kg rice
Colectivos vulnerables de la ciudad de Barcelona	24,264 kg rice for "Baskets against COVID"
Cáritas/Cruz Roja Valverde de Llanera Badajoz	840 kg rice
Cruz Roja Madrid	1,920 kg rice
Hermandades de Sevilla	840 kg Brillante rice
Iniciativa solidaria Federación Chefs italianos	216 kg variety of Garofalo Pasta
IFEMA - Grupo Larrumba	504 kg rice and cups
Ayuntamiento Camas	840 kg La Cigala rice
Manos de Ayuda Social Madrid	840 kg La Cigala rice
Archidiócesis Sevilla	1,680 kg rice for emigrants
Proyecto Uninicio-Madrid	1,680 kg La Cigala rice
Orden de Malta Valencia	1,002 kg La Fallera rice
Ayuda a Una Familia Valencia	1,620 kg La Fallera rice
ONG Olvidados (Madrid)	840 kg La Cigala rice
Cáritas Alcalá de Henares	1,680 kg La Cigala rice
Asociación La Tribu Vallecas	840 kg La Cigala rice
Hdad. Santo Cristo Expira Jerez	840 kg La Cigala rice
Hermandad Jesús de la Pasión Jerez	840 kg La Cigala rice
Restaurante Aragón 20 Torrejón	702 kg rice
Mercasa-Mercalicante	720 kg rice & 112 kg pasta Garofalo
Gastronomix - comidas solidarias	1,544 kg rice & pasta
Asociación Pasión por el Hombre Madrid - Parroquia Santo Tomás Apóstol Madrid	1,680 kg La Cigala rice
Parroquia San Juan de Dios Madrid	1,680 kg La Cigala rice
Fundación Altius Madrid	1,680 kg La Cigala rice
Asoc. Solidaria Puerto de Valencia "El Puchero"	630 kg La Fallera rice
Cruz Roja Cádiz	840 kg La Cigala rice
OAR Orcasitas-Madrid	1,584 kg SOS rice
Banco Alimentos Córdoba	792 kg SOS rice
Banco Alimentos Granada	792 kg SOS rice
Food Truck Madrid	2,010 kg Brillante rice solidarity kitchens Latina - Villaverde
Banco Alimentos Madrid	1,584 kg SOS rice
Obra Social Santa María Josefa Madrid	792 kg SOS rice
Hermandad Inmaculado Corazón de María T	792 kg SOS rice

RECIPIENT	PRODUCT CONTRIBUTIONS
Parroquia San Basilio Madrid	792 kg SOS rice
Parroquia San Jerónimo Sevilla	792 kg SOS rice
Fundación I-HELP Madrid	792 kg SOS rice
Fundación Adecua Valencia	720 kg La Fallera rice
Asociación Pasión por el Hombre Madrid Parroquia Santo Tomás Apóstol Madrid	792 kg SOS rice
ONG REMAR Sevilla	840 kg La Cigala rice
Asociación Achalay Madrid	792 kg SOS rice
Parroquia San Juan de Dios Madrid	1,680 kg La Cigala rice
Fundación Pau Gasol	8,000 Brillante rice cups
Asociación Vecinos La Fraternidad-Los Cármenes Madrid	792 kg SOS rice
Pamarel Gastronomía Madrid	Solidarity kitchens
Tuuusuper Madrid	1,680 kg La Cigala rice
Asociación Pasión por el Hombre Madrid Parroquia Santo Tomás Apóstol Madrid	1,680 kg La Cigala rice
Parroquia Nta. Sra. De la Candelaria Sevilla- Hambre0	840 kg La Cigala rice
Parroquia Nta. Sra. De Lourdes Sevilla- Hambre0	840 kg La Cigala rice
Capilla de la Vera Cruz-Lebrija (Sevilla)	840 kg La Cigala rice
Asociación Pasión por el Hombre Madrid Parroquia Santo Tomás Apóstol Madrid	2,376 kg SOS rice
AV Puerto Chico (Madrid)	792 kg SOS rice
Banco Alimentos Sevilla	4,056 kg de rice
Obra Social Santa María Josefa Madrid	840 kg La Cigala rice
Inserta Andalucía (Granada)	840 kg La Cigala rice
Fundación Mas (Sevilla) - Campaña 200.000 kg de ilusión	SOS & Sabroz rice (4,536 kg)
Cáritas/Cruz Roja Valverde de Llanera Badajoz	792 kg SOS rice
Asoc. Solidaria Puerto de Valencia "El Puchero"	630 kg La Fallera rice
Hermandad Compañía de la Cruz - Jerez	1,680 kg La Cigala rice
Fundación Candelita Madrid	792 kg SOS rice
Health Warriors - Barcelona	5,544 kg SOS rice for boxes of healthy food for vulnerable persons
Cáritas Española	45,000 vouchers to buy rice & pasta
Fundación Adecua Valencia	720 kg La Fallera rice
Cáritas Nuestra Señora De Los Ángeles y San José De Calasanz	192 kg SOS rice
Hermandad la Macarena (Sevilla)	792 kg SOS rice & 200 kg Garofalo macaroni
Ayuda a Una Familia Valencia	600 kg La Fallera rice
Pamarel Gastronomía Madrid	Solidarity kitchens rice & pasta
Orden de Malta Valencia	1,020 kg La Fallera rice
Fundación Adecua Valencia	720 kg La Fallera rice
Banco de alimentos Zaragoza	1,680 kg La Cigala rice
Asoc. Solidaria Puerto de Valencia "El Puchero"	630 kg La Fallera rice
Fundación Sevilla Acoge	792 kg SOS rice
Asociación Vecinos La Fraternidad-Los Cármenes Madrid	840 kg La Cigala rice
Proyecto Fraternistas - Sevilla	840 kg La Cigala rice
Pamarel Gastronomía Madrid	Solidarity kitchens
ONG AVANZA Madrid	2,520 kg La Cigala rice
Hermandad Virgen del Carmen Jerez	840 kg La Cigala rice

RECIPIENT	PRODUCT CONTRIBUTIONS
Despensa solidaria de Carabanchel	792 kg SOS rice
Residencia Los Peñascales	1,584 kg SOS rice
Hermandades	Food for San Juan home and Blanca Paloma nursery (Jerez)
Comandancia Guardia Civil Sevilla	Solidarity initiative distribution of food
World Central Kitchen JOSE ANDRES	Solidarity kitchens -soup kitchens
ACOES SEVILLA	840 kg La Cigala rice
Fundacion Eduardo Calabuig	Rice La Fallera
Proyecto Quédate en Casa	3,264 kg rice
Asociación La Tribu Vallecas	792 kg SOS rice
Hermandades de Sevilla	Christmas Sweets care homes in Sevilla
Hermandades de Sevilla	Christmas Sweets soup kitchens in Sevilla
Banco Alimentos Sevilla	Assortment of food
Banco Alimentos Sevilla	Assortment of food
Banco Alimentos Sevilla	Assortment of food
Orden de Malta (Sevilla)	San Juan de Acre kitchen (Sevilla)
Comedor Social San Juan de Dios (Sevilla)	Soup kitchen
Comedor benéfico San Vicente de Paul (Sevilla)-Compañía Hijas de la Caridad	Soup kitchen
RAPA	Food for shelter for sub-Saharan refugees
Manos de Ayuda Social (Madrid)	Vallecas soup kitchen
Orden de Malta (Madrid)	San Blas soup kitchen
ONG Olvidados(Madrid)	Purchase of food El Pozo district
ACHALAY (Madrid)	Purchase of food San Blas district
Asociación Nueva Acrópolis (Valencia)	Soup kitchen
Fundación Ayuda a una Familia (Valencia)	Purchase of food
Cáritas L'Aldea (Tarragona)	School meal grants and purchase food

EMPLOYMENT

RECIPIENT	CASH CONTRIBUTIONS
Fundación Adecco	Emergency Employment Programme

Ebro Foods, S.A.

ANNEX 3

LIST OF FOOD SAFETY AND QUALITY CERTIFICATIONS OF THE GROUP'S SUBSIDIARIES IN 2020

COMPANY	COUNTRY	WORKPLACE	CERTIFICATION
AROTZ FOOD	SPAIN	NAVALENO	IFS
ARROZEIRAS MUNDIARROZ	PORTUGAL	CORUCHE	ISO 9001
			ISO 22000
			FOOD PRODUCT CERTIFICATION
BERTAGNI 1882	ITALY	AVIO	IFS
		VICENZA	BRC
			IFS
			BIOS - ORGANIC CERTIFICATION
			BRC
BOOST NUTRITION	BELGIUM	MERKSEM	IFS
			KOSHER
			ORGANIC CERTIFICATION
CATELLI FOODS CORPORATION	CANADÁ	MONTREAL	KOSHER
		DELTA	SQF
			BRC
			BRC
EBROFROST DENMARK	DENMARK	ORBAEK	BRC
			KOSHER
			ORGANIC CERTIFICATION
EBROFROST GERMANY	GERMANY	OFFINGEN	BRC
			HALAL
			KAT
			ORGANIC CERTIFICATION
EBROFROST UK	UK	BECKLEY	BRC
EBROFROST NORTHAMERICA	USA	MEMPHIS	SQF
EBRO INDIA	INDIA	TARAORI	ISO 22000
			ORGANIC CERTIFICATION
			BRC
			IPQC
			PPQS
			KOSHER

COMPANY	COUNTRY	WORKPLACE	CERTIFICATION
GEOVITA FUNCTIONAL INGREDIENTS	ITALY	BRUNO	BCR
			ORGANIC CERTIFICATION
			KOSHER
		IFS	
		HALAL	
		NIZZA MONFERRATO	FSSC 22000
		ORGANIC	
		VILLANOVA MONFERRATO	BRC
			IFS
HALAL			
ORGANIC CERTIFICATION			
HERBA BANGKOK	THAILAND	SARABURI	ISO 9001
			BRC
			ORGANIC CERTIFICATION
			HALAL
			KOSHER
			GMP & HACCP
GLUTEN FREE CERTIFICATION			
HERBA CAMBODIA	CAMBODIA	PHNOM PENH	ISO 9001
			ORGANIC CERTIFICATION (EU)
			ORGANIC CERTIFICATION (NOP)
			KOSHER
			GMP & HACCP
HERBA INGREDIENTS	BELGIUM	SCHOTEN	ORGANIC CERTIFICATION
	BELGIUM	SCHOTEN	IFS
			KOSHER
	BELGIUM	SCHOTEN	GMP
			IFS
			KOSHER
			GMP
	ECOLOGICAL CERTIFICATION		
	NETHERLANDS	WORMER	IFS
			GMP
			KOSHER
			HALAL
			ORGANIC CERTIFICATION
CHINESE ORGANIC			
NETHERLANDS	WORMER	IFS	
		GMP	
		ORGANIC CERTIFICATION	

COMPANY	COUNTRY	WORKPLACE	CERTIFICATION
HERBA RICEMILLS	SPAIN	CORIA DEL RÍO	IFS
			ISO 9001
			ECOLOGICAL CERTIFICATION
			KOSHER
		SAN JUAN DE AZNALFARACHE (Ready foods plant and Rice plant)	ISO 9001
			BRC
			IFS
			ECOLOGICAL CERTIFICATION
			KOSHER
		JEREZ DE LA FRONTERA (Ready foods plant)	ISO 9001
			BRC
		SILLA	IFS
			KOSHER
			ISO 9001
			BRC
		ALGEMESÍ (Ready foods plant)	IFS
			KOSHER
			ISO 9001
			IFS
		ALGEMESÍ (Rice plant)	BRC
			ISO 9001
			KOSHER
			IFS
LASSIE	NETHERLANDS	WORMER	KOSHER
			ECOLOGICAL CERTIFICATION
			IFS
			GMP
LA LOMA ALIMENTOS	ARGENTINA	LOS CHARRÚAS	HACCP
			GLUTEN FREE CERTIFICATION
		CHAJARÍ	KOSHER
			GLUTEN FREE CERTIFICATION
LUSTUCRU FRAIS	FRANCE	SAINT GENIS LAVAL (Fresh pasta plant)	IFS
		LORETTE (Planta de pasta fresca)	IFS
		COMMUNAY (Fresh pasta plant)	IFS

COMPANY	COUNTRY	WORKPLACE	CERTIFICATION
MUNDI RISO	ITALY	VERCELLI	IFS
			BRC
			ISO 22000
			ECOLOGICAL CERTIFICATION
MUNDI RIZ	MOROCCO	LARACHE	KOSHER
PANZANI	FRANCE	LA MONTRE	ISO 22000
			FSSC 22000
		GENNEVILLIERS	IFS
			IFS
			GMP+
			KOSHER
		NANTERRE	IFS
			FSSC 22000
		LITTORAL	GMP+
			HALAL
		SAINT JUST	IFS
			GMP+
			ECOLOGICAL CERTIFICATION
			IFS
		VITROLLES	SQF
			FSSC 22000
			KOSHER
			GLUTEN FREE CERTIFICATION
		LYON	ECOLOGICAL CERTIFICATION
			HALAL
			ECOLOGICAL CERTIFICATION

COMPANY	COUNTRY	WORKPLACE	CERTIFICATION
PASTIFICIO LUCIO GAROFALO	ITALY	GRAGNANO	BRC
			IFS
			KOSHER
			HALAL
			PASTA ORGÁNICA
			NO-GMO
RIVIANA FOOD (NEGOCIO ARROZ)	USA	MEMPHIS	IFS
			KOSHER
			SQF
		BRINKLEY	GLUTEN FREE CERTIFICATION
			SQF
			KOSHER
		CLEARBROOK	ECOLOGICAL CERTIFICATION
			KOSHER
		ALVIN	SQF
			KOSHER
			SQF
		CARLISLE	ECOLOGICAL CERTIFICATION
			KOSHER
RIVIANA FOOD (NEGOCIO PASTA)	USA	SAINT LOUIS	SQF
			KOSHER
			ECOLOGICAL CERTIFICATION
		WINCHESTER	SQF
			KOSHER
		FRESNO	SQF
ROLAND MONTERRAT	FRANCE	FEILLENS	KOSHER
S&B HERBA FOODS	UK	CAMBRIDGE	IFS
		LIVERPOOL	BRC
			KOSHER
TILDA	UK	RAINHAM (Classic Site (Mill & Packaging))	BRC
		RAINHAM (Jack Site (Doy-pack))	KOSHER
			BRC
TRANSIMPEX	GERMANY	LAMBSHEIM	IFS
			ORGANIC
			ORGANIC NATURLAND

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ANNEX 4



CALORIFIC POWER OF FUELS, EMISSION FACTORS AND WATER STRESS CLASSIFICATION

TABLE 1. NET CALORIFIC VALUE (NCV) OF FUELS

FUEL IN STATIONARY SOURCES	NCV	UNIT NCV	SOURCE NCV
Natural Gas	0.03822	GJ/m ³ N	National GHG Inventory of Spain (Annex 7), based on 2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1)
Liquefied Petroleum Gas (LPG)	0.0473	GJ/kg	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1)
Propane	0.0462	GJ/kg	Version 15, June 2020 of the EF document of the Ministry for Ecological Transition and Demographic Challenge (MITERD), based on 2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1)
Liquefied Natural Gas (LNG)	0.0442	GJ/kg	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1)
Butane	0.04478	GJ/kg	Version 15, June 2020 of the EF document of the MITERD, based on 2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1)
Gasoline	0.0443	GJ/kg	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1)
Diesel	0.043	GJ/kg	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1)
Charcoal	0.0295	GJ/kg	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1)
Biomass (wood chip)	0.0156	GJ/kg	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1 & 2)
Biomass (rice husk)	0.0116	GJ/kg	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1 & 2)

FUEL IN STATIONARY SOURCES	NCV	UNIT NCV	SOURCE NCV
Liquefied Natural Gas (LNG)	0.0442	GJ/kg	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1 & 3)
Liquefied Petroleum Gas (LPG)	0.0473	GJ/kg	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1 & 3)
Gasoline	0.0443	GJ/kg	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1 & 3)
Diesel	0.043	GJ/kg	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1 & 3)

TABLE 2. EMISSION FACTORS OF FUELS AND ACTIVITIES

FUEL IN STATIONARY SOURCES	EF CO ₂ (KGCO ₂ /GJNCV)	EF CH ₄ (KGCH ₄ /GJNCV)	EF N ₂ O (KGN ₂ O/GJNCV)	UNIT EF	SOURCE NCV
Natural Gas	56.1	0.001	0.0001	kg CO ₂ /GJNCV	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.2)
Liquefied Petroleum Gas (LPG)	63.1	0.001	0.0001	kg CO ₂ /GJNCV	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.2)
Propane	63.6	0	0	kg CO ₂ /GJNCV	Version 15, June 2020 of the EF document of the MITERD, based on 2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.2)
Liquefied Natural Gas (LNG)	64.2	0.003	0.0006	kg CO ₂ /GJNCV	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.2)
Butane	66.2	0	0	kg CO ₂ /GJNCV	Version 15, June 2020 of the EF document of the MITERD, based on 2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.2)
Gasoline	69.3	0.003	0.0006	kg CO ₂ /GJNCV	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.2)
Diesel	74.1	0.003	0.0006	kg CO ₂ /GJNCV	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.2)
Charcoal	0	0.2	0.004	kg CO ₂ /GJNCV	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch. 1 & 2)
Biomass (wood chips)	0	0.03	0.004	kg CO ₂ /GJNCV	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch. 1 & 2)
Biomass (rice husk)	0	0.03	0.004	kg CO ₂ /GJNCV	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch. 1 & 2)

FUEL IN MOBILE SOURCES	EF CO ₂ (KGCO ₂ /GJNCV)	EF CH ₄ (KGCH ₄ /GJNCV)	EF N ₂ O (KGN ₂ O/GJNCV)	UNIT EF	SOURCE NCV
Liquefied Natural Gas (LNG)	56.1	0	0	kg CO ₂ /GJNCV	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1 & 3)
Liquefied Petroleum Gas (LPG)	63.1	0	0	kg CO ₂ /GJNCV	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1 & 3)
Gasoline	69.3	0	0	kg CO ₂ /GJNCV	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1 & 3)
Diesel	74.1	0	0	kg CO ₂ /GJNCV	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch.1 & 3)

OTHER DATA ON ACTIVITY	EF CO ₂ (KGCO ₂ /GJNCV)	EF CH ₄ (KGCH ₄ /GJNCV)	EF N ₂ O (KGN ₂ O/GJNCV)	UNIT EF	SOURCE NCV
Rice crop	0	1.3	0	kg CO ₂ /GJNCV	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.4, ch.5) IPCC for fields not flooded for less than 180 days prior to growth, permanently flooded during growth and without organic fertiliser
Elimination of N			0.005	kg CO ₂ /GJNCV	2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.5, ch.6)

TABLE 3. EMISSION FACTOR OF BIOGENIC CO₂

FUEL	EF	UNIT EF
Charcoal	112	kg CO ₂ e/GJ
Biomass (wood chips)	112	kg CO ₂ e/GJ
Biomass (rice husk)	100	kg CO ₂ e/GJ

Source: 2006 IPCC Guidelines for National Greenhouse Gas Inventories (vol.2, ch. 1 & 2)

TABLE 4. GLOBAL WARMING POTENTIAL OF GHG

GHG	GWP	SOURCE GWP
CO ₂	1	IPPC fourth assessment report
CH ₄	28	IPPC fourth assessment report
N ₂ O	265	IPPC fourth assessment report

TABLE 5. EMISSION FACTOR ELECTRICITY (BASED ON LOCATION)

COUNTRY	EF	UNIT EF	SOURCE EF
GERMANY	0.461	kgCO ₂ e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
ARGENTINA	0.367	kgCO ₂ e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
BELGIUM	0.22	kgCO ₂ e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
CAMBODIA	0.804	kgCO ₂ e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
CANADA	0.186	kgCO ₂ e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
DENMARK	0.36	kgCO ₂ e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
UAE	0.598	kgCO ₂ e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
SPAIN	0.31	kgCO ₂ e/kWh	Emission Factors, Register of Carbon Footprints, Compensation and CO2 Absorption Projects. MITERD. June 2020, version 15
FRANCE	0.085	kgCO ₂ e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME
HUNGARY	0.317	kgCO ₂ e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
INDIA	0.912	kgCO ₂ e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
ITALY	0.406	kgCO ₂ e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
MOROCCO	0.718	kgCO ₂ e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
NETHERLANDS	0.415	kgCO ₂ e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
PORTUGAL	0.255	kgCO ₂ e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
ROMANIA	0.499	kgCO ₂ e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency

COUNTRY	EF	UNIT EF	SOURCE EF
THAILAND	0.513	kgCO ₂ e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency
UK	0.2556	kgCO ₂ e/kWh	UK Government GHG Conversion Factors for Company Reporting. DEFRA 2019
USA	0.522	kgCO ₂ e/kWh	Centre de ressources sur les bilans de gaz a effet de serre. Base Carbone. ADEME. International Energy Agency

TABLE 6. EMISSION FACTORS OF COOLANTS

COOLANTS	EF
Carbon dioxide	1
Methane	28
Nitrous oxide	265
HFC-23	14800
HFC-32	675
HFC-41	92
HFC-125	3500
HFC-134	1100
HFC-134a	1430
HFC-143	353
HFC-143a	4470
HFC-152a	124
HFC-227ea	3220
HFC-236fa	9810
HFC-245fa	1030
HFC-43-10mee	1640
Perfluoromethane (PFC-14)	7390
Perfluoroethane (PFC-116)	12200
Perfluoropropane (PFC-218)	8830
Perfluorocyclobutane (PFC-318)	10300
Perfluorobutane (PFC-3-1-10)	8860
Perfluoropentane (PFC-4-1-12)	9160
Perfluorohexane (PFC-5-1-14)	9300
Sulphur hexafluoride (SF ₆)	22800
HFC-152	53
HFC-161	12
HFC-236cb	1340
HFC-236ea	1370
HFC-245ca	693
HFC-365mfc	794
R717 (ammonia)	0
R448A	1387
R410A	1890
HFC-1234ze (R1234ze)	7
R717 (ammonia)	0
R404A	3922

COOLANTS	EF
R407A	2107
R407C	1774
R407F	1825
R408A	3152
R410A	2088
R507A	3985
R508B	13396
R403A	3124
R407B	2804
R410B	2229
R413A	2053
R-417A	2346
R-417B	3026
R-422A	3143
R-422D	2729
R-424A	2440
R-426A	1508
R-427A	2138
R-428A	3607
R-434A	3245
R-437A	1805
R-438A	2264
R-442A	1888
R-449A	1396
R-452A	2140
R-453A	1765

Unit EF: kg CO₂e/kg coolant

Source: IPCC Fourth Assessment Report

TABLE 7. EMISSION FACTORS OF POLLUTANTS NOX, CO, SOX, COV, PM

GJ	STATIONARY COMBUSTION		
	NATURAL GAS+LNG+LPG+BUTANE+PROPANE	GASOLINE+DIESEL	RICE HUSK +WOOD CHIPS +CHARCOAL
POLLUTANT	FC (G/GJ)	FC (G/GJ)	FC (G/GJ)
NOx	74	513	91
CO	29	66	570
COV	23	25	300
SOx	0.67	47	11
PM10	0.78	20	143
PM2,5	0.78	20	140

	MOBILE COMBUSTION			
GJ	GASOLINE	DIESEL	LPG	LNG
POLLUTAN	FC (G/GJ)	FC (G/GJ)	FC (G/GJ)	FC (G/GJ)
CO	1,911.964	77.442	1,790.698	128.959
COV	226.862	16.279	288.372	5.882
NOX	197.065	301.395	321.353	294.118
PM	0.677	25.581		49.774

Source: European Environment Agency (EMEP)

<https://www.eea.europa.eu/publications/emep-eea-guidebook-2019/part-b-sectoral-guidance-chapters> [eea.europa.eu]

TABLE 8. WATER STRESS CLASSIFICATION (WORLD RESOURCES INSTITUTE)

COUNTRY	WATER STRESS CLASSIFICATION (WORLD RESOURCES INSTITUTE)
GERMANY	Medium-High
ARGENTINA	Low-Medium
BELGIUM	High
CAMBODIA	Low
CANADA	Low
DENMARK	Medium-High
UAE	Extremely High
SPAIN	High
FRANCE	Medium-High
HUNGARY	Low
INDIA	Extremely High
ITALY	High
MOROCCO	High
NETHERLANDS	Low-Medium
PORTUGAL	High
ROMANIA	Low-Medium
THAILAND	Medium-High
UK	Low-Medium
USA	Low-Medium