



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

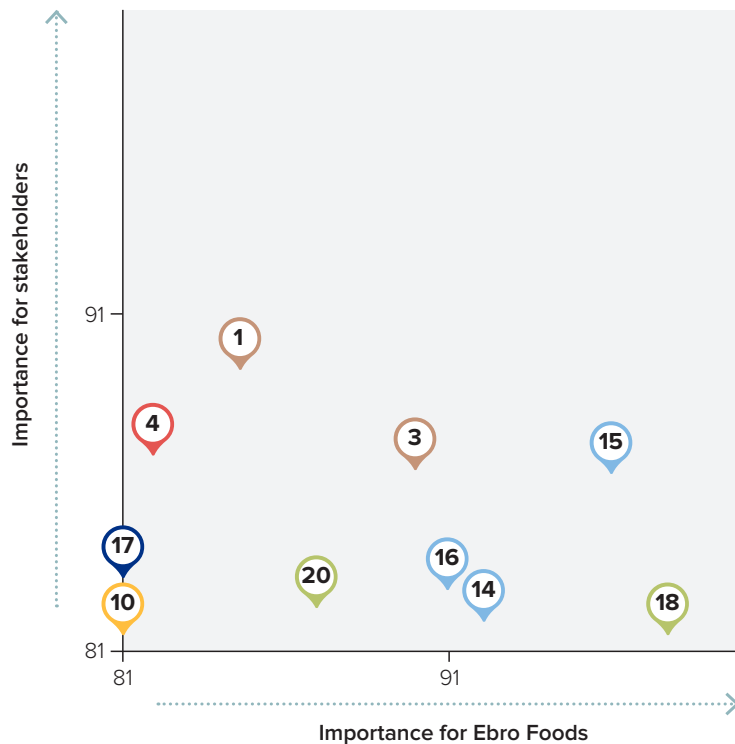
STAKEHOLDERS	DIALOGUE CHANNELS
Media	<ul style="list-style-type: none"> → Corporate website and websites of our subsidiaries → Corporate Communications Department → Parent company mailbox (comunicacion@ebrofoods.es) → Press releases → CNMV regulatory announcements → Social media → Corporate blog → Regular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

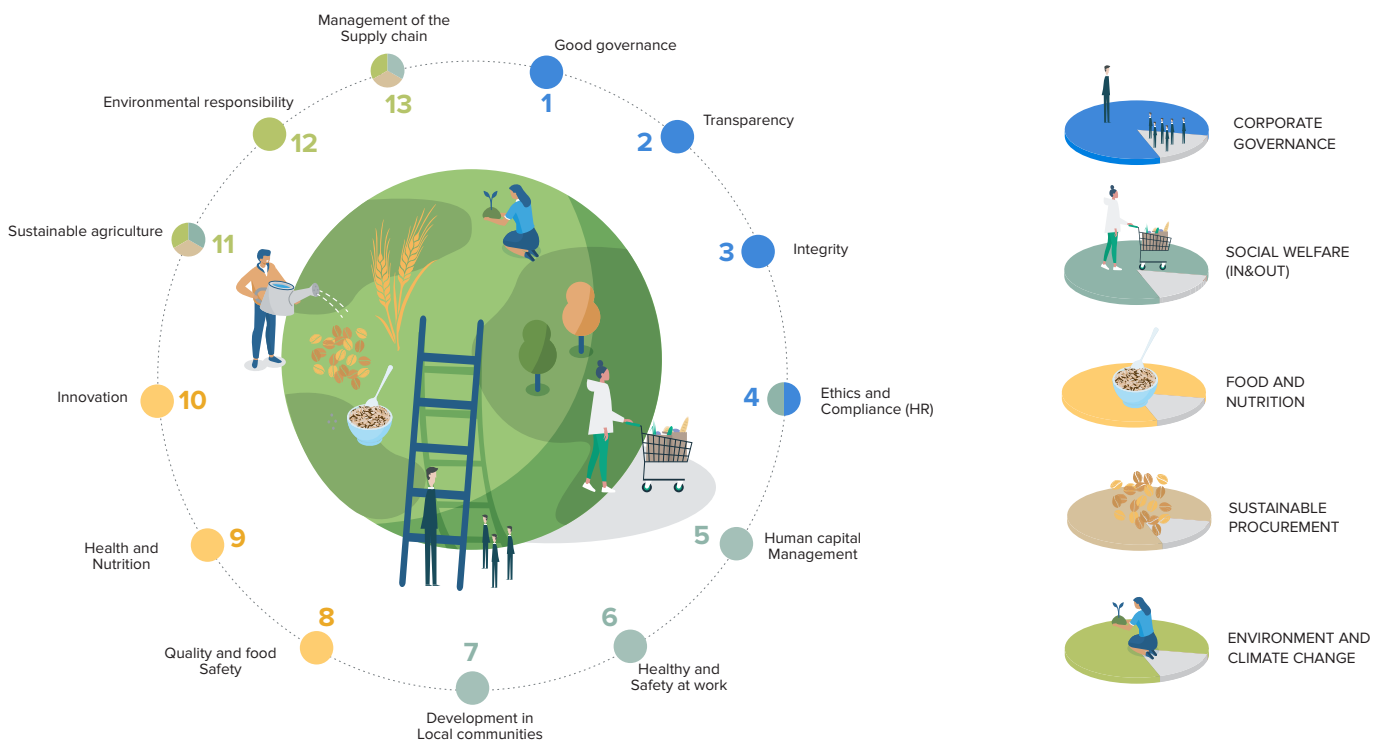
IMPLEMENT ENVIRONMENTAL POLICIES

- 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.saipatform.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*.