



SOCIAL RESPONSIBILITY **AND SUSTAINABILITY**



SOCIAL RESPONSIBILITY AND SUSTAINABILITY

Social Responsibility Model

The Ebro Group views its Corporate Social Responsibility (CSR) as 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.

In this context, we have identified five strategic focal points, which are fully aligned with the expectations of our stakeholders: **Corporate Governance, In&Out Social Well-Being, Food and Nutrition, Sustainable Sourcing 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.



SOCIAL SPHERE

Commitment to suppliers

The Ebro Group's business is supported by a global network of suppliers covering all stages in our value chain, from agricultural sourcing to final distribution. This diverse network comprises individual growers, cooperatives, millers, logistics operators, suppliers of auxiliary raw materials and services, present in Europe, America, Asia and Africa.

Management of this broad range of geographical regions and functions must be adapted to the different social, economic and regulatory contexts, and this in turn enhances our operating sustainability and enables us to generate value shared with the thousands of workers who form part of our day-to-day activities.

Our priority is to make sure this chain operates in accordance with sound ethical, social and environmental criteria, for which we take a preventive, proactive and collaborative approach, combining clear policies, monitoring and control processes, specific improvement plans and constant engagement with our suppliers.

MEDIUM AND LONG-TERM GOALS

Our General Sustainability Plan HEADING TO 2030 establishes three principal goals:

1. Conduct SMETA (or similar) audits on 100% of our critical suppliers, i.e. those based in high risk geographical areas or that have a significant weight in the Group's overall volume of sourcing.
2. Ensure that all those critical suppliers sign the Group's Supplier Code of Conduct or, if appropriate, the ethics questionnaire as an equivalent alternative.
3. Establish efficient mechanisms of redress and improvement to respond to possible breaches related with working conditions or human rights within our supply chain.

MANAGEMENT TOOLS AND POLICIES

The Ebro Group's relationships with suppliers are regulated by:

✱ **THE SUPPLIER CODE OF CONDUCT**, which lays down the principles that must be respected and complied with by our suppliers in respect of Human Rights, decent working conditions, equality, non-discrimination and prohibition of forced and child labour.

✱ **THE SUSTAINABILITY, ENVIRONMENT AND CSR POLICY**, which requires suppliers to align with our internal regulations and international standards (UN, ILO, OECD).



* **THE INTERNAL REPORTING SYSTEM** with a complaints or whistleblowing channel accessible to all stakeholders, implemented in compliance with the Whistleblowing Regulation (transposed into Spanish law by virtue of Act 2/2023 of 20 February regulating the protection of individuals who report breaches of law and corruption).

Oversight is conducted through regular social audits (SMETA) and visits by the Procurement departments. During 2024, 74 audits were made on suppliers in 20 countries. Corrective action plans were put into place to solve any incidents detected.

HUMAN RIGHTS

Respect for Human Rights is a priority across the board in the management of our supply chain. In 2023 we started to design and implement a due diligence system to prevent, detect and, where necessary, remedy adverse impacts related with our activity.

In this respect, we have begun the preliminary work of assessing and classifying risks by country and over the next three years (2025-2027) we will embark on the due diligence of our supply chain, essentially agricultural, in India, Pakistan and Southeast Asia.

No serious human rights violations among our suppliers were identified at year-end 2024.

TRAINING AND GOOD PRACTICES PROGRAMMES

The Group constantly runs a variety of programmes designed to generate a positive impact on the workers in our supply chain and guarantee its sustainability. Two outstanding examples in 2024 were:

01

APPROVED VENDOR PROGRAM.

Through this system, our subsidiary Herba Bangkok defines the criteria to be met by all its suppliers, in line with the Group's Supplier Code of Conduct and the ILO standards. The programme can be used to identify and mitigate key risks for value chain workers, such as health and safety at work and control of working hours. When high risks are detected, the subsidiary applies additional measures, such as training in good practices to improve working conditions.

02

COMBATTING ILLITERACY IN THAILAND AND CAMBODIA.

Herba Bangkok and Herba Cambodia have identified illiteracy as a significant risk for their value chain workers, since it hampers their understanding of labour laws and standards. To tackle this situation, both subsidiaries implemented literacy programmes in 2024 for the most vulnerable groups, facilitating access to important information on labour rights and strengthening their ability to act with greater awareness and safety at work.

Other actions promoted apart from these two initiatives include the rewarding of agricultural suppliers for good practices, through economic incentives, priority contracting or publicising of success stories. Safety training and awareness activities have also been developed in the field, along with inspections of working hours and rest times.

The projects developed and implemented with our agricultural suppliers to enhance crop sustainability are especially noteworthy and are described in greater detail in the chapter on Commitment to the Environment in this book (see pg. 55).

Commitment to our professionals

Our professionals are crucial for the Group's development, so to retain and continue attracting the best talent, we strive to establish a working environment that favours well-being, professional advancement, equal opportunities, diversity and inclusion.

Through our decentralised personnel management, we can maintain close contact and a profound knowledge of our workers. Our structure includes HR managers in all our subsidiaries to implement policies supplementing the Group's corporate guidelines and adapted to the specific circumstances of each of the countries in which we operate. Those policies include specific measures referring to occupational health and safety, training, diversity, equal opportunities, gender pay equality, work-life balance, prevention of harassment and emotional well-being and health programmes.

We also foster internal promotion and mobility, encourage the development of career plans and guarantee spaces for active listening and participation through different communication and feedback channels.

MEDIUM AND LONG-TERM GOALS

Within this framework, the PEOPLE action area of our General Sustainability Plan HEADING TO 2030 establishes the following principal goals:

- 1. Guarantee Human Rights compliance** through the training of all our workers and social audits at all our workplaces.
- 2. Ensure employee well-being and provide incentives to engage them with our business project**, enhancing safety at work, promoting equality and diversity, taking actions to enable employees to establish a good work-life balance and supporting their personal and professional development.



HEADCOUNT
(ANNUAL AVERAGE
NO. WORKERS)

5,667
EMPLOYEES

942
SUPERVISED WORKERS

27
INDEPENDENT
CONTRACTORS

MANAGEMENT TOOLS AND POLICIES

All the policies and plans developed by the subsidiaries come under the umbrella of the Corporate Code of Conduct, which acts as a common framework. It aims to guarantee ethical, responsible conduct by all our professionals and serves as a benchmark to define minimum standards on labour policy and employment guarantees.

The Group confirms our commitment to equal treatment and opportunities through the implementation of key initiatives such as the EU Whistleblowing Directive and our Internal Reporting System, which increase the trust of our employees and the society and build on a culture of respect and safety at work.

We are also firmly committed to reducing and eliminating the gender pay gap, establishing active equal opportunity policies and equality plans that guarantee fair treatment of both genders at all levels of our organisation.

To improve our workers' well-being, the Group has implemented fair practices covering adequate working hours, a fair remuneration policy and strict control of work-related hazards. These measures not only benefit employees directly, but also contribute to social and economic stability in the communities in which we operate.

We guarantee access to collective bargaining through Works Councils, strengthening social dialogue and generating social and economic benefits for all our workers. In countries where this figure does not exist, the Group guarantees these rights through other mechanisms for representation and dialogue with the workforce adapted to local laws and practice.

GOOD PRACTICES IN EQUALITY, DIVERSITY AND PREVENTION OF HARASSMENT

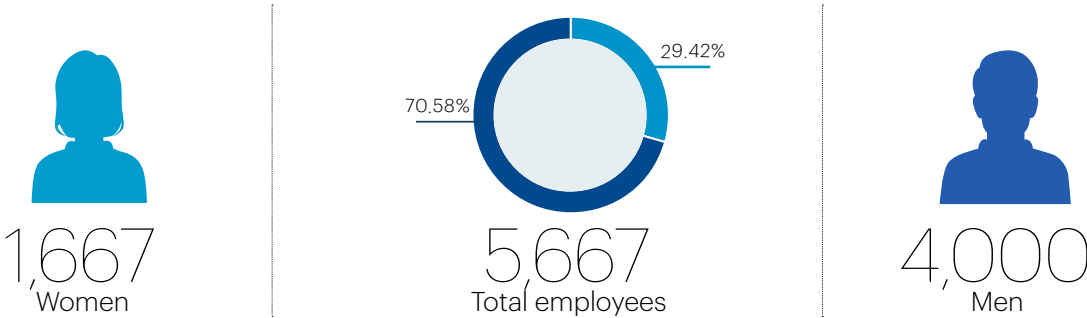
The Group promotes and upholds the principle of equal treatment and opportunities for all our professionals, regardless of their race, colour, nationality, ethnic origin, religion, gender, political or sexual orientation, civil status, age, disability or family responsibilities, as the main principle underlying the human resources policies in all our companies.

Some of our subsidiaries have built on this commitment by developing further policies above and beyond the guidelines of the Corporate Code of Conduct, implementing specific policies and protocols to combat discrimination, harassment and bullying.

The parent, Ebro Foods, S.A., has introduced a *Gender Equality Plan* that guarantees equal treatment and opportunities for men and women and establishes mechanisms to eliminate any possible gender-based inequality or discrimination.

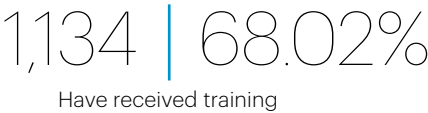
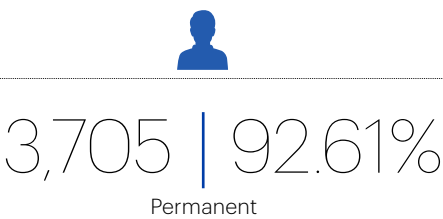
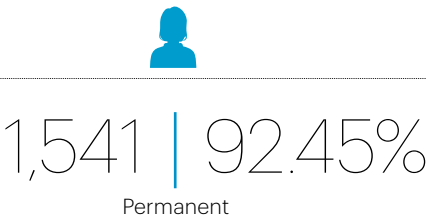
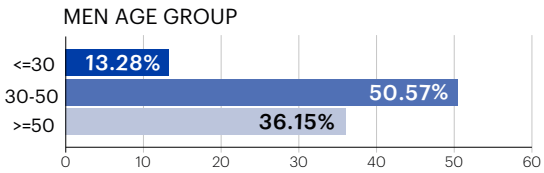
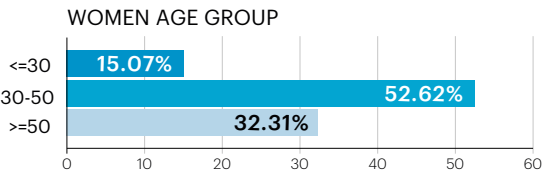
In the same context, the Equality Plan Negotiation Committee of Ebro Foods, S.A. drew up the *Ebro Foods Protocol for Sexual and Gender-Based Harassment*, supplemented with training on the subject for all the Company's professionals.

Highlights 2024



Nº	PROFESSIONAL CATEGORY	%
4	Senior Management	0.24%
112	Executives	6.69%
289	Technical staff & middle management	17.36%
491	Administrative & auxiliary staff	29.47%
748	Factory employees	44.85%
23	Others	1.38%

Nº	PROFESSIONAL CATEGORY	%
11	Senior Management	0.28%
198	Executives	4.96%
680	Technical staff & middle management	16.99%
393	Administrative & auxiliary staff	9.82%
2,679	Factory employees	66.98%
39	Others	0.98%



Commitment to our communities

Convinced that business development only really makes sense if it is accompanied by social progress, we step up our commitment to the local communities directly related with our operations every year, paying special attention to the most vulnerable groups within them.

All our actions in this area are based on a vision of shared development, seeking to strengthen the social fabric of the communities in which we operate, investing in actions with a high social value added aligned with the Sustainable Development Goals (SDG) and our own commitments to sustainability and corporate social responsibility set out in the General Sustainability Plan HEADING TO 2030.

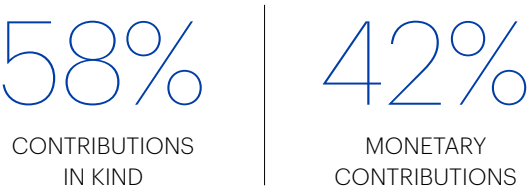
This commitment is largely channelled through the Ebro Foods Foundation in close collaboration with the Group subsidiaries, which have a better idea of the situation and priority needs in their respective regions.

During 2024, the Ebro Foundation and different Group companies promoted some 96 actions in collaboration with 83 entities, combining projects developed by non-profit organisations with initiatives promoted directly by our companies. These actions cover social, environmental and educational needs and were designed to generate a sustainable, lasting impact on the communities benefiting from them.

In this context, our global investment in social action during 2024 amounted to €8.6 million.

SOCIAL ACTIONS	AMOUNT (€)
Food donations by subsidiaries	1,252,840.20
Actions of Ebro Foundation	890,084.78
Sustainable agriculture	6,458,489.73
TOTAL	8,601,414.71

Food donations and the actions taken by the Foundation accounted for a global investment of over **€2.1 million**, directly benefiting around **44,000 people** in four countries (Spain, India, Argentina and Morocco) and indirectly benefiting even more families, educational communities and other social environments connected with the direct beneficiaries.



FOOD DONATIONS

In keeping with our commitment to guarantee access to basic needs in situations of vulnerability, our subsidiaries in Spain, France, Italy, United Kingdom, United States, Canada, Belgium, Netherlands, Thailand and India made a special effort in 2024 in food donations. In total, we delivered over **750 tonnes**, valued at more than **€1.2 million**.

These contributions helped respond to especially critical situations of vulnerability, through collaboration with food banks, soup kitchens and third sector organisations

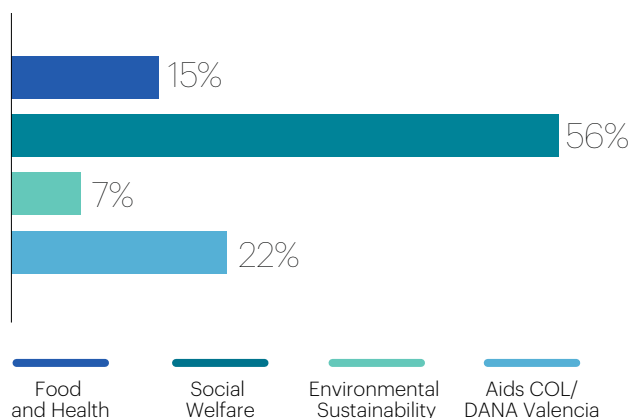
COMPANY	AMOUNT	KGS
Herba Ricemills	€104,523.52	74,290.54
Tilda	€16,775.35	67,262.00
Ebro Foods Belgium	€1,643.33	-
Ebro Foods Netherlands	€5,874.00	2,584.00
Herba Bangkok	€38.53	2,000.00
Pastificio Lucio Garofalo	€28,987.72	6,637.00
S&B Herba Foods	€209,720.49	54,692.00
Bertagni	€423,793.23	106,578.82
Ebro India Private	€2,338.88	2,600.00
Lustucru Frais	€101,692.00	212,569.00
Riviana Foods	€309,309.10	172,240.15
Riviana Foods Canada Corporation	€48,144.05	52,318.00
Total	€1,252,840.20	753,771.51

OTHER SOCIAL AND ENVIRONMENTAL INITIATIVES

The main lines of action taken by the Ebro Foundation focused on the strategic areas defined in our Social Action Policy:

1. Food and health
2. Social welfare and community aid
3. Environmental sustainability
4. Solidarity with Valencia

Details of the Foundation's actions



1. Food and health.

In addition to donations of rice and pasta to different neighbourhood associations, fraternities and sororities, food banks, etc., we also made several monetary contributions to soup kitchens and associations and provided financing for programmes promoting healthy lifestyles among young people and adolescents in our areas of influence.



In this context, the Foundation **donated** around **42,000 kg of rice and pasta** to different welfare organisations and **cash contributions** to purchase food were made to organisations such as Order of Malta in Madrid and Seville, San Juan de Dios soup kitchen in Seville, Asociación Achalay, the NGO Manos de Ayuda Social, etc. Overall, some **€108,616.37** was contributed.

Programmes were also run to **promote healthy lifestyles funded with €24,500**, such as the healthy eating project in schools situated in vulnerable environments in the geographical area of Entre Rios (Argentina), run in collaboration with our Argentinian subsidiary La Loma Alimentos.

The total contributions made in this area amounted to **€133,116.37** in 2024.

2. Social welfare and community aid.

Contributing to the well-being and social and economic progress in the communities in which the Group operates is another major goal in Ebro's social commitment. The Foundations is especially keen to support projects that help improve the quality of life and boost equal opportunities among groups at risk of social exclusion who live near our plants.

This social action is mainly performed through the financing of projects run by local entities who have a first-hand knowledge of the needs in each area and invest all their resources in setting up those initiatives.

During 2024, the Foundation invested **€496,968.41 in collaborating with different organisations in Seville, Madrid, Valencia and Morocco**. The principal actions included:

2.1 Community aid and social integration

Seville

- ✱ **Proyecto Hombre in Sevilla:** Financing of grants to fund the rehabilitation programme for people with limited resources, providing users with the necessary skills to improve their abilities and attitudes so that they can cope more easily in society and with life in general, especially boosting their integration in training and employment. The programme was originally designed to assist four users who had no economic resources to pay for the rehabilitation programme and in the end it benefitted six people, giving priority to people in the rice-growing communities in the province of Seville.
- ✱ **Mater et Magistra Association:** Monetary contribution towards the maintenance and upkeep of its day centre, specifically to install photovoltaic panels in an effort to reduce its electricity bills.

- * **San Juan de Aznalfarache Alzheimer's Association:** Financial assistance for the programme of integral accompaniment of people with neurodegenerative diseases, especially those with Alzheimer's and other types of dementia. The aim is to provide personalised care through non-drug therapies that slow the cognitive impairment and prevent complications associated with those pathologies.
- * **Asperger-ASD Association Seville:** Monetary contribution for couples mediation programme when one of the spouses has Autism Spectrum Disorder (ASD), with a view to increasing their abilities to solve conflicts through mediation.
- * **Asociación Aliento:** Economic aid for its programme for supporting and accompanying children aged 0-3 years in El Vacie.
- * **La Vega Alzheimer's Association in La Rinconada:** Financial contribution for the cancer patient support project, to improve the quality of life of these patients.

Madrid

- * **Alcobendas Association of Parents of Pupils with Disability (APAMA):** Economic contribution for building a training room in the Centre.

Valencia

- * **Association of Relatives of People with Alzheimer's (Benifaió):** Financial aid for the therapeutic leisure project for people with dementia, providing a number of entertainment and leisure activities for users of the Centre to boost interpersonal relationships.

Morocco

- * **Financing of school transport for children living in the kabila settlements next to our plant** who do not have the resources to get to school.

2.2 Projects for the homeless

One of the most transformative projects was tuTECHÔ, of which we are founding members and members of its Foundation. Through this multistakeholder initiative it has been possible to offer housing, support and opportunities for integration for **over 1,000 homeless people**, in collaboration with more than **50 welfare organisations**. The Ebro Foundation has sponsored housing, provided resources and built bridges with third sector organisations with which we have traditionally collaborated, to generate synergies among all these entities and the tuTECHÔ programme in those tasks of integration and accompaniment, consolidating a support network that has been recognised with the SERES Award for social innovation.

2.3 Education and access to employment in Spain

Madrid

- * Financing of a dual-degree Alumni Scholarship through the **Carlos III University Foundation**. The scholarship is intended for young students with good academic achievements and limited financial resources, mostly from other regions of Spain, to enable them to study at the Carlos III University.
- * Once again, the Ebro Foundation collaborated in the **Aula Laboral Project: different teaching methods for different learning abilities**, which aims to improve both the social inclusion and the employability of young people with intellectual disabilities and borderline intelligence, breaking away from the traditional model of training for employment.

Madrid-Seville

- * **Gastronomix Project:** Ebro Foods Foundation has been supporting this welfare and educational project since it began, ten years ago in Madrid and three in Seville. Gastronomix gives young people at risk of social exclusion a second chance to secure their future through cookery training, building up their self-esteem and empowerment, and enhancing their chances of finding a job. The training programme is run by well-known, reputed professionals from the hospitality and catering industry, including two chefs from the Basque Culinary Center, the head teachers of the Casa de Campo Hospitality Colleges in Madrid and the secondary school IES Atenea, among others. At the end of the project, the participants are given work experience in prestigious restaurant and catering firms: upmarket catering firms, hotel chains of good standing and other reputed establishments in the sector.



Seville

- * Ebro Foundation renewed its commitment to the projects that the **Balia Foundation** is implementing 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 young people at risk of exclusion through education in values, so that they can grow into integrated adults and contribute actively to the social and economic development of their community. It is run in the Tres Barrios-Amate district of Seville where there is a high demand and large numbers of children leaving school early.

Madrid

- * Collaboration with **Fundación Integra** in the **Camino de Vuelta** ['return journey'] **Project**, which endeavours to improve the quality of life of people at risk of severe exclusion and/or homelessness, boosting their employability and chances of finding a job through training and corporate volunteer projects. It is run on a national scale for 12 months.

This is a sustainability and social innovation initiative that contributes to the SDGs 1, 4, 5, 8, 10 and 17 of the 2030 Agenda by generating a positive impact on the beneficiaries, volunteers, company and society.

The goals set during the year were achieved: 30 people in Madrid and Andalusia improved their employability and 10 of them have already found a job. Moreover, through the volunteers who participated in the training, it reached 102 beneficiaries.

- * Collaboration with **Fundación Adecco** in their **Women Programme**, which promotes the qualification of women so that they can apply for decent, quality jobs. The beneficiaries are victims of gender-based violence, sex trafficking and women at risk of social exclusion.

2.4 Education in other countries

Argentina

- * Education programme for employment in collaboration with our subsidiary **La Loma Alimentos** in Argentina, which aims to motivate young people at risk of exclusion to achieve a better quality life through work, continuous learning and commitment to the communities in the area around our plant.

2.5 Entrepreneurship and research

Seville

- * Foundation Ebro continued collaborating with the **cicCartuja-Ebro Foods Research Award** with a contribution of €20,000 to be distributed among the first three award winners.

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.

Madrid

- * **Fero Foundation:** Financial contribution for cancer research grants.
- * **Ashoka Foundation:** Sponsorship of a social entrepreneur in the area of food waste.

3. Environmental sustainability

We continued supporting the EKTA programme in India and held the III Edition of the Ebro Foundation Sustainability Awards. The first prize was won by our subsidiary Ebro India for its project based on satellite monitoring of groundwater and crop waste to determine how much water has been saved and by how much the greenhouse gas emissions in crops have been reduced. The second prize went to Tilda for its initiative to use arbuscular mycorrhizal fungi (AMF) to reduce the use of nitrogen fertilisers and thereby lower NOX emissions.

The Foundation invested **€60,000** in this programme.

4. Solidarity with Valencia

One of the most significant actions during the year was the Group's solidarity response to the devastation caused by the COL (cut-off low, otherwise known in Spain as DANA) in Valencia, which seriously affected the Group employees at our Silla and, especially, Algemesí plants. Our response included a direct economic donation to the Ebro Foundation, extraordinary aids from the company and voluntary contributions made by the employees of several Group companies.

The collective mobilisation demonstrated the sense of belonging, commitment and solidarity that characterises our Organisation and our willingness to help those forming part of it in difficult times.

Commitment to our customers and consumers

Customers and consumers are vital for the development, evolution and growth of the Ebro Group. We have developed a number of tools around them to secure the top quality of our products, as well as their health and well-being.

MEDIUM AND LONG-TERM GOALS

Health and well-being through food is the commitment established in our General Sustainability Plan HEADING TO 2030, which sets the following principal goals:

1. Provide healthy, safe food with a high value added that improves consumer health and well-being.
2. Safeguard the health and well-being of our customers and consumers by respecting the most stringent food safety standards.
3. Promote healthy lifestyles through training and awareness programmes and campaigns.
4. Ensure the utmost transparency in the information provided for our customers and consumers.

QUALITY, FOOD SAFETY AND CONSUMER SERVICES

We apply a strict Health and Safety Policy based on rigorous compliance with current laws and regulations, application of the Good Manufacturing Practices (GMP) and the HACCP system to identify and control physical, chemical and biological hazards, and comply with the strictest quality certifications: ISO, IFS, BRC and FSSC22000. Overall, the Group has 191 certifications at its production plants. All this guarantees that our products meet the highest international standards.

We also have channels open and accessible to respond in real time to consultations, suggestions and claims. Through this constant interaction we are able to adapt swiftly to consumers' expectations and adjust product formulations, presentations and information. Each incident is followed up, which helps to boost consumer confidence in our brands and guarantee satisfactory customer experience.



Customers and consumer participate in all stages of the product life cycle through the following channels:

- * **Active listening mechanisms:** We identify opportunities for innovation aligned with new social and nutritional demands through market surveys and trend analyses.
- * **Production and quality:** We adjust formulations or production processes taking account of the comments received.
- * **After-sales service and continuous improvement:** We analyse valuations and claims, taking them into account for future decisions on reformulations, labelling, presentations or launchings.

Furthermore, all information on nutritional properties, ingredients and manufacturing processes is presented clearly and accessibly on the packaging, so that consumers can make an informed choice.

R&D+I TO BENEFIT CONSUMERS

Innovation is the fundamental pillar on which our Group builds our growth and differentiation strategy. Our commitment to R&D and innovation responds to the need to develop new solutions and to provide tangible value for our customers and consumers.

Consumers are the focal point of our strategy, guiding research and development towards products that respond to their nutritional needs, consumption habits, social values and quality and sustainability expectations. This ability to anticipate trends and transform them into real solutions enables us to maintain a diversified, competitive portfolio with high value added.

We have a sound R&D+I structure based at seven centres in Spain, France, Italy, Netherlands and USA, directed from our principal hubs:

- * **Herba Ricemills (Spain):** with centres at La Rinconada (Seville), specialising in dry rice and pre-cooked food, and Moncada (Valencia), which focuses on ingredients.
- * **Lustucru Premium Groupe (France):** which leads innovation in the fresh segment from its R&D+I centre in Lyon.

As well as these, we have other units specialising in ingredients (Netherlands), dry and fresh pasta (Italy) and rice (USA). These structures are coordinated and supervised by the respective general managers, the Chief Operating Officer (COO) and the executive chairman of the Group, who report regularly to the Board of Directors.

Governance of this strategy is based on principles of coordination and knowledge transfer between geographical regions, headed by the Global Chief Marketing Officer. This role fosters synergies between markets and the adaptation of successful solutions to new contexts and countries.



Our innovation is structured in two major areas:

- * **Business B2C:** extension and development of own brands with value proposals for end consumers.
- * **NBusiness B2B:** development of ingredients adapted to the requirements of our industrial customers.

€48.1 mill.
EXPENDITURE AND
INVESTMENT IN R&D+I

68
NEW PRODUCTS



PROMOTION OF HEALTH AND HEALTHY LIFESTYLES

As a food company, we accept the responsibility of contributing to the improvement of people's health with a balanced nutritional offer and by encouraging healthy habits.

In this regard we promote initiatives that go beyond the development of a portfolio of healthy products, such as awareness campaigns, educational activities and collaborations with entities in the education and health sectors. These activities are aimed at society in general, especially children as this is a key time of life for establishing healthy habits, and recommending products within families and communities, multiplying the impact.

During 2024, we published more than 580 articles on sustainability and health in our different communication channels.

ENVIRONMENTAL SPHERE

Commitment to the environment

Environmental sustainability is one of the strategic pillars of the Ebro Group's business model, since we are aware of the impact that our operations may have on the environment and our responsibility as a global player in the agrifood chain. In a scenario marked by climate change, limited resources and growing regulatory demands, the Group has stepped up our commitment to reducing emissions, improving energy efficiency, responsible management of water and support for the circular economy.

This commitment is the underlying principle of our environmental strategy based on anticipation, innovation and working together with suppliers and strategic allies to reduce our carbon footprint, making our food chain more resilient and generating a positive impact in the regions in which we operate.

Consistent with this statement, the Group's actions are structured around the following principles:

1. Ensure that our companies comply with the environmental laws applicable to the performance of their activities by implementing internal management systems and monitoring the applicable laws.
2. Minimise the environmental impact of our business operations by seeking eco-efficient solutions and launching initiatives to reduce emissions and optimise water and energy consumption and packaging materials.
3. Move towards a circular economy through waste recovery, prioritising recycling and re-use and using recycled and/or environment-friendly raw materials wherever possible.
4. Provide environmental awareness and training programmes for Group employees.
5. Encourage the use of sustainable growing techniques among our agricultural suppliers.

STRATEGIC APPROACH AND GOALS

Our General Sustainability Plan **HEADING TO 2030** defines a clear roadmap for advancing towards a business model low in carbon and more efficient in the use of resources.

The main goals include:

- * Progressive reduction of greenhouse gas (GHG) emissions in all three scopes.
- * Increased use of renewable energies and improved energy efficiency at all our plants.
- * Promotion of sustainable agricultural practices in our sourcing areas.
- * More efficient water management, especially in areas with water stress.
- * Waste recovery, recyclable packaging and, in general, boosting of the circular economy.

MANAGEMENT TOOLS AND POLICIES

The Group's environmental commitment is developed through two key policies:

- ✱ **The Sustainability, Environmental and Corporate Social Responsibility Policy**, which establishes the principles and goals related with climate change, energy efficiency, biodiversity and circular economy.
- ✱ **The Risk Management and Control Policy**, which incorporates climate risk as a major operating factor, especially in relation to the availability of raw materials and exposure to extreme climate events.

Both policies are supervised by the Audit, Control and Sustainability Committee, which reports directly to the Board of Directors.

In environmental management, the Group has developed a model aligned with international reference standards, such as the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and the Committee of Sponsoring Organizations of the Treadway Commission (COSO). With this approach we are able to identify, assess and manage all climate-related risks and opportunities throughout the entire value chain, from the agricultural sourcing regions to the industrial operations. Two of the most important tools used are heat maps and climate risk mapping, with which we can see the exposure of our crops and facilities to extreme weather phenomena such as droughts, flooding and abnormal temperatures.

Moreover, several of the Group's industrial plants operate under Environmental Management Systems certified under the standard UNE-EN-ISO 14001. More specifically, the San Juan, Coria, Los Palacios, La Rinconada and Isla Mayor plants (owned by Herba Ricemills) and the Gragnano plant (belonging to our Italian subsidiary Pastificio Lucio Garofalo) have obtained this certification, which assures us a structured framework for continuing improvement in environmental performance, regulatory compliance and prevention of contamination.



Another key tool is the regular monitoring of environmental performance indicators such as energy consumption, emissions intensity, water consumption and waste generation. These details are reviewed annually and submitted to internal and external audits, which reinforces the transparency, traceability and control of the progress made.

PRINCIPAL ACTIONS

The Group developed several initiatives during 2024 to advance towards our environmental goals. Some of the most important initiatives were:

1. **Investment in renewable energies:**
Installation of photovoltaic plants in Spain, Germany, United Kingdom and United States.



2. **Improved energy efficiency**
Renovation of cold lines, compressors and lighting systems at several Group plants:

St Genis (France)
Reduced use of steam.

Communay (France)
Replacement of cooler and insulation.

Taraori (India)
Replacement of batteries in warehouse machinery.

Beckley (UK)
Renovation of cold line to increase productivity and efficiency.

Hungary
Changes in compressors in packaging line.

Jazz (UK)
Changes in compressors in packaging line.



3. **Water management:**
Optimised consumption in plants situated in areas of high water stress, such as the Vicenza plant (Bertagni, Italy), and renovation of the water treatment plant at St Genis Laval (Lustucru, France).

4. **Circular economy:**
Utilisation of by-products such as risk husk for biomass, animal feed or bedding and change of materials to reduce the use of plastic in promotions at the French subsidiary Lustucru.



Commitment to crop sustainability

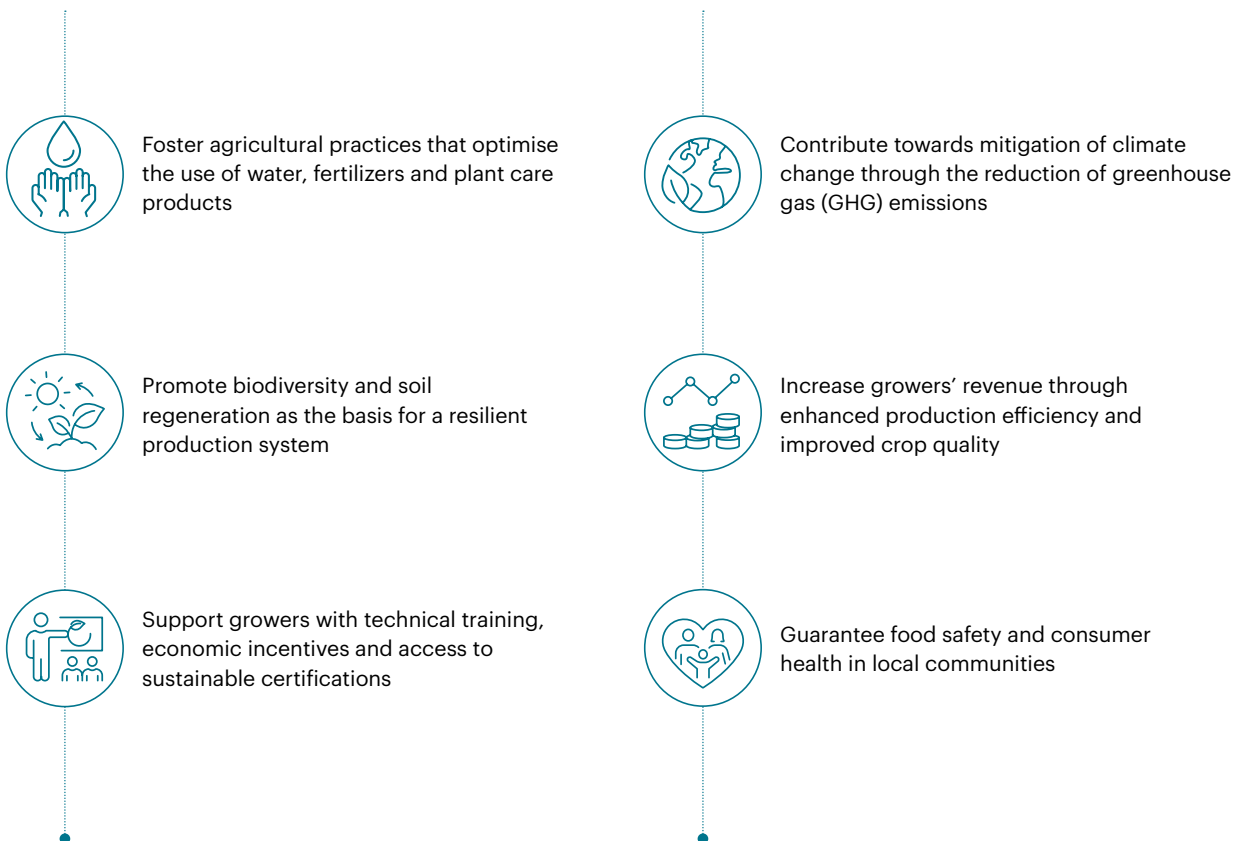
The Group's commitment to sustainability is extended to our entire value chain, especially to the origin of our raw materials. Agriculture, at the heart of our activity, presents an excellent opportunity to preserve and generate a positive impact on the environment, promote biodiversity and mitigate the effects of climate change, improve crop resilience and contribute towards the well-being of agricultural communities. Accordingly, the Group actively promotes sustainable agricultural practices in our main sourcing areas, aligned with international standards and adapted to local contexts.

This work is done through own initiatives and specific collaborations with stakeholders, as well as through our membership of the two principal international platforms in this area: SAI Platform (SAI-P) and Sustainable Rice Platform (SRP).

This approach is based on working hand-in-hand with growers, research centres and sectoral organisations and materialises in specific projects promoting efficient use of resources, reduction of emissions and improvement of biodiversity.

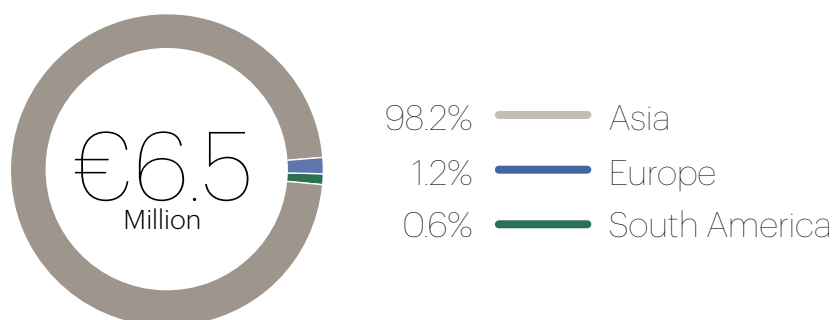
FOCUS AND GOALS

The principal goals of this strategy are:



MAJOR PROJECTS IN 2024

During 2024, the Group implemented projects promoting and researching environmentally sustainable agricultural practices applicable to the rice crop in our principal sourcing areas, for the value of €6.5 million.



These projects are mostly aligned with the practices identified by the International Rice Research Institute (IRRI) as important to help mitigate GHG emissions in rice crops:

**IRRI Recommendations****1.**

AWD (alternate wetting and drying): reduction of methane emissions by 30-70%, depending on the number of events.

2.

Laser levelling.

3.

Site-specific nutrient management.

4.

Short-cycle varieties.

5.

Straw management.

6.

Dry sowing.

COMPANY	COUNTRY	NAME OF PROJECT	INDICATORS
HERBA RICEMILLS	Spain	Origins	<ul style="list-style-type: none"> - Training in good practices - Optimising of resources - Incorporation of young people and women in the field
		Oryzonte	<ul style="list-style-type: none"> - Reduction of use of water through AWD - Reduction of GHG emissions: -60% on 255 ha with AWD - Improved biodiversity - SRP verification
		FSA/PI	<ul style="list-style-type: none"> - Integrated Production / FSA
	Pakistan	SRP verification	<ul style="list-style-type: none"> - SRP verification - Certified seed - Laser levelling - AWD - Reduction water consumption
EBRO INDIA	India	Organic farming	<ul style="list-style-type: none"> - Organic certification
		Organic & Fair Trade Program	<ul style="list-style-type: none"> - Organic certification - Fair Trade certification
		Control Farming	<ul style="list-style-type: none"> - Training in good practices - Reduction pesticides - Certified seed - Laser levelling - AWD - Reduction water consumption - Biological pest control - Reduction GHG emissions
		Sustainable Rice Platform (SRP)	
		Control Farming - AWD (CFT)	
MUNDI RISO	Italy	FSA Verification	<ul style="list-style-type: none"> - FSA Verification
HERBA BANGKOK	Thailand	SRP program (part of GCF)	<ul style="list-style-type: none"> - Training in good practices - Increased productivity of water - Increase number of women in agriculture - Biological pest control - Reduction GHG emissions - SRP verification
		Green Climate Fund	<ul style="list-style-type: none"> - Reduction GHG emissions - Climate smart growing practices and technologies - Carbon credits as additional income
LA LOMA	Argentina	Organic farming	<ul style="list-style-type: none"> - Organic certification
		SRP	<ul style="list-style-type: none"> - FSA Verification