



Corporate Social Responsibility and Sustainability Model

2. Corporate Social Responsibility and Sustainability Model

DEFINITION OF THE 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 model:

1. Diagnosis of the sustainability measures taken by the different companies in the Group.
2. 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. Interaction 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

STAKEHOLDERS	DIALOGUE CHANNELS
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
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 2022, following the guidelines of the new Corporate Sustainability Reporting Directive (CSRD), we worked with KREAB Spain on making a double materiality assessment. In this regard, our present materiality matrix contemplates the most important sustainability issues from the perspective of business continuity (financial materiality) and those more important by virtue of their environmental, economic or social impact on the Group's stakeholders or the natural environment (impact materiality).

DOUBLE MATERIALITY ASSESSMENT

This assessment was based on the areas of action and impacts of Ebro Foods grouped by topics and indicators, with reference to the following standards and legislation: (i) Act 11/2018 Spain, (ii) RS Global Reporting Initiative (GRI), (iii) Dow Jones Sustainability Index (DJSI), (iv) MSCI and (v) SASB Materiality Map – Sustainability Accounting Standards Board Food and Beverages.

Following a study of the catalogue of impacts, the different indicators have been grouped into 18 material topics, in turn grouped into 4 major categories of topics encompassing the different themes: Working Capital, Governance and Organisation, Human Capital and Environmental Capital.

CATALOGUE OF POTENTIAL MATERIAL TOPICS

Topics that stakeholders have been asked about in the different consultations

1. WORKING CAPITAL	
1	Food quality and safety
2	Consumer satisfaction
3	Innovation
4	Responsible supply chain
2. GOVERNANCE AND ORGANISATION	
5	Good governance
6	Tax contribution and institutions
3. HUMANCAPITAL	
7	Health and safety professionals
8	Human Rights
9	Social impact and local communities
10	Talent attraction and retention
11	Diversity and inclusion
12	Development of human capital
4. ENVIRONMENTAL CAPITAL	
13	Circular economy and use of resources
14	Mitigation and adaptation to climate change
15	Food waste
16	Pollution control and prevention
17	Biodiversity and ecosystems
18	Water and marine resources

Seven countries were consulted for the assessment (Spain, United Kingdom, United States, Italy, Netherlands, India and Thailand), selected according to three essential criteria:

1. Importance for business
2. Interest in sustainability matters
3. Combination of developed and developing countries

Seven stakeholders were also consulted, as priority communities for the company:

- * Internal: employees and executives
- * External: customers, suppliers, third sector, media and investors.

Four variables were analysed:

1. **Impact materiality:** the matters of greatest importance for the different communities, from the point of view of the impact generated on the environment or society by the Group’s management of them.
2. **Financial materiality:** a concept contemplated by EFRAG only for executives, and assessed with the following question: How could management of the following elements affect the company’s operations (revenue, costs, liquidity, debt or asset value)?
3. **Most important topics:** those considered most important by the different segments of their stakeholders. (This would be equivalent to the former materiality.)
4. **Priority areas for improvement:** identification of the principal areas for improvement in which Ebro Foods should make progress.

Based on the foregoing, the resulting double materiality matrix and the principal topics to be managed are shown below:



Principal topics to be managed

The principal topics to be managed by Ebro Foods, on the grounds that they are financially important, materially important or both, are, from a global, aggregated perspective:

- 1 Food quality and safety
- 2 Consumer satisfaction
- 3 Responsible supply chain
- 4 Health and safety of professionals
- 5 Innovation
- 6 Human rights
- 7 Social impact and local communities

WORKING AREAS IN CSR AND SUSTAINABILITY

The conclusions of the double materiality assessment confirmed that the five strategic focal points identified by the Group coincide with the expectations of the different stakeholders: **Our Team, Our Community, Our Public, Our Shareholders and Our Environment**, and the corresponding 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.



To make these 13 priorities effective, our Global Sustainability Plan (GSP) **HEADING TOWARDS 2030** lays down the guidelines and action plans that the Ebro Group will implement up to 2030 to grow sustainably, complying with the stipulations established in the regulatory framework of the EU and the different countries in which we operate, meeting the demands and expectations of our stakeholders, contributing towards achievement of the 2030 Agenda and minimising 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 TOWARDS 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 and equal opportunities of the most vulnerable groups 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 guarantee 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 and the society at large, the Plan focuses on supplying a broad array of safe, healthy products, overseeing the quality and food safety of those products and 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, the Group's motto in CSR and Sustainability.

GOVERNANCE OF SUSTAINABILITY

LEGAL FRAMEWORK

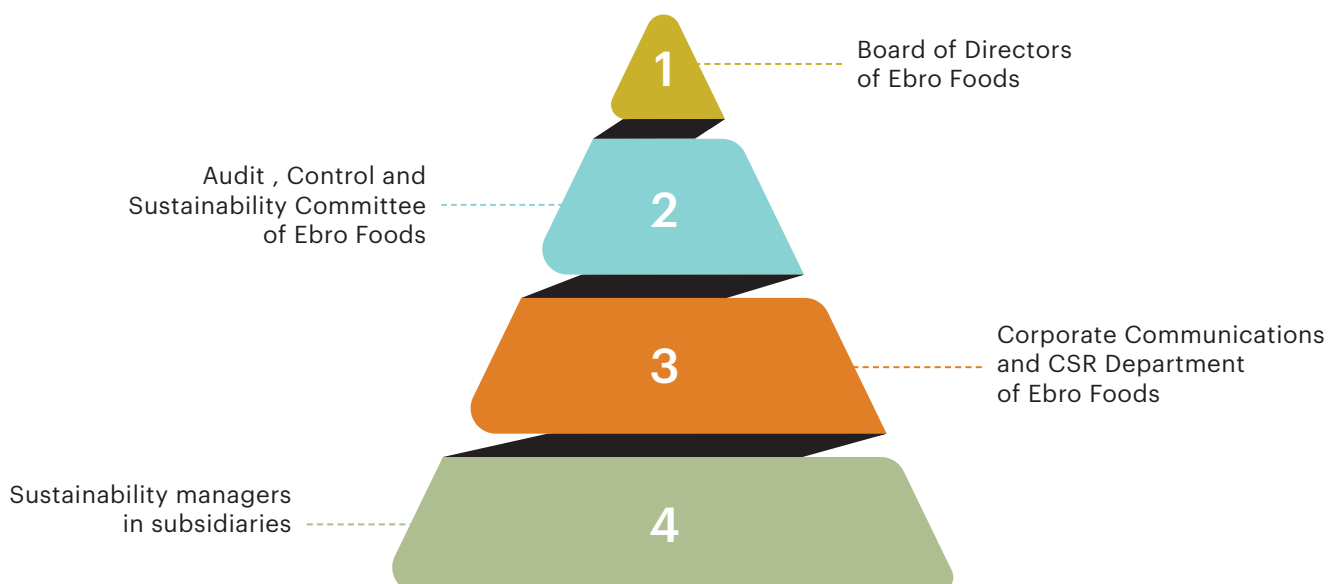
In order to define the general guidelines of the Group and its associates and the integration of ESG criteria in our business model, the Group is governed by the following policies and principles of conduct approved by the Board of Directors:

1. Code of Conduct of the Ebro Group
2. Supplier Code of Conduct
3. Sustainability, Environment and Corporate Social Responsibility Policy
4. Social Policy
5. Risk Control and Management Policy
6. Corporate Governance Policy
7. Corruption and Bribery Policy
8. Internal Code of Market Conduct
9. Policy for the Selection and Diversity of Directors
10. Senior Executive Remuneration Policy
11. Dividend Policy
12. Investment and Financing Policy
13. Treasury Stock Policy
14. Policy on Communication and Relations with Shareholders, Institutional Investors and Proxy Advisors
15. Policy on Communication of Financial, Non-Financial and Corporate Information
16. Policy regarding the Internal Reporting System and Whistleblower Protection



This legal framework is subject to continuous review to ensure its timely adaptation to the new regulatory directives and incorporate the best indications and practices in the matter.

STRATEGIC COORDINATION AND SUPERVISION OF SUSTAINABILITY IN EBRO FOODS



The Board of Directors of the Group's parent establishes the general strategic principles and criteria in the area of ESG, approving the general policies and action plans applicable on a Group level.

Based on those strategic principles and criteria, the Corporate Communications and Social Responsibility Department of the parent is responsible for designing and executing the strategy and the action plans to be developed. This department coordinates and holds regular meetings with the people in the Group companies responsible for sustainability, to inform them of the actions to be taken in respect of the targets established in the plans approved by the parent's Board of Directors. The plan currently in place is the Sustainability Plan HEADING TOWARDS 2030.

The strategy and actions taken in the area of Social Responsibility and Sustainability of the Group and the Non-Financial Statements and Sustainability Reports are supervised and monitored by the Audit, Control and Sustainability Committee of Ebro Foods, which in turn reports to the Board of Directors of the Company on the most important aspects.








ALIGNMENT OF THE MODEL WITH THE SUSTAINABLE DEVELOPMENT GOALS (SDGS)

All the actions taken by the Ebro Group within its Social Responsibility and Sustainability framework are related directly or indirectly with the 17 SDGs, but we have singled out the ones to which we make the greatest contribution by virtue of our business activities.

So based on our Sustainability Plan HEADING TOWARDS 2030, we have defined the following priority SDGs: 1 (No poverty), 2 (Zero hunger), 8 (Decent work and economic growth), 10 (Reduced inequalities), 12 (Responsible consumption and production), 13 (Climate action) and 17 (Partnerships for the goals).

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 the three key areas of sustainability: social, environmental and governance. Through their active participation in these organisations they are able to give greater scope to the actions developed within their CSR strategy and be immersed in a process of continuous learning and improvement. 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 no tiene desperdicio</p>	<p>Member 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>Socio 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. Members Ethical Trade Audit https://www.sedexglobal.com/es/</p>

SUSTAINABILITY RATINGS

Inclusion of the Ebro Group in sustainability ratings reflects our commitment to transparency and the development of responsible business practices. These ratings not only show our performance in social, environmental and governance aspects, but also validate our efforts and continuous improvement to attain high standards in sustainability, demonstrating our positive contribution to a more sustainable and ethical future.

SUSTAINABILITY INDEXES IN WHICH WE ARE INCLUDED

1. Vigeo Eiris ESG.
2. FTSE Russell ESG.
3. The Ethifinance ESG (Gaia Research).
4. S&P Global Corporate Sustainability Assessment.
5. Morgan Stanley Capital International (MSCI).
6. Standard Ethics Spanix Index.
7. IBEX Gender Equality Index para promover la igualdad de género.
8. Carbon Disclosure Project (Climate Change).