



Non-financial information statement

Transparency in our actions.
Angulas Aguinaga Group

2023



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This report includes the non-financial information statements of the group for which Vicuña Directorship, S.L. is the parent company ("**the Group**" or "**the Angulas Aguinaga Group**" or "**Angulas Aguinaga**"), and forms part of the management report for the Group's consolidated financial statements.



Scope of application.

All the information contained in this report refers to the year 2023.

This non-financial information statement includes matters of a social, environmental and governance nature that are material to the Group, and was prepared in keeping with the requirements established in Law 11/2018, of December 28, on non-financial and diversity reporting. Said law was passed by Spain's Parliament on December 13, 2018 and amends the Code of Commerce, the revised text of the Corporate Enterprises Act enacted by means of Royal Legislative Decree 1/2010, of July 2, and

Law 22/2015, of July 20, on the Auditing of Accounts, with respect to non-financial and diversity reporting (in turn derived from Royal Decree Law 18/2017, of November 24). In this context, a series of GRI standards were selected based on the disclosure requirements contained in Law 11/2018, the Group's sector of activity, and the materiality analysis carried out.

It was also drawn up taking into consideration the guidelines on non-financial reporting issued by the European

Commission (2017/C 215/01) in response to Directive 2014/95/EU. In addition, it takes into account the contents of the Global Reporting Initiative's sustainability reporting guidelines (GRI Standards).

This non-financial information statement presents the Group's environmental, social and governance performance at a consolidated level.

The quantitative information contained in this document covers the following subsidiaries and industrial facilities:

COMPANY	COUNTRY	BUSINESS AREA
VICUÑA DIRECTORSHIP, S.L.	Spain	Holding del Grupo
MAVERICKS DIRECTORSHIP, S.L.	Spain	Holding del Grupo
LAGUMAR SEAS, S.L.	Spain	Central services of the Group
ANGULAS AGUINAGA, S.A.	Spain	Production and marketing of fish products
RIUNIONE INDUSTRIE ALIMENTARI S.R.L.	Italy	Marketing of fish products
DELIGUSTI SPA	Italy	Production and marketing of fish products
ANGULAS AGUINAGA FRANCE, SAS	France	Marketing of fish products

And the industrial facilities (production plants, warehouses, R&D centers) included for purposes of the environmental report:

COMPANY	COUNTRY	NAME OF CENTER (TOWN)
ANGULAS AGUINAGA, S.A.	Spain	Irura (Guipuzcoa)
ANGULAS AGUINAGA, S.A.	Spain	Burgos (Burgos)
ANGULAS AGUINAGA, S.A.	Spain	Palencia (Palencia)
ANGULAS AGUINAGA, S.A.	Spain	Cambados (Pontevedra)
ANGULAS AGUINAGA, S.A.	Spain	Sant Esteve Sesrovires (Barcelona)
RIUNIONE INDUSTRIE ALIMENTARI S.R.L.	Italy	Genova (Genova)
DELIGUSTI SPA	Italy	Melegnano (Milan)

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Angulas Aguinaga is a Spanish food group specialized in innovative solutions based on seafood products. Our Group is made up of more than 800 professionals on average, distributed over 7 work centers in Spain and Italy.



Introduction to the Company.

Historical development.

1974

— The origin: innovation in the face of uncertainty.

Angulas Aguinaga was founded in 1974 by three family companies that decided to join forces and create the largest company in the elver sector. When the eel market began to fall drastically in the early 80s, the company was faced with a reduction in supply and decided to create a natural substitute: La Gula del Norte®. This product is a surimi-based elver substitute that has been a great success thanks to its high quality and ease of preparation.

With the birth of La Gula del Norte®, the foundations were laid for what would become the modern fish shop, represented by the introduction of the first bar-coded product in the fishmonger's section. At the same time, the manufacturing plant in Irura became the first surimi factory in Europe, increasing volume of elver sales by a factor of seven.

2006

— Expansion of our model to new categories

Angulas Aguinaga spread this same DNA for innovation to the remaining fishing categories, paving the way for modern fishing. The acquisitions of MARISCOS LINAMAR (2014), VIVEROS MERIMAR (2018), and COPESCO&SEFRISA (2021) accelerated the creation of modern fishing in Spain.

2019

— Expansion of our model to new geographical locations

Angulas Aguinaga has increased its presence in Italy and France since 2019 in the process of becoming a multinational food company. On this path, the acquisitions of RIUNIONE (2019) and DELIGUSTI (2021) allowed a group of more than 80 employees to join the project with two reference brands from the Italian market, "LA RIUNIONE" and "DELIGUSTI."



1974



1991



2001



2006



2008



2014



2017



2018



2019



2020



2021



Our Mission:

"Enriching people's lives, innovating healthy and tasty seafood products which are ready to enjoy."

Seafood is an essential source of crucial nutrients for health, making up part of our gastronomic culture and generating employment to the benefit of local communities. However, seafood consumption has been decreasing year after year. Our current busy lifestyles result in ever fewer people wanting to face the tedious task of preparing a fish dish.

With our model we seek to improve health and nutrition in the communities we serve by facilitating convenient seafood options that make it possible to enjoy a quick, nutritious, and tasty meal in little time.



Business model: Innovation and People.

To achieve our desired impact, our mission requires a dedicated commitment to innovation and people. These aspects represent the two pillars of our business model:

Innovation

At Angulas Aguinaga innovation is part of its DNA, as evidenced by the fact that the Group is constantly working on the development of new products as well as improvements to processes with a view to achieving maximum efficiency and sustainability.

The Group has been investing in R&D since the 1990s as pioneers in the food sector. An internal laboratory had already been created in 1991 to advance technology and innovation. In 2018, the Group created the first Innovation Center dedicated to consumer research.

At Angulas Aguinaga innovation is understood transversally, not only with respect to new products launched on the market, but in a much broader sense, improving process efficiency, developing sustainable designs and packaging, new marketing techniques or organizational management. Thus, the R&D&I strategy focuses on generating added value and product differentiation, while also focusing on people, including both consumers and those who work for them.

People

At Angulas Aguinaga, people and innovation are two of the essential pillars in its strategy. In this sense, people represent the Group's main asset as generators and creators of innovation who are, consequently, ultimately responsible for its success. The Group believes in teamwork and, in this spirit, has committed itself to training, attracting and retaining talent, as well as launching programs that help reconcile personal and working life for the whole Angulas Aguinaga family.

Values

LEADERSHIP IN INNOVATION AND BRANDS:

Angulas Aguinaga leads the way for the markets where it operates through innovation and a commitment to leading brands.

QUALITY:

Angulas Aguinaga prioritizes the quality of its processes to offer products in which it can take pride.

TEAM/PEOPLE:

Angulas Aguinaga believes in teamwork and is committed to caring for its employees and developing them professionally. Loyalty and attracting talent, taking pride in our partners, making all members of the Group feel proud they belong to Angulas Aguinaga, and making those who are not part of our organization yet want to join, represents one of our main values as an enterprise.

INTEGRITY/RESPONSIBILITY:

Angulas Aguinaga always acts within the law. Integrity is the responsibility of both the company as well as each of its employees.

COMMITMENT:

Angulas Aguinaga manages and protects its resources and reputation, as well as its brands.

Our brands.



This product represents the emblematic brand of the Group that markets surimi-based elver substitutes.

Gula del Norte has enjoyed great success thanks to the high quality of its products, its versatility and suitability for everyday life, as well as its ability to transform everyday situations into unique moments. Angulas Aguinaga S.A.

owns two patents which acknowledge the inventive dimension behind the product as well as the manufacturing process, allowing for the introduction of an innovative and disruptive product in the market.

The brand was born from the tradition and union of several families who abandoned elver fishing in 1991 in order to start commercializing surimi-based elver substitutes.



This brand markets products prepared with high quality surimi obtained from the best cut of fish.

Which promote well-being thanks to content high in protein content and low in fat. With the launch of the Krissia® brand in 2001, a new product category emerged: the first frozen surimi sticks, catering to the need for a healthy diet with a rich, highly nutritious and easy solution.



The Aguinamar® brand offers consumers an easy and tasty way to enjoy quality seafood products.

Selected by experts and marketed in a microwaveable package ready to serve directly at the table. Since its launch in 2017, the brand has marketed the following products: mussel, Donostian "pintxo," seafood "pintxo," prawn, octopus, cod and squid rings.



This brand specializes in high quality cod and smoked salmon that offers convenient formats to meet consumer needs.

The products boast great quality thanks to the origin of the raw materials and the unique production process, which combines traditional techniques and state-

of-the-art technology. The Group included this brand in its portfolio in 2021 as part of the acquisition of Copesco & Sefrisa S.A.

The Royal® brand is also responsible for commercializing the Group's products in international markets, with a special focus on the French market.



This brand offers solutions to the restaurant and catering channel in Spain, marketing versatile quality products.

Recipes adapted to the needs of both hoteliers and distributors while providing value-oriented solutions. Since the launch of the brand in 2019, Angulas Aguinaga Profesional can boast a wide range of products, comprised of its three main reference brands: La Gula del Norte®, Krissia®, and Aguinamar®.



This brand is based in the Italian market, a leader in the salmon sector which offers a wide range of fish and canned products.

As part of Angulas Aguinaga's international commitment, Riunione was included in its portfolio in 2019 to expand further in Italy.



DELIGUSTI® is a leading brand in the production and distribution of marinated products in the Italian market.

Which was included in the Group in 2021 as part of the expansion in Italy.

Strategic Plan

2024-2027: NEXT 50.

Converting ourselves into the reference company for modern fishmongering, leading in sales and reputation.

The 2023-2027 Strategic Plan, presented in 2024, will enable the Group to continue growing with a view to becoming a reference in terms of excellence for seafood nutrition through two strategic pillars: innovation and people.

This Plan is known as "NEXT 50." We will be celebrating the 50th anniversary of the Group

in 2024. The mission for which this plan was designed is to establish the pillars for the next 50 years in Angulas Aguinaga.

The main strategic pillars are those which have always defined Angulas Aguinaga. This plan only strengthens our main competencies and competitive advantages:

— Revitalizing our core

Contribute innovation and growth in products for each of the Group's brands, such as La Gula del Norte®, Krissia®, Aguinamar®, Royal® or Riunione®.

— Expanding our model to new sea categories

Offer variety in the diets of our consumers via the development of new solutions.

— Expanding our model to new geographical areas

We are committed to internationalization of the enterprise, focusing on Italy and France, where we plan to increase our market penetration over the coming years.



**Angulas
Aguinaga**

The Group has assumed sustainable growth as a basic pillar in its management strategy, with a clear commitment to social welfare and economic progress, as well as innovation in all areas, as evidenced by the numerous R&D&I projects in which it participates both individually and in cooperation with other companies.

Sustainability.

Double materiality analysis.

The Group performed a double materiality analysis to lay the foundations for a sound sustainability policy with which the Group can identify itself.

Subsequent to reviewing internal/external sources, workshops with employees, and interviews with stakeholders (investors, customers, suppliers), some 43 material issues were selected covering social, environmental and governance matters.

These material matters are as follows:

ENVIRONMENT

- Energy efficiency and management
- Sustainable infrastructure
- Reducing the carbon footprint
- Emissions management
- Sustainable mobility
- Contamination of waterways and oceans
- Management of water resources
- Care for ecosystems and the environment
- Recyclable and sustainable packaging
- Ecodesign of more sustainable products
- Product design and management of life cycle
- Management and reduction of waste (including plastics)
- Raw material sourcing and quality
- Sustainable origin of resources
- Sustainable sourcing
- Scarcity of raw materials
- Pressure on scarce resources
- Protection of biodiversity

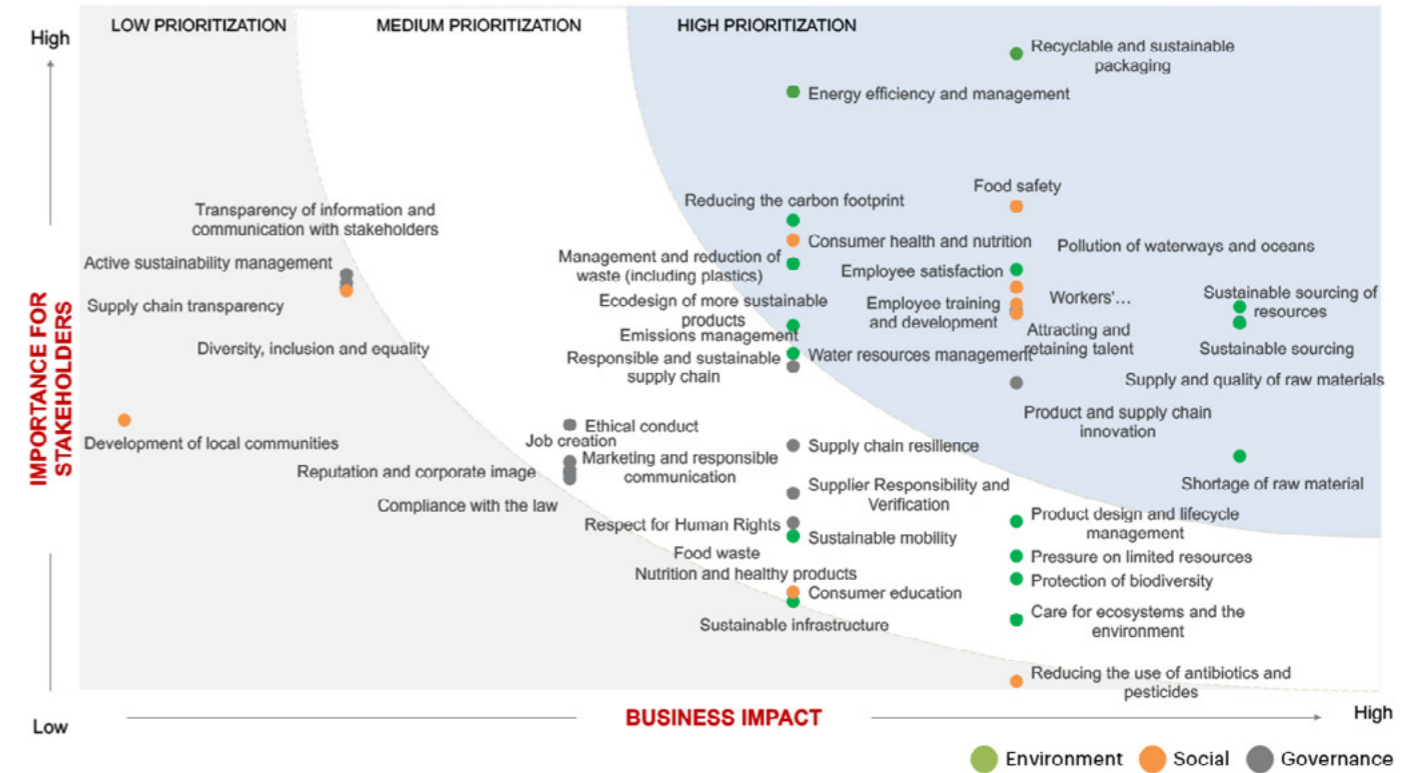
GOVERNANCE

- Food waste
- Innovations for products and supply chains
- Active management of sustainability
- Supply chain transparency
- Transparency in information and stakeholder communication
- Ethical behavior
- Compliance with legislation
- Corporate reputation and image
- Responsible marketing and communication

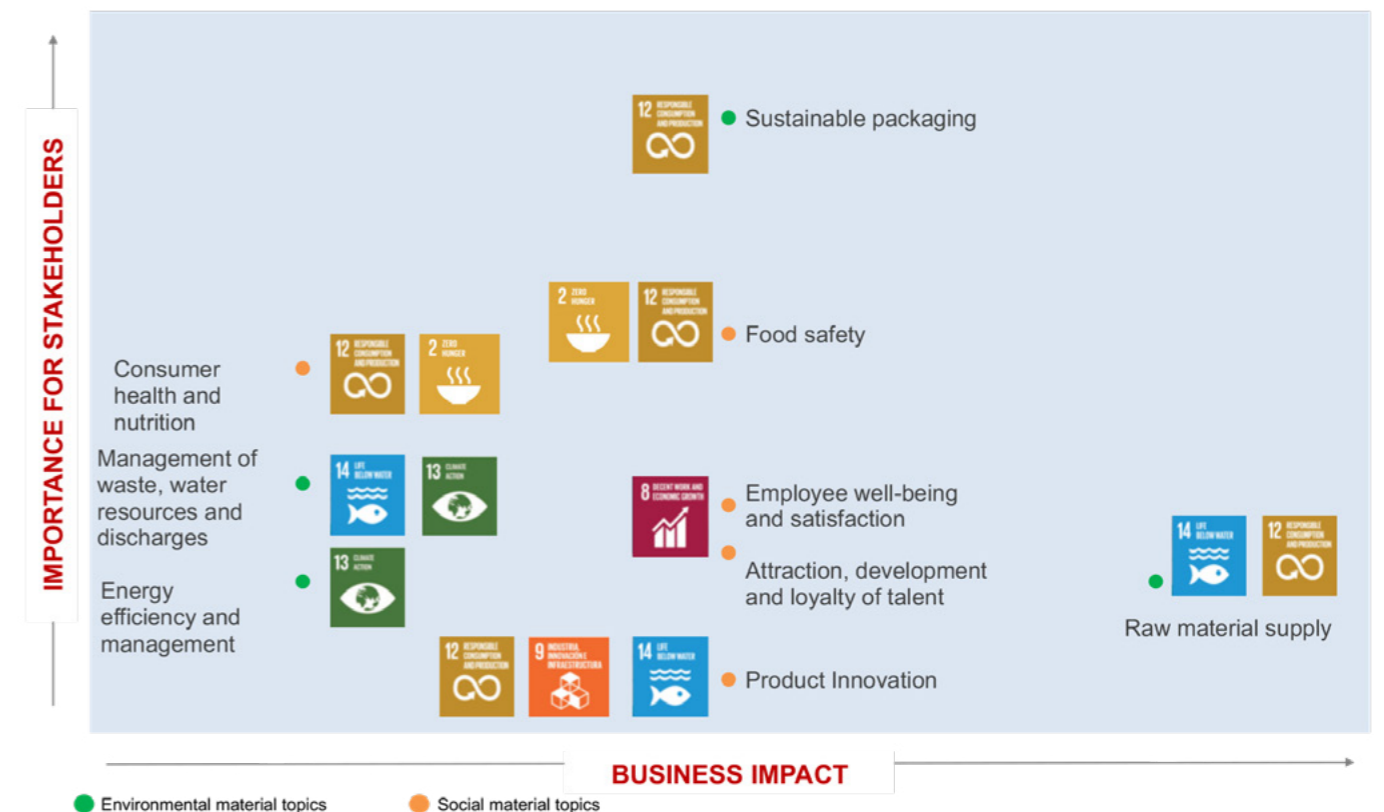
SOCIAL

- Attracting and retaining talent
- Job creation
- Diversity, inclusion and equality
- Health and safety for employees
- Satisfaction of employees
- Training and development of employees
- Consumer health and nutrition
- Educating the consumer
- Healthy food and products
- Food safety
- Reduced use of antibiotics and pesticides
- Development of local communities
- Responsible and sustainable chain supply
- Supply chain resilience
- Responsibilities of suppliers and supplier verification
- Respect for human rights













Once both impact and financial materiality have been assessed, the result of the double materiality matrix is as follows, with the Group's priority issues presented in the upper right-hand corner.



The main material issues were grouped and defined based on this prioritization, laying the foundations for the Group's Sustainability Policy and relating them to the United Nations Sustainable Development Goals.



The 9 material topics are presented below together with their respective subtopics as well as the related SDGs:

MATERIAL TOPICS		ODS	
CLUSTERED MATERIAL TOPIC	SUBTOPICS INCLUDED	TOTAL	
01 Sustainable packaging	<ul style="list-style-type: none"> Recyclable and sustainable packaging Ecodesign of more sustainable products Product design and lifecycle management 		
02 Food safety	<ul style="list-style-type: none"> Food safety 		
03 Consumer health and nutrition	<ul style="list-style-type: none"> Consumer health and nutrition 		
04 Energy efficiency and management	<ul style="list-style-type: none"> Reducing the carbon footprint Sustainable mobility Sustainable infrastructure Emissions management 		
05 Management of waste resources and discharges	<ul style="list-style-type: none"> Management of waste, water resources and discharges (plastic included) 		
06 Employee well-being and satisfaction	<ul style="list-style-type: none"> Workers' health and safety Employee satisfaction 		
07 Attraction, development and loyalty of talent	<ul style="list-style-type: none"> Employee training and development Attracting and retaining talent 		
08 Water resources management	<ul style="list-style-type: none"> Water resources management 		
09 Sustainable sourcing of resources	<ul style="list-style-type: none"> Sustainable sourcing of resources Sustainable sourcing Shortage of raw material 		

As a consequence of the sustainability plan, a sustainability policy was designed in line with the Group's policies on other matters, policies which establish

the basis governing the sustainability plan and provide the Group with the basis for all employees and stakeholders.



Sustainability Plan.

The sustainability strategy is based on the sustainability matters defined in the materiality analysis, thanks to which it was possible to identify priorities for stakeholders: employees, investors, suppliers, customers, regulatory bodies and associations. This analysis helps the Group ensure its strategy is aligned with the concerns and expectations of whoever interacts with the Group or is affected by its activities.

These concerns and expectations provide the basis for the Group's four pillars of sustainability, allowing it to generate long-term value throughout the value chain and for all its stakeholders. These four pillars, developed in line with innovation and people, in turn develop the ten sustainability commitments for Angulas Aguinaga as fundamental pillars of its business model.

Innovation in our products.

A fundamental part of the Angulas Aguinaga Group's innovation process culminates in its products, protecting and creating value through a commitment to sustainable sourcing, applying product innovation in design, composition and packaging, focused on making products that benefit the health and well-being of consumers. The following matters are covered by this commitment:

RAW MATERIAL SOURCING

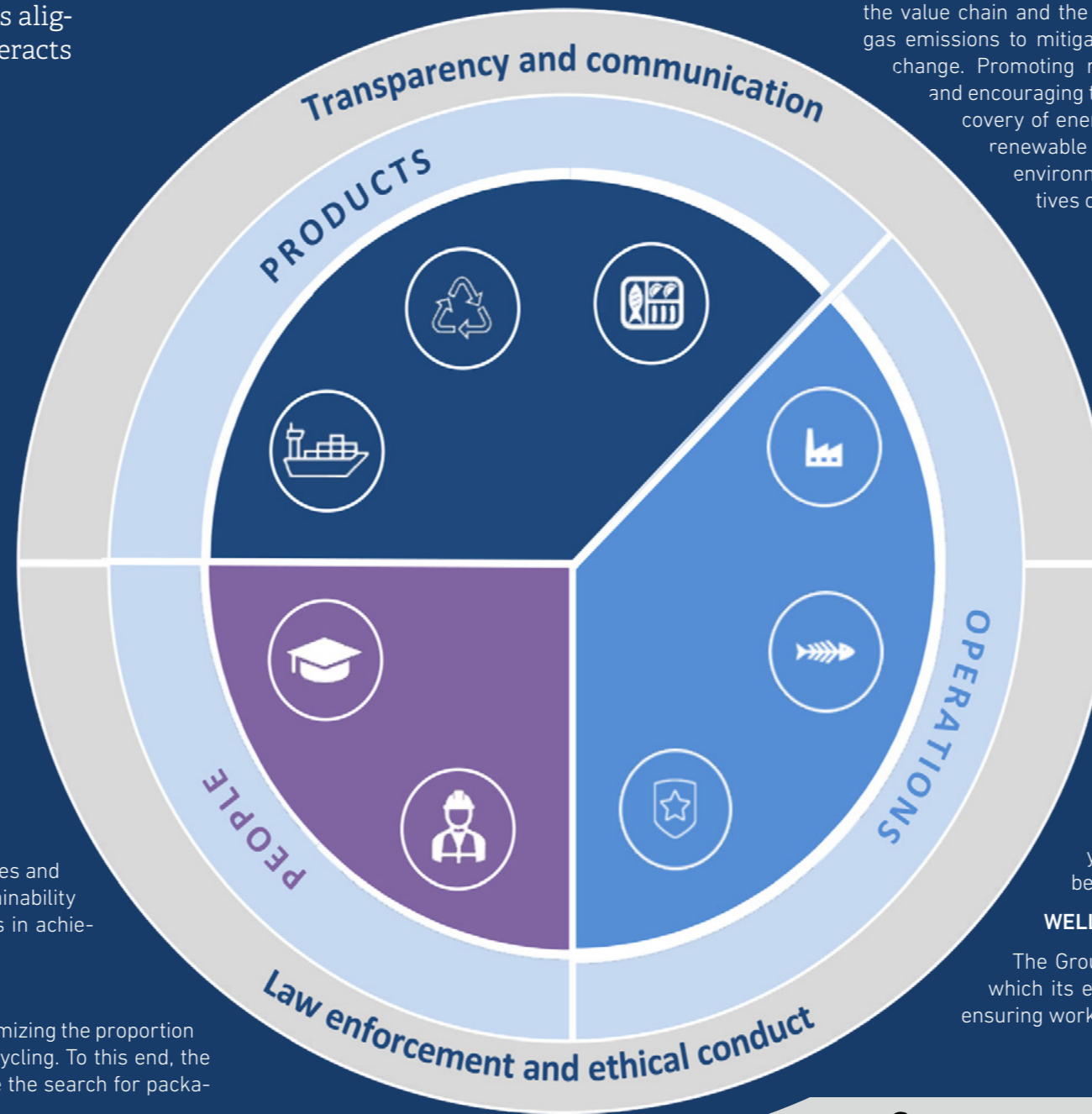
The Group aims to ensure the sustainable origin of the raw materials it uses and to incorporate the principles of social, environmental and economic sustainability in the procurement process, guaranteeing supply and assisting suppliers in achieving these objectives.

SUSTAINABLE PACKAGING

The Group seeks to reduce the environmental impact of packaging by minimizing the proportion of packaging used for its products as well as encouraging reuse and recycling. To this end, the Group works pro-actively with suppliers and waste managers to promote the search for packaging that strikes a balance between quality, food safety and sustainability.

NUTRITION IN OUR PRODUCTS AND CONSUMERS

The Group develops products and recipes which satisfy the nutritional and sensory needs of consumers via responsible and truthful communication. This encompasses the study of consumer needs and how they evolve over time, continual analysis of literature and new scientific studies on food properties, legislative monitoring, technological development, as well as a commitment to accessible information throughout the chain.



Innovation in our operations.

The Group also innovates in all its operations, availing itself of the technological revolution so as to minimize the impact of its activities and pursue continued improvement, committing itself to the following aims:

ENERGY EFFICIENCY AND MANAGEMENT

The Group manages the use of energy throughout the value chain and the reduction of greenhouse gas emissions to mitigate the effects of climate change. Promoting responsible consumption and encouraging the use and maximum recovery of energy, as well as the use of renewable energies and other more environmentally friendly alternatives or technologies.

MANAGEMENT OF WASTE, WATER RESOURCES, AND SPILLS

The Group manages resources efficiently to ensure responsible consumption, promoting circular economy practices, ensuring that less waste reaches landfills and promoting the valorization of waste into by-products, reducing food waste and minimizing the pollution of rivers, oceans and other waterways.

FOOD SAFETY

The Group focuses on preparing products that comply with all current legal requirements and do not pose any risk to consumer health, seeking to implement a culture of food safety throughout its value chain.

Care and development of our people.

People are the Group's most valuable asset, and their well-being and satisfaction are thus the basis of its success. Since people make innovations and products possible, the Group focuses on attracting, developing and retaining talent, thereby permitting differentiation and growth. Specifically, the matters for which objectives have been defined are as follows:

ATTRACTING, DEVELOPING AND RETAINING TALENT

The Group will develop the capacities, skills, and competencies of its employees to promote a culture of innovation and continue strengthening a sense of belonging and commitment.

WELL-BEING AND SATISFACTION OF EMPLOYEES

The Group is committed to creating a safe, healthy and flexible work environment in which its employees can develop, promoting diversity in a multicultural workspace and ensuring work-life balance.

Governance.

TRANSPARENCY AND COMMUNICATION

Transparency and communication are understood as a means to guaranteeing clear and accurate public information on the Group's different areas of activity, especially in terms of its performance in financial, environmental and social matters.

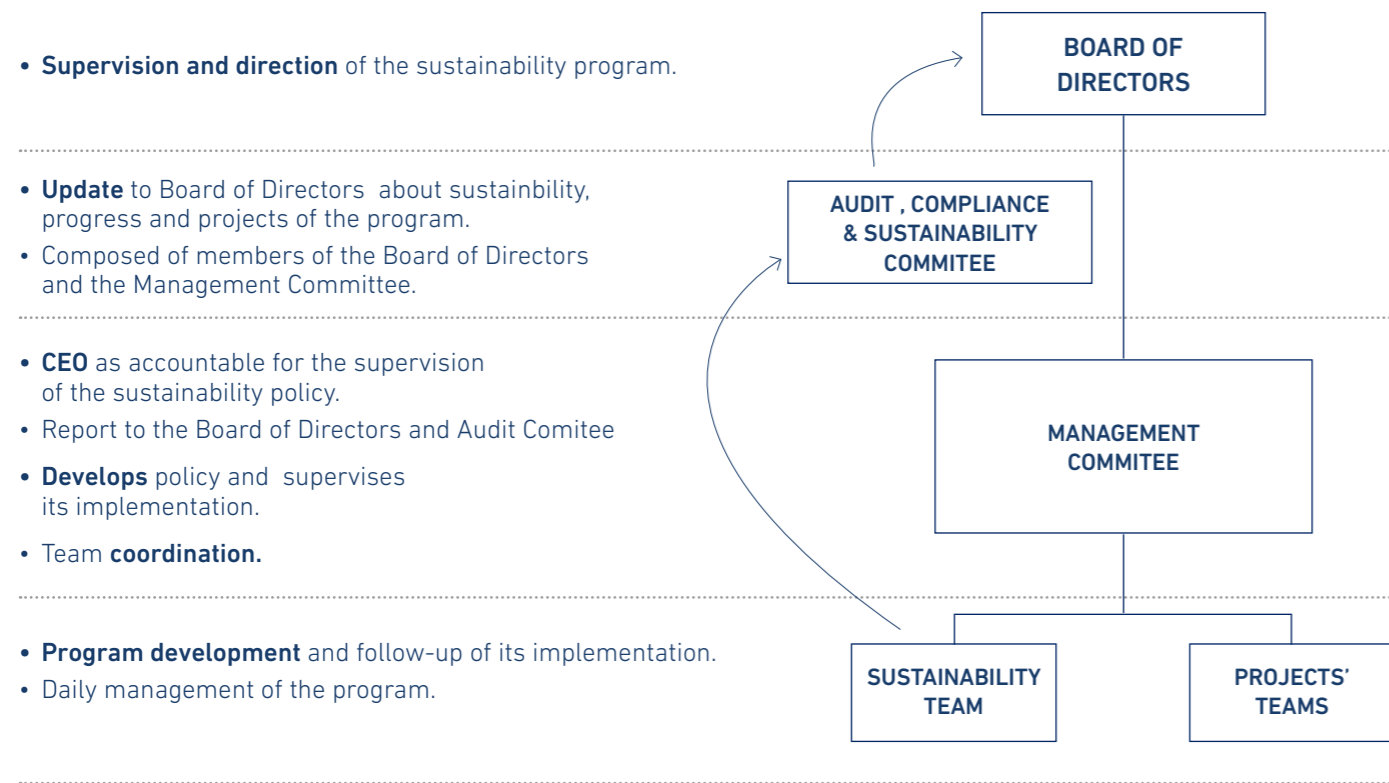
LEGISLATIVE COMPLIANCE AND ETHICAL BEHAVIOR

Compliance with the law and ethics will involve making an active effort to apply this Policy in accordance with legislation and acting with integrity. In the context of the Angulas Aguinaga Group, this means paying special attention to actions against bribery, corruption and business conflicts, in addition to promoting the values and principles that underpin its Code of Conduct.

Sustainability structure.

The inclusion of sustainability as a strategy at all levels requires proper management and governance in order to equip the organization with the necessary tools for development and implementation of the sustainability plan.

In this context, the following chart defines the governing bodies together with related responsibilities and the periodicity of meetings or reporting:



Sustainability assessment.

During 2023, the Group carried out the EcoVadis sustainability assessment for the second consecutive year.

Which involves exhaustive evaluations and divides the entire scope of the Group's sustainability practices into four major blocks for purposes of assessment: Environment, Labor Practices and Human Rights, Ethics, and Sustainable Sourcing. The Angulas Aguinaga Group obtained a Silver rating, placing it in the 93rd percentile as compared to the companies in the sector evaluated by the EcoVadis methodology. This represents an improvement of 9.4% with respect to the 2022 evaluation and is very close to the threshold for achieving the Gold rating, the Group's objective for the 2024 evaluation.



Adherence to the United Nations Global Compact.

The Angulas Aguinaga Group will join the United Nations Global Compact starting in 2023, thereby reaffirming its commitment to sustainability and supporting the ten principles on human rights, labor, the environment and anti-corruption.



The Group's commitment to make the United Nations Global Compact and its principles a part of its corporate culture and daily operations has become one of its strategic lines of action.

By including the ten principles of the UN Global Compact in its strategies, policies and procedures, and by establishing a culture of integrity, the Group not only fulfills its basic responsibilities towards people and the planet, but also lays the foundation for long-term success.

The Ten Principles of the United Nations Global Compact are derived from: the Universal Declaration of Human Rights, the International Labor Organization's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention against Corruption.



HUMAN RIGHTS

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights within their sphere of influence.

Principle 2: Businesses should make sure that they are not complicit in human rights abuses.

LABOR STANDARDS

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

Principle 4: Businesses should support the elimination of all forms of forced and compulsory labor.

Principle 5: Businesses should support the effective abolition of child labor.

Principle 6: Businesses should support the elimination of discrimination in respect of employment and occupation.

ENVIRONMENT

Principle 7: Businesses should support a precautionary approach to environmental challenges.

Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.

Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.

ANTI-CORRUPTION

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

Innovation in the Angulas Aguinaga Group not only covers the creation of products that meet consumer needs, but also the commitment to protect and create value through sustainable sourcing, product design which incorporates sustainable packaging, while always focusing on the preparation of products that benefit health and nutrition for consumers.

Innovation in our Products.

Raw material sourcing.

The Group seeks to ensure the sustainable origin of its resources and incorporate the principles of social, environmental and economic sustainability in the sourcing process, guaranteeing supply and assisting suppliers in achieving these objectives.

In this regard, the Group's activity in raw material sourcing is aligned with the United Nations SDG numbers 12 and 14, "Responsible Consumption and Production" and "Life below water".

Specifically with respect to commitments 12.2 and 14.1:

“By 2030, achieve the sustainable management and efficient use of natural resources”



“By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution”

Certification in the management of value added purchases.

For an area as sensitive as procurement, pursuing excellence in its management with the support of other strategic areas has become a duty for the Group, especially after some very complex recent years in terms of supply chain issues, rising prices of raw materials, and complexity in services for reasons of a global nature.

As a consequence, in its desire to provide the organization with the most efficient, professional and ethical pur-

chasing management possible, the Group has been certified since 2020 under the European Purchasing standard UNE 15896: 2008 (Value Added Purchasing Management), accrediting the best practices in purchasing management, awarding them a certificate endorsing their commitment to management excellence for stakeholders and with respect to competitors.

The scope of the certification applies to all the Group's plants in Spain, including

the plant in Barcelona, which entered the certification scope in 2023. The Barcelona plant was acquired in 2021, which is why it could not be included in the certification previously. The only two plants not included in the certification are the Group's two plants in Italy.

The five pillars of the standard cover the following areas and provide the basis for management of purchasing processes, among which raw material purchases stand out:

PROCUREMENT STRATEGY

The Group's procurement policy can be summarized in the context of the following objectives:

01

Ensure a global procurement structure which supports the strategic objectives of the Group in terms of quality, delivery, costs, and service.

02

Establish, maintain develop the supplier portfolio.

03

Be a department committed to achieving the Group's strategic objectives.

04

Contribute to results and the creation of value in the enterprise.

05

Respect the Group's values.

06

Continual improvement and innovation.

07

Establish an active policy for sustainable procurement: procurement strategy which integrates environmental, social and governance criteria.

The Group has implemented a long-term tender program for different supplies, services, and raw materials, as well as performing continual risk analyses. Said are arranged via the following steps:

- Definition of the product's and service's characteristics
- Definition of the evaluation criteria
- Evaluation of offers
- Communication of choice
- Registries of applications and contracts awarded.

The Group has established a code of conduct for suppliers, which is sent to all new suppliers for their signatures, and includes matters relating to the environment, ethics, human rights, and issues of social concern. By signing the document, suppliers undertake to respect the considerations included with respect to said matters as defined by the Group.

During 2023, the new code of conduct for suppliers was signed, updating the previous version and in line with the enterprise and sustainability strategy, the objective of which is that all suppliers considered by the Group for purposes of procurement comply with the standards defined by said code. In addition, the framework supply contracts were reviewed, with the inclusion of clauses on the three pillars of sustainability: Environmental, Social and Governance issues.

IMPROVEMENTS TO PROCESSES:

One of the keys to effectively manage procurement is correct systematization, documentation, and assessment with respect to improvements for internal processes in the procurement area.

MANAGEMENT OF PERFORMANCE INDICATORS:

The procurement team can make use of specific performance indicators (KPIs) that assist the organization in analyzing possible deviations with respect to defined objectives, monitoring the approval of suppliers, and assessing which actions and projects are necessary for achieving the objectives.

KNOWLEDGE MANAGEMENT:

One of the main objectives of the procurement teams is to share knowledge throughout the organization given the multidisciplinary nature of managing procurement activities with suppliers from a wide variety of backgrounds, sectors, cultures, and markets. Visits to congresses or trade fairs allow the team to become aware of the latest trends, technologies and market situations in order to be able to make the best decisions in the area of purchasing management. One of the keys to success in this process is sharing this knowledge about the latest trends with the remaining teams.

TRANSPARENCY AND ETHICS:

As in all of the Group's processes, transparency and ethics must be present in all decision making processes, with the procurement area representing a reference in this respect.

During 2023, 4 external audits were carried out by the purchasing team, covering egg-based raw materials (3 audits) and octopus (1 audit), two of the main raw materials used by the Group to manufacture its products.

The mussel: a sustainable raw material.

Mussels are a product of vital importance for Angulas Aguinaga since it specializes in their purification, cleaning, packaging and marketing via the Aguinamar®, Linamar®, Royal® and Riunione® brands.

The Group has a specific plant in Galicia for this product family, very close to the mussel breeding sites, with operations that are as sustainable as possible given that the transportation distance from the breeding and collection point to the processing, packaging and distribution plant is reduced.

The Group has been working on a project since 2022 in collaboration with the Xunta de Galicia and the ANFACO-CECOPECA technology center, known as **"Advanced technologies and digitalization for the integral improvement of the production of Galician molluscs."**

The main objective of the project, which is co-financed by the Xunta de Galicia through the Galician Innovation Agency (GAIN), is to promote the breeding and sustainable development of Galician mussels. The aim is to introduce improvements to mollusc production along the entire value chain: from the raw material to transformation into a finished product, applying advanced technologies and digitalization at all times.

The project is divided into three main lines of work:

- 1. Developing mussel seed cultivation processes, which will reduce dependence on wild seed to improve the sustainability and continuity of the species.**
- 2. Improving the sanitary and nutritional quality of this mollusc and the valorization of discarded mussels through the extraction of bioactive substances.**
- 3. Integration of artificial intelligence tools to support decision-making in production processes and thereby increase efficiency in production processes.**

During 2023, very interesting progress was made in the valorization of discarded mussel by-products, in line with the Angulas Aguinaga waste valorization and circular economy objectives.

Angulas Aguinaga is committed to mussel production in Galicia, where the mussel sector has 3,000 production units located in the Rías Baixas and produces more than 250,000 tonnes of mussels per year, making it the leading European producer of mussels.



Sustainable packaging.

The Group seeks to reduce the environmental impact of packaging, encouraging reuse and recycling, working pro-actively with suppliers and waste managers to promote the search for packaging that strikes a balance between quality, food safety and sustainability.

Thus, the Group's packaging activity is aligned with the United Nations SDG 12 "Responsible consumption and production."

Specifically with respect to its commitment 12.5:

“By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse”



The Group's packaging strategy focuses on increasing recyclable and recycled materials, as well as reducing the materials required for perfect product preservation.

Commitment to recycling and recycled materials.

Currently, of the Group's total materials for the domestic retail channel, 85% are recyclable and 42% are recycled.

The Group makes use of a management system that allows it to perform production activities in accordance with quality standards that improve sustainability data.

To monitor the information, the Group has defined follow-up indicators as a control for the objectives set with respect to the composition of materials: the percentage of recyclable and compostable packaging and the percentage of recycled packaging.

Reduction of materials introduced to the market.

One of the objectives of the packaging sustainability plan is to reduce product packaging materials with a view to becoming more efficient in the use of resources, while always ensuring product quality and considering the environment.

The Group has designed a plan for projects and strategies that includes different measures to reduce materials placed on the market in order to achieve responsible consumption, while at the same time collaborating in the reduction of packaging waste.

The progress of packaging design optimization is monitored through such indicators as Kr/Kp, which relates the weight

of packaging used to the amount of product in the finished goods. The Group thereby makes representative information available for purposes of implementing measures and setting clear targets for improvement.

The following table presents the quantities of packaging and raw materials consumed during 2023 as compared to the previous year:

THE VICUÑA GROUP			
RAW MATERIAL	QUANTITY 2023	QUANTITY 2022	UNITS
Main raw materials	33,478,400	36,442,903	kg
Paper and cardboard packaging	1,842,075	2,233,607*	kg
Wood packaging	28,934	48,304	kg
Plastic packaging	2,354,021	2,023,149*	kg
Metal packaging	8,337	1,725	kg
Glass packaging	41,920	54,504*	kg

* The data for the 2022 NFIS is presented as per the updated calculation.

Nutrition in our products and consumers.

The Group develops products and recipes which satisfy the nutritional and sensory needs of consumers via responsible and truthful communication.

This matter includes studying consumer needs and how they change over time, as well as continual analysis of literature and new scientific studies on food properties, legislative monitoring, technological development, and the commitment to accessible information throughout the chain.

In this regard, the Group's activity in nutrition is aligned with United Nations SDG 2 "Zero Hunger," specifically with respect to its commitment 2.1.

“By 2030, 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.”



The Group's strategy regarding this commitment is focused on the following:

Working for our consumers to achieve nutritional improvements in our products.

For Angulas Aguinaga, the nutritional profile of its products and their benefits for consumers represent an essential pillar. Consequently, special attention is paid to this matter in all areas of the Group, and especially in the areas of product development, quality, and R&D.

Commitment to ensuring food safety in products, installations and processes, obtaining the highest standards of food safety certification.

The Group's Quality, R&D and Nutrition teams work on continual improvement for consumer products, ensuring their safety and quality as well as their nutritional and sensory properties.

During 2023, the following initiatives, projects and awards stand out with respect to the improved nutritional quality of products:

PROTECTION PROJECT

The Protection project (2022-2025), led by Laboratorios Ordesa, obtains financing from the CIEN program of the Spanish Center for Industrial Technological Development (CDTI). ANGULAS AGUINAGA has set itself the general objective of researching formulation and processing technologies for the development of new matrices with alternative proteins and

high sensory quality. In addition, the project seeks to add different compounds that can improve the functionality of the new foods, and validate their efficacy in strengthening the immune system by conducting pre-clinical trials and clinical studies on nutrition intervention.

Promoting healthy food and life habits amongst consumers.

For the Angulas Aguinaga Group, the promotion of a varied and balanced diet together with healthy habits among consumers represents a main strategy in its commitment to market products that benefit the health of consumers, as well as providing accurate information through responsible communication.

Amongst the measures addressed to promoting healthy nutrition and healthy habits, the following were enacted in 2023:

TUESDAY IS SEA DAY

At the beginning of 2023, Angulas Aguinaga created the "Tuesday is Sea Day" campaign ("Los martes Toca Mar" in the original Spanish), an initiative executed via its four brands: La Gula del Norte®, Krissia®, Aguinamar®, and Royal®, with a view to boosting more daily consumption of fish and sea products.

This initiative was awarded a prize by Actualidad Económica in the category for marketing and publicity ("Prizes for the 100 Best Ideas").



AMBASSADORS PROGRAM

In 2023, the Group started the "Ambassadors" Program, a set of internal training sessions for the entire workforce. This program provides information on the activities carried out at each of the enterprise's plants, sustainability issues, the nutritional value of each raw material, as well as recommendations for including seafood products in a varied and balanced diet.



Partnership program: "Grow with fish"

In 2023, Angulas Aguinaga signed a partnership agreement with the Association of Fish Wholesalers of Madrid and Barcelona. The aim of this agreement is to promote the consumption of fish and seafood products through the "Grow with fish" program, carried out in the Interactive Fish Centers of both cities. This program is designed for schoolchildren between 7 and 13 years of age.

Educational material on nutrition

Development of content for nutritional education and promoting a healthy and balanced diet. Dissemination via the Group's web page of brands, recipes with detailed nutritional information, and materials such as the "Healthy eating guide" or "The Healthy Angulas Aguinaga dish" through social networks.

Professional Health Plans

Specific training plan for health professionals with a view to communicating and disseminating information scientifically and responsibly on the nutritional and health properties of the enterprise's raw materials, so they may convey this information via recommendations to patients/consumers. This training is provided by specialist staff in the Group (dietician-nutritionists).

Nutrition Congresses and Forums.

The Group participates actively in Nutrition Congresses, disseminating information via presentations and materials with scientific-technical content.

Promoting healthy nutrition together with Scientific Societies.

Collaboration with different Scientific Societies to promote healthy nutrition and lifestyles in the Spanish population, some of which are listed below:

- Spanish Federation of Nutrition (FEN)
- Spanish Society of Community Nutrition (SENC)
- Spanish Academy of Nutrition and Dietetics (AEND)
- Spanish Society of Nutrition (SEÑ)
- Adherence to the "Sensible Nutrition" movement promoted by FIAB
- Official Associations of Nutritionists in Madrid (CODINMA) and Catalonia (CoDiNuCat)
- Association of Nutrition and Dietetic Nurses (AdENyD)
- Spanish Federation of Nutrition, Food and Dietetics Societies (FESNAD)
- Spanish Society of Food Sciences (SEDCA)

Finally, it is worth noting that Angulas Aguinaga also promotes healthy nutrition and lifestyle habits amongst its workforce. As a consequence, in 2020 the Spanish Society of Dietetics and Food Sciences (SEDCA) awarded the Group with its **"We are nutritious"** seal. This recognition rewards the commitment to promoting healthy nutrition at the workplace together with the well-being of employees.

Journey to the origins of Surimi:
The ancestral protein-rich Japanese nutrition.

One of the most important raw materials in terms of relevance to the Group is surimi, present in such well-known products as Krissia® sticks or La Gula del Norte®.

Surimi arose as a method of preserving fish in the 12th century and is not only a fundamental part of Japanese gastronomy but also part of the soul and wisdom of Japan.

In Japan, surimi is not only a fundamental part of the diet but is also considered one of the most important gastronomic discoveries in the country, occupying a prominent place in its celebrations and culinary history. This is reflected in the fact that surimi has its own museum and a street named after it as well as, of course, its own legend.



At the Suzuhiro Kamaboko Museum in Japan, workshops are organized to learn how to make surimi.

It is said that surimi was born in the Empire of the Rising Sun when Empress Jingu was looking for a new way to preserve fish to ensure that her soldiers would ingest enough protein to triumph on the battlefield. In other words, in the same way that salting, brining or preserving food in oil arose in Spain to prolong its durability and allow it to be consumed over a longer period of time, surimi arose as a method of preserving fish and became the preservation technique par excellence in Japan.

This method, created by the empress, later found its way onto the tables of the Japanese (the first written records documenting the consumption of surimi among the upper classes date back to 1115), who also began to use it as an offering in the Heian period, as it was considered to be a highly prized commodity.

What really is surimi?

Surimi arose as a way of preserving fish. In fact, this ancestral Japanese product is simply obtained from fish loins (cleaned of viscera, bones, scales, head, etc.), washed in fresh water several times until only the myofibrillar protein of the fish remains, which forms a white paste. With what type of fish is this practice carried out? Actually, this preservation technique can be used with any species. But the highest quality surimi, such as the one found in Krissia® sticks, is obtained from the loins of Alaska pollock (a white fish of the cod family).



Kamaboko freshly baked in the oven.

Thus, surimi is 100% fish protein.

Kamaboko is the most famous and simplest dish prepared from surimi: in the form of a semicircular ingot on a wooden slat. It is steamed and, once cold, it is cut and eaten daily in soups as well as on special occasions.

Such is the importance of this food in Japanese gastronomy that it has its own museum, the Suzuhiro Kamaboko Museum in Odawara.

What about surimi sticks?

Surimi is the main ingredient in the recipe for surimi sticks, though it includes other ingredients as well, such as egg white, salt, sunflower oil, starch, and, surprisingly, natural paprika extract, which gives them their characteristic orange color. That is why many people think that these sticks are made with crab, but they are very wrong.

Why are surimi sticks also known as crab sticks? This confusion is due to the fact that consumption of surimi became popular in the 1970s as a base for making kanikamas, sticks that imitated the legs of Kamchatka crabs (king crab) with a texture, juiciness, and flavor similar to the meat of these crustaceans very popular on Japanese tables but increasingly scarce.

In fact, nowadays, in Japan it is not difficult to see foods in supermarkets made from surimi and imitating crab legs, and also in the form of balls, rolls, spirals or with fillings of the most varied salty and sweet foods. It is massively consumed on a daily basis, and is also present on celebratory occasions, such as at weddings or on New Year's Eve.



The Ikuta temple recalls the legend of Empress Jingu.



THE FINISHING TOUCH TO A VARIED AND BALANCED DIET

Since surimi is pure fish protein, it represents a great alternative for obtaining a natural contribution of this quality protein, in addition to vitamin B12 and Omega 3. This is why it is a perfect option to include in a balanced and varied diet, helping to complete the World Health Organization's (WHO) recommended intake of three or four servings of fish protein per week. What is more, it also represents a safe way to consume fish free of mercury and anisakis, and therefore ideal for pregnant women.

The Group innovates its operations through the technological revolution with a view to minimizing the impact of its activities and achieve continual improvements, ensuring the food safety of the products it makes and/or markets.

Innovation in our operations.

As an industrial Group, the management of operations, factories, energy and waste are vital for good performance in terms of sustainability.

There is currently no environmental management system in place at any of the Group's plants, though the Group has been carrying out internal audits at all its plants since 2023 with a view to identifying the possibility of progressively implementing a management system and ISO 14001 certification.

The current and foreseeable effects of the Group's activities on the environment and, where applicable, health and safety, can be described as follows:

- **Electricity (carbon footprint)** mainly related to consumption generated by the productive activities at the manufacturing plant and secondarily from the remaining systems which use electricity as their main source of energy (offices, lighting, etc.).
- **Gas (carbon footprint)** mainly corresponding to the boilers used for steam generation, hot water, or any other heat source necessary in the production processes.
- **Water (wastewater)** mainly generated after the use of mains water in the production processes.
- **Waste** generated by the Group's productive activity, mainly related to packaging in which raw materials are used or containers, rejects in finished products, etc.
- **Noise** generated by industrial activity (both internal and external).
- **Soil**, though the Group does not generate any direct impact, its industrial activities may do so.
- **Accidental leaks/spillages** at the industrial plant.
- **Liquid nitrogen** consumed in deep-freezing processes.
- **Transportation (carbon footprint)**, arising from the emissions generated either through the activity of its own fleet of vehicles or outsourced transportation.
- **Refrigerant gases (carbon footprint)** arising from consumption and leaks in refrigeration equipment.

The Group's objective is to reduce its environmental impact in the different impact areas defined in the previous point, and to prioritize the relevance of material issues determined after concluding the double materiality analysis. In 2023, two fines were issued for the Deligusti and Burgos plants following analysis of wastewater which exceeded established limits. Both plants resolved this situation in 2024.

The Group has two employees dedicated to developing and executing the sustainability plan, which includes all the environmental strategies. In addition,

each plant is run by management and maintenance teams that are responsible for ensuring that the environmental requirements for each plant are met. Management and coordination of the sustainability plan has been centralized in the Group's Operations Department since 2023, with a view to providing visibility and relevance.

The Group has contracted environmental management insurance for all the Group's Spanish plants. This insurance covers environmental liabilities arising from damage both inside and outside the facilities due to con-

tamination, as well as damage arising from transportation activities and storage tanks. The maximum coverage of the insurance policy amounts to €6,000,000. In 2023, the Italian companies Riunione and Deligusti were included in this insurance policy.

Energy efficiency and management, waste management, water resources and spillages, together with food safety, comprise the commitments the Group has defined as part of its sustainability plan for operations, especially focused on environmental protection.

Energy efficiency and management

The Group manages the use of energy throughout the value chain and the reduction of greenhouse gas emissions to mitigate the effects of climate change.

Promoting responsible consumption and encouraging the use and maximum recovery of energy, as well as the use of renewable energies and other more environmentally friendly alternatives or technologies.

Thus, the Group's activity in energy matters is aligned with the United Nations SDG 13 "Climate Action," and specifically with respect to its commitment 13.2:

"Integrate climate change measures into national policies, strategies and planning"



Commitment to responsible energy consumption: Energy Audits

An energy audit was carried out at the Irura plant (the main energy consumer) in 2022 for purposes of analyzing the energy status of the facilities, defining the distribution of energy consumption among the different services, and proposing different measures to improve the plant's energy efficiency.

Thanks to this energy audit, a plan was designed for projects and actions with a view to improving energy management at the plant.

The Group's has planned to extend this energy audit to the remaining plants during the first quarter of 2024 in order to improve energy efficiency at all its facilities and raise awareness in the organization with respect to this matter.

At the same time, since March 2023, the organization has been equipped with energy engineering resources to provide a strong boost to the energy efficiency program through a partnership with one of the leading companies in the field of energy efficiency for industrial facilities.

Baseline methodology for Continuous Improvement: International Performance Measurement and Verification Protocol (IPMVP)

During 2023, mathematical models were created to measure the energy performance of factories. The purpose of these mathematical models is to determine energy consumption at each of the factories based on parameters related to energy consumption, such as, for example, the amount of product manufactured, weather conditions, use of resources, etc. With these mathematical models, it is possible to carry out an exhaustive control of consumption at the factories and verify whether consumption is being improved through increased energy efficiency measures, industrial projects or continuous improvements in operations.

Mathematical models have been developed for both electricity and natural gas consumption at all the Group's factories.

PROJECTS AND INITIATIVES DEVELOPED

Several industrial projects were developed in 2023 with the main objective of improving energy efficiency in the Group's operations, amongst which the following are noteworthy:

Thermal insulation for piping and valves in steam generation systems at the Irura (Gipuzkoa) and Burgos (Burgos) factories.

Upgrading the refrigeration system at the Irura factory, eliminating part of the refrigeration system that operated with freon-based refrigerants, which were environmentally penalized, and changing it to the factory's general ammonia-based system, which is more environmentally friendly.

Replacement of the air compressor at the Barcelona factory, required for manufacturing activities and the correct operation of machines, with a state-of-the-art compressor that incorporates technology allowing for the adjustment of energy consumption based on demand for compressed air, resulting in electric energy savings of more than 55% with respect to the original equipment.

At the same time, continuous improvement methodology was implemented in all the Group's factories with a view to optimizing our operations and reducing energy consumption. The most noteworthy measures arising from this methodology include, amongst others, the shutdown of cold rooms during non-productive periods, the shutdown and monitoring of all equipment on weekends when there is no production, optimization of production based on consumption of the different production lines, etc.

In order to monitor energy consumption correctly and identify possible anomalous consumption and behavior, the Group decided to implement an Energy Management System for its most important plant, making it possible to identify anomalous consumption and behavior and thereby allowing the Group to take the appropriate decisions for rectification of any deviations with a view to reducing consumption.



Energy consumption in the Group

At the level of internal energy consumption, electricity represents the Group's main consumption, followed by natural gas and fuel consumption for the internal fleet of vehicles.

ELECTRICITY CONSUMPTION: Mainly required for most productive equipment, industrial cold, luminaires, and office needs.

CONSUMPTION OF NATURAL GAS: Necessary for steam generation in most factories, essential for the thermal processes to which products are subjected.

FUEL: FOR INTERNAL VEHICLES, USING BOTH PETROL AND DIESEL. At some of the plants, the Group has electric vans at its disposal for short-haul transport, thereby minimizing the environmental impact. Additionally, the entire fleet of trucks used by the Group for internal transportation of goods is electric.

Should the Group have to expand the fleet of internal and/or short-haul transport vehicles, it will always prioritize acquisitions of environmentally sustainable vehicles.

As far as external energy consumption is concerned, the main activity generating emissions is transportation. With respect to this, it is worth noting that the Group outsources transportation at most of its plants to third parties.

Energy Consumption and Carbon Footprint

In 2023, all the electrical energy consumed at the plants in Spain (Irura, Burgos, Barcelona, Palencia, and Galicia) is exclusively obtained from 100% renewable sources that respect the environment and avoid CO₂ emissions as well as other polluting gases, as certified by guarantees of origin. The total percentage of renewable energy acquired by the Group was 96%, as compared to 81% and 50% in 2022 and 2021, respectively.

Most of the Group's electricity consumption is used for refrigeration and freezing systems at the production plants, essential to ensure the correct conservation and treatment of raw materials and products.

The refrigerant refills carried out in refrigeration systems are disclosed below together with their CO₂ equivalents.

THE VICUÑA GROUP

REFILL (KG) 2023	REFILL (KG CO ₂ EQUIVALENT) 2023	REFILL (KG) 2022	REFILL (KG CO ₂ EQUIVALENT) 2022
13,490	1,963,531	6,465	2,100,041

Despite the increase in kilograms refilled, CO₂ equivalent emissions decreased by 6% with respect to 2022. The main reason for this is the fact that of the 13,490 kg refilled in 2023, 12,288 kg correspond to a significant leakage of R-744 (CO₂) refrigerant, which is a natural refrigerant based on CO₂ with very low carbon emissions.

Fuel and electricity consumption corresponding to 2023 and 2022 is broken down as follows:

	FUEL	QUANTITY 2023	Quantity 2022	UNITS
Vehicles	Gasoline	8,336	6,907	Litros
	Gas oil	296,131	169,670	Litros
Stationary combustion equipment	Natural gas	18,179,657	19,867,740	kWh
	Gasoil C	29,963	34,750	Litros
	Butane gas	3,200	3,984	kg
Electricity	Electricity	21,457,086	22,936,891	kWh

There were significant reductions in electricity and natural gas consumption as a result of the great effort made by all the Group's plants with regard to energy efficiency, reducing consumption by 6.5% and 8.5%, respectively, as compared to 2022.

Scope 1, 2, and 3 emissions

Scopes 1 and 2

Since 2020, the Group has been performing a calculation of CO₂ emissions for scopes 1 and 2, which can be controlled internally since they are generated by burning fuel or indirectly by electrical consumption, respectively.



Scope 3

As for scope 3, which represents indirect emissions generated in the value chain, such as products and services that are purchased, movement of employees, waste disposal, use of products sold, transportation and distribution, etc., in 2023 the Group carried out the first calculation of scope 3 emissions for 2022.

This scope 3 emissions calculation was performed with the help of a specialized consultancy firm, following the guidelines of the GHG Protocol Corporate Standard.

In 2023, the Group decided to carry out a project for measurement of scope 3, which involved analysis of all processes and activities in order to identify measurement categories and collect the information necessary for calculation of indirect emissions throughout the Group's value chain, both upstream and downstream.

The categories calculated for 2022 were the following:

- **Category 1. Purchased Goods and Services**
- **Category 2. Capital Goods**
- **Category 4. Upstream Transportation and Distribution**
- **Category 6. Business Travel**
- **Category 9. Downstream Transportation and Distribution**

The remaining categories were not calculated as they were considered to be immaterial with respect to the above 5 categories. This resulted from the estimate that, based on industry data, category 1 represents approximately 88% of scope 3 emissions, category 2 would contribute 3%, while category 4 would contribute 7%. Working with these assumptions, the calculation of these three categories would cover 98% of scope 3 emissions.

For categories 1 and 2, the calculation was based on primary data (kilograms or product units) and industry-average conversion factors for most of the goods and services purchased. In the case of items for which primary data is more complex to obtain, such as services, the economic input-output approach based on expenditure was used.

For categories 4 and 9, the calculation methodology was based on distances and type of transport for all the enterprise's transportation of goods. Distances were calculated for all the routes carried out during the year, by type of transport (sea, air or land), and emissions were calculated based on kilograms transported.

For category 6, the calculation was carried out based on expenditure.

Summary: Scope 1, 2 and 3 Emissions

The CO₂ emissions generated by the Group's activity in scopes 1 and 2 are disclosed below:

THE VICUÑA GROUP			
FUEL	2023	2022	UNITS
Scope 1	4,164,407	4,165,262	kg CO2e
Scope 2	263,364	1,189,874	kg CO2e
Scope 3*	163,414,080	153,007,045	kg CO2e
TOTAL	167,841,851	158,362,181	kg CO2e

* Scope 3 data: the calculations were performed based on the GHG Protocol Corporate Standard, which includes the categories 1, 2, 4, 6, and 9 of scope 3, since they are considered the most material for the Angulas Aguinaga Group.

** For the calculation of scope 2, since the electricity is only purchased in Italy, the emissions factor of the Italian mix was used in accordance with www.carbonfootprint.com for 2023. The value presented for 2022 was also updated based on this country reporting. For the remaining emissions calculations, the market based approach was used.

The decrease in scope 2 emissions as compared to 2022 is a consequence of the increased renewable energy purchases, which went from a share of 81% for the Group's total in 2022 up to 96% in 2023, and the results obtained in the energy efficiency plan carried out at all the Group's plants.

Commitment to the decarbonization of operations

The Angulas Aguinaga Group, in its aim to decarbonize its operations, is using all available means possible to reduce CO₂ emissions generated by its operations as much as possible, concentrating on those emissions that depend directly on the operation of its production facilities. This effort, which was especially intense over the last two years, was rewarded at a global level with the Group reducing its impact in scope 1 and 2 emissions by 17% with respect to 2022 and 41% with respect to 2021.

Scope 2 was reduced to practically zero, thanks to the purchase of renewable electricity for all operations carried out in Spain, the main source of the Group's business generation and operations.

As for scope 1, the emissions mainly arose from the combustion of natural gas in the thermal processes at most of the Group's production facilities, as well as fuel for corporate vehicles. In order to reduce the impact of scope 1, a plan is being developed to reduce energy consumption of natural gas, since its elimination and/or substitution with other energy sources, such as electricity, is at present not technically feasible for the Group's product manufacturing processes.

Noise emission

At an internal level, since noise generated by productive plants can be harmful to health, annual measurements are performed at each workplace to ensure implementation of appropriate measures. Where necessary, corrective or preventive measures are taken. Production personnel also avail themselves of noise mitigation equipment.

Impact of light

At an internal level, due to regulations and the prevention of occupational health risks, annual measurements are performed so that appropriate measures may be taken to avoid these risks. These measures may include increasing or decreasing the amount of light used at the workplace.

Management of waste, water resources, and spills

The Group manages resources efficiently to ensure responsible consumption, promoting circular economy practices, ensuring that less waste reaches landfills.

Promoting the valorization of waste into by-products, reducing food waste and minimizing the pollution of rivers, oceans and other waterways.

Thus, the Group's activity with respect to waste, water resources, and spills is aligned with United Nations SDG 12 ("Responsible production and consumption") and SDG 14 ("Life below water"), and specifically with respect to their commitments 12.3 and 14.c, respectively:

"By 2030, 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"



"Enhance the conservation and sustainable use of oceans and their resources by implementing international law as reflected in the United Nations Convention on the Law of the Sea, which provides the legal framework for the conservation and sustainable use of oceans and their resources, as recalled in paragraph 158 of "The Future We Want"

The Group has designed a waste reporting mechanism which allows it to monitor waste generated at each of its plants on a monthly basis, in order to:

1. Maintain an up-to-date database in which waste generation at each plant can be consulted.
2. Implement the necessary measures or project proposals based on said data with a view to improvement in waste management, reduction of waste generation or valorization of waste generated.

The waste generated by the Group is broken down as follows:

Hazardous waste

THE VICUÑA GROUP

HAZARDOUS WASTE	QUANTITY (KG) 2023	QUANTITY (KG) 2022
Mineral oil	2,100	716
Batteries	66	-
WEEE (waste from electrical and electronic equipment)	349	-
Sewage sludge	205,380	142,540
Contaminated Plastic Packaging	0	3
Toners (printers)	248	200
Fluorescent lighting**	81	240
Plastic waste	337	-
Discarded chemical products	353	-
Cutting fluid	885	-
Ammonia Oil	467	-
Metal canisters	680	200
TOTAL	210,946	143,905

* The lines with no available data (-) for 2022 indicate that no collections were carried out during the period.

**Fluorescent lighting data for 2022 is expressed in units.

Non-hazardous waste

THE VICUÑA GROUP

NON-HAZARDOUS WASTE	QUANTITY (KG) 2023	QUANTITY (KG) 2022
Packaging + Organic	864,622	839,158
Plastic	74,482	85,140
Cardboard/paper	600,477	635,190
Inert	385,318	433,740
Wood	44,578	39,318
Expanded polystyrene foam	44,650	51,000
TOTAL	2,014,126	2,083,546

Water consumption

The Group uses freshwater in its manufacturing processes, mainly the following:

- **Steam generation for the thermal processes applied when cooking raw materials, in pasteurization processes, as well as for generation of sanitary hot water, among others.**
- **Human water consumption and cleaning activities at facilities.**

In addition, in the specific case of the Group's plant in Pontevedra, processed seawater is used which, after washing and purifying the mussels, is returned to the Arousa estuary under the same conditions as before extraction. In order to reduce usage of seawater and enhance quality in production processes, the Group has for years been committed to the purification of process water through a recirculation system (closed circuit), which is combined with an open purification circuit, also introducing waste filters and thereby reducing the energy needed for pumping seawater.

THE VICUÑA GROUP

Extraction sources	WATER (M³) 2023	WATER (M³) 2022
Total water captured from environment	3,968,935	4,544,280
Water from mains supply	405,542**	449,535
Recirculated sea water *	3,563,393	4,094,745

* Water extracted and returned to the sea under the same capturing conditions.

** 48% of the mains water supply is obtained from groundwater.

The Group's companies carry out different initiatives to minimize water consumption, amongst which the following stand out:

- **Development of start-up and shutdown protocols for facilities so that users close water valves to reduce consumption.**
- **The Group's companies that acquire new water-consuming machinery consider low consumption and efficiency in use as a fundamental factor, in line with the Group's concern regarding the current water shortage.**
- **Review of processes and consumption times to optimize them and make the best possible use of water resources used.**

Valorization of waste

One of the Group's main objectives with respect to waste involves maximization of recovered waste in order to provide the waste generated with a second life and thereby promote recircularity, essential as a strategy for optimal use of resources.

During 2023, 2,289,474 kg of organic waste was generated (SANDACH - animal by-products not intended for human consumption), corresponding to both category 3 (985,711 kg) and category 2 (1,303,763 kg). The Group is committed to seeking a sustainable way to deal with waste, striving to reuse waste as a raw material for other sectors or products, and boosting the circularity of resources.

Among the main categories of SANDACH waste which the Group generates and reuses, the following stands out:

- **Remains of salmon and trout heads as well as salmon and trout rest raw materials, used for producing animal feed of the highest quality. In 2023, it was possible to recover 471 tonnes of by-product via this initiative.**
- **Mussel shell, used as a raw material for manufacturing natural compost.**

Against Food Waste - TOO GOOD TO GO®.

One of the initiatives promoted by the Group for reducing food waste is adherence to the Too Good To Go® platform.

The main objective of this platform is to contribute to creating a global movement against food waste. To this end, its application was designed to provide food producing companies such as the Angulas Aguinaga Group with an outlet for products close to their expiry dates while also providing for the delivery of high quality and perfectly safe products to consumers at very competitive prices.

During 2023, the Group made a substantial contribution by placing 14,578 kilos of product in the market.



Biodiversity: protection and impact

As a measure to reduce the impact on biodiversity and climate change, the Group companies are registered under the following certifications for the sale of products with these specifications:

- **MSC (Marine Stewardship Council): this non-profit organization sets standards for sustainable fishing and traceability of certified sustainable fishery products, including standards for the cultivation and collection of seaweed.**
- **ASC (Aquaculture Stewardship Council): together with MSC, this organization ensures a responsible process for seafood farming.**
- **Global GAP: pursues the objective of achieving safe and sustainable agricultural production worldwide.**
- **Likewise, the Palencia plant is also registered with the Sustainable Fish Program (SFP).**
- **In the case of the Galicia plant, it opted for the "Bio Vivo" mussel business line, in its basket and protective atmosphere modalities. This involves using mussels from organic crops, a feature that has been certified by CRAEGA (Regulatory Council for Ecological Agriculture in Galicia).**

Since the Group has no production centers or offices in protected areas or areas of high biodiversity, its impact on biodiversity is insignificant.

Food safety

The Group is focused on developing products that fulfill all current legal requirements and pose no risk to consumer health, seeking a food safety culture throughout its value chain.

Thus, the Group's activity with a clear focus on food safety is aligned with SDG 2 of the United Nations ("Zero Hunger").

Specifically with respect to its commitment 2.4:

“By 2030, 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”



Food safety for customers and consumers

Customers and consumers are the main pillar for development, evolution, and growth in the Group, which performs various actions with the following objectives:

- **Offering them an extensive, healthy and unique portfolio of products.**
- **Anticipating and satisfying their consumption needs.**
- **Guaranteeing the stringent quality of its products and services by going beyond the legally stipulated quality standards and requirements to embrace other more exacting ones.**
- **Ensuring their health and safety by upholding the strictest food safety rules.**

In order to meet these objectives, special attention is dedicated to the Quality Control and Food Safety systems.

- **Good Manufacturing Practices (GMP): practices covering the handling, packaging, storage and transportation of fresh products.**
- **Hazard Analysis and Critical Control Points (HACCP): a system for identifying and controlling potential issues that may arise during the design and production processes.**
- **Quality Assurance Standards, such as the IFS (International Food Standard), which is one of the highest food safety distinctions for all European distribution sectors.**

In this context, all of the Group's plants have obtained their respective quality and food safety certifications.

Product and service labeling

In line with the Group's objective for transparent and truthful communication, all products marketed by the Group comply with the labeling regulations applicable in each country. The Group's Quality Department has a specific area dedicated to labeling and legal texts.

Customer and consumer care services

The packaging for all the products marketed by the different companies that make up the Group provide consumers with information on nutritional qualities, as well as the physical address of the company and, where applicable, the web address, e-mail address and telephone number.

The different consumer care services function like data collection centers and generate information used in the quality system. Complaints are dealt with by telephone, e-mail or through the website, depending on the data provided by the customer. A case file is created for each incident and reported internally to Quality Management, which carries out internal follow-ups and reviews the corresponding quality system should an incident have occurred, activating the necessary mechanisms to resolve the issue.

Likewise, statistical follow-ups carried out periodically for all incidents and improvements proposed by consumers are reviewed at the different Management Committee meetings held on a monthly basis in each company.

This customer and consumer service is centralized at the Group's headquarters, located in Irura (Gipuzkoa).

Incidents during the year

There were no reports of any health alerts detected at points of sale during 2023.

As far as consumer complaints about products are concerned, there were no "non-conformities" affecting the food safety of the final consumer during either 2023 or 2022. All non-conformities are analyzed in order to establish improvement plans for the most relevant

ones. Additionally, this information is analyzed for purposes of introducing product improvements.

The following table presents the non-conformities which arose during 2023 as a percentage of kilograms sold for each of the plants:

PLANT	% 2023	% 2022
Irura	0.00148	0.001
Burgos	0.00184	0.0023
Galicia	0.00246	0.0024
Palencia	0.00188	0.0007
Barcelona	0.00276	0.0022
Riunione	0.00018	0.0004
Deligusti	0.00077	0.00015

None of the Group's companies reported any incidents relating to privacy or leaks of their customers' personal data during either 2023 or 2022.

Internal audits and supplier audits

Periodic audits are carried out as a measure for providing assurance with respect to quality and the processes carried out at the Group's factories (internal) as well as with suppliers (external).

Internal audits are used by the Group to control the internal processes at production plants and ensure quality for both manufactured products as well as food safety and production processes. At the same time, audits are carried out

for suppliers to ensure that processes, procedures and supply specifications are fulfilled, thereby guaranteeing that supplies are carried out under optimal conditions in terms of quality and safety.

	2023	2022
INTERNAL AUDITS	10	7
SUPPLIER AUDITS	22	8
TOTAL	32	15

People represent a basic pillar for the Group, fundamental for the provision of a safe, healthy and flexible work environment where workers can thrive, promoting a diverse and multicultural work space, in all its groups, while maintaining work-life balance.

Care and development of our people.

Well-being and satisfaction for workers

With respect to the non-financial key performance indicators for 2023 presented below, it is worth noting that the data relating to the number of workers, labor contracts, dismissals, and average remuneration for workers.

Workers

The total number and distribution of workers in the Angulas Aguinaga Group, by gender and country, at December 31, 2023 is presented below:

EMPLOYEES BY COUNTRY	2023			2022		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Spain	359	350	709	377	362	739
France	2	1	3	1	1	2
Italy	47	36	83	43	44	87
TOTAL	408	387	795	421	407	828

The total number and distribution of employees in the Angulas Aguinaga Group, by gender and category, is as follows as of December 31, 2023:

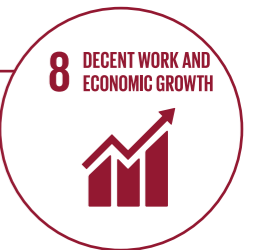
EMPLOYEES BY AGE AND CATEGORY	2023			2022		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
<30	52	41	93	51	50	101
Administrative staff/operators	35	26	61	35	26	61
Managers	9	12	21	6	17	23
Technical staff	8	3	11	10	7	17
>50	120	117	237	114	98	212
Administrative staff/operators	89	89	178	85	81	166
Managers	19	21	40	16	12	28
Executives	1	2	3	2	1	3
Technical staff	11	5	16	11	4	15
30<X<50	236	229	465	256	259	515
Administrative staff/operators	165	167	332	178	179	357
Managers	40	41	81	42	59	101
Executives	4	1	5	6	2	8
Technical staff	27	20	47	30	19	49
TOTAL	408	387	795	421	407	828

As can be seen in the above table, women make up 49% of the total workforce as compared to 51% for men. Analysis of gender distribution for each age group, presents no relevant differences.

One of the Group's sustainability goals aligned with SDG 8 "Decent work and economic growth" is to increase worker satisfaction.

Specifically, under SDG 8.5:

"By 2030, 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"



To this end, flexible work was promoted in 2023 followed by flexibility in working hours and in the enjoyment of holidays, boosting team commitment, motivation and efficiency.

In addition, in terms of job quality, the Group is committed to developing the skills, abilities and skills of its workers to promote a culture of innovation and continue strengthening a sense of belonging and commitment. To this end, we conducted training courses during the year in which the workers in charge of teams acquired tools in the areas relating to self-awareness, communication, providing and obtaining feedback, time management, as well as other key leadership skills.

The Group is firmly committed to recruiting talent as well as subsequently retaining existing talent.

In this spirit, the Group has established a specific procedure which is protected by its Code of Conduct, establishing the following principles for selection and recruitment of personnel:

- **Non-discrimination of any candidate during the staff selection process will be guaranteed.**
- **The evaluation of candidates will be based on job position requirements, and will be conducted objectively, transparently, respecting the principle of equal opportunities between women and men.**
- **Selection shall be based on merit and competence in terms of job performance, and not on gender, age or any other personal or family circumstances.**

The knowledge and suitability of the person for the position will be assessed by means of precise and comparable parameters and indicators which will be established prior to initiating the selection process.

Digital disconnection

It is essential for the Group to create a flexible work environment in which workers can thrive, promoting a diverse and multicultural space throughout the Group and amongst all its members, while maintaining a balance between work and private life.

To this end, flexible work was promoted and internalized within the enterprise's culture during the year, focusing on commitment, motivation, and team efficiency.

As a result, and subsequent to the entry into force of Organic Law 3/2018, of December 5, on Personal Data Protection and guaranteeing digital rights, worker rights to digital disconnection were recognized in order to guarantee respect for their

break time, permits and vacations, as well as personal and family privacy, beyond the legally or conventionally established working hours. The Group has also implemented a digital disconnection policy, promoting the appropriate use of digital tools as well as a flexible culture that adapts to the needs of the business, ensuring that break times and work-life balance is respected.

Organization of work

It is vital for the Group to create a healthy and flexible work environment in which employees can maintain a balance between work and private life, prioritizing stability with respect to contracts, social benefits, conciliation measures, and wages.

Working time is regulated in the sector's collective bargaining agreements to which we are party, establishing a maximum annual working day and well-defined shifts, amongst other issues.

The Group allows for irregular distribution of the working day, depending on organizational needs, as well as regulated overtime, respecting the minimum daily and weekly break periods established in applicable labor legislation, as well as the working holidays established in the appropriate labor calendar.

In addition, the Group launched the "Ambassadors Program" this year, in which workers receive training each month on the nutritional benefits and production processes relating to one of the products. The program aims to convert workers into the best ambassadors for the brands and products, while enhancing their sense of belonging.

Furthermore, we opened the doors of the enterprise headquarters to family members by introducing the "Family Day." The event consisted of a guided tour of the enterprise's production plant and innovation center.

Gender equality

Our guiding principle is equal treatment and opportunities for all the Group's workers, which means there can be no direct or indirect discrimination on the grounds of birth, race, ethnicity, national origin, gender, religion, opinion, sexual orientation, age or any other personal or social condition or circumstance.

The Group's commitment to this matter and involvement has been consolidated in two important ways. Firstly, through the development and approval of the protocol against all types of violence and harassment at the workplace. And secondly, through the diagnosis carried out for identifying the existence of possible discrimination and inequalities, and the negotiation of equality plans in those Group companies with more than 50 workers. All of the above was carried out in application of Organic Law 3/2007, of March 22, for effective equality of women and men; Royal Decree 901/2020, of October 13, on equality plans and their registration; as well as Royal Decree 902/2020, of October 13, on equal pay for women and men.

The result was the negotiating committee's approval of the first equality plan for Angulas Aguinaga, S.A., covering the

period from 2023 to 2026, and its registration by the Ministry of Labor and Social Economy on October 2, 2023. Said plan is based on gender mainstreaming and was designed as an instrument for improving the work environment as well as optimizing the capabilities and potential of the workers. Likewise, the first equality plan of Lagumar Seas, S.L. is in the diagnostic and negotiating phase.

The implementation of the measures agreed upon within the scope of the different Equality Plans will allow the Group to advance towards effective equality amongst the Group's workers.

In addition, the Group is extending the compliance model to the Italian companies and analyzing local regulations in order to start implementing the documentation in matters of equality.



Universal accessibility for people with disabilities

In the Angulas Aguinaga Group, as stated in our Code of Conduct, we are firmly committed to the principle of non-discrimination and we do not accept any exclusion for persons with disabilities.

In this spirit, the Group has boosted different initiatives in Spain relating to social and labor inclusion. This commitment means that during 2023, in addition to hiring 8 people with disabilities, we also collaborated with several special employment centers, an initiative to which we allocated more than €121,500, thereby once again exceeding the minimum annual amount required by law.

Further, at the Guipúzcoa and Burgos plants we collaborate with such an employment center for purposes of laundry services as well as classification and replacement of work clothes. The Cambados and Vilaxoan (Pontevedra) plants also work with Ilunion laundry services.

We have also been collaborating with the Nou Xamfra Foundation for more than 15 years. This Foundation acts like a special work center, performing the packaging and labeling functions for products manufactured at the Barcelona plant. In addition, sporadic contracts are arranged for campaigns involving other services for other special centers in the area, such as MITON.

In this way, we enhance staff awareness with respect to diverse capacities, sharing a real and consistent practice over time and thereby providing value to the organization.

EMPLOYEES WITH DISABILITIES	2023			2022		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Spain	5	3	8	4	3	7
Italy	2	0	2	3	0	3
Total	7	3	10	7	3	10

Safety, Health and Well-being

Guaranteeing the health and safety of everyone who makes up the enterprise is an absolute priority for the Angulas Aguinaga Group.

By means of its Health and Safety Policy, senior management and all intermediate positions are committed to complying with all the regulations in force on Occupational Risk Prevention, instilling a preventive culture which involves the whole organization.

The Group is responsible for the health and safety of its workers, focusing on continuous improvements to production processes, adapting machinery and equipment as well as improving work conditions.

In order to achieve complete involvement together with a preventive organizational culture, training is provided to workers in different preventive fields, promoting specialization in job positions, training in the handling of machinery, safety, first aid, emergencies, etc.

Health and Safety Committees have been organized at the work centers to provide consultation for workers and allow them the possibility to participate; the points identified for improvement and suggestions that arise in the quarterly meetings are taken into account at all times.

Finally, it must be noted that the collective bargaining agreements or labor regulations applicable in each country include specific chapters or sections on occupational health and safety, thereby promoting the health and safety of all people through the application of measures and the development of activities necessary for the prevention of work-related risks.

HOURS OF ABSENTEEISM	MEN	WOMEN	TOTAL
2023	70,694	59,388	130,081
2022*	72,405	53,655	126,061

*The 2022 data was restated with respect to the NFIS published in 2022.

In line with government data, the number of hours of absenteeism increased with respect to the previous year. The autonomous communities of the Basque Country and Catalonia are the most affected by this indicator given that more than 50% of the Group's workforce is located in these two areas.

Notwithstanding the above, the causes which led to the increase have been clearly identified and are common to all the companies operating in the Group's sphere of influence.

The following actions were implemented internally to improve the absenteeism rate:

- Follow-ups of daily and monthly absenteeism rates by each company for all their work centers and analysis of the respective causes.
- Establishing objectives to reduce absenteeism rates for each of the persons in charge of plants and human resources, in cooperation with Mutua.
- Analysis of how absenteeism is distributed by type of contingency (common contingencies, accidents, paid leave, etc.)

The data presented below comprises the number of accidents and professional illnesses, as well as their severity and frequency, the reduction of which is a priority for the Group.

Consequently, preventive measures are being taken in each of the work centers in order to reduce these rates.

NUMBER OF ACCIDENTS BY GENDER	WOMEN			MEN			TOTAL
	WITH SICK LEAVE	WITHOUT SICK LEAVE	COMMUTING ACCIDENT	WITH SICK LEAVE	WITHOUT SICK LEAVE	COMMUTING ACCIDENT	
2023	26	25	3	27	16	3	100
2022	18	13	2	23	21	1	78

	2023			2022		
	WOMEN	MEN	TOTAL	WOMEN	MEN	TOTAL
Number of professional illnesses	3	-	3	2	2	4
Index for severity of accidents	1.03	0.99	1.01	0.78	1.27	1.03
Index for frequency of accidents	39	38	38	27	29	28
Working days lost due to accidents	692	712	1.404	524	993	1.517

Attracting, developing and retaining talent

The Group is also committed to developing the abilities, skills, and knowledge base of its workers to promote a culture of innovation and continue strengthening a sense of belonging and commitment throughout the Group.

Types of employment contract

The total number and distribution of the Group's employment contract types at December 31, 2023 is presented below in terms of permanent, temporary and part-time contracts by gender and age:

TYPE OF CONTRACT	2023					2022				
	PERMANENT	TEMPORARY	TEMPORARY PART TIME	PERMANENT PART TIME	TOTAL	PERMANENT	TEMPORARY	TEMPORARY PART TIME	PERMANENT PART TIME	TOTAL
<30	84	-	9	-	93	90	1	7	3	101
Men	47	-	5	-	52	46	-	3	2	51
Women	37	-	4	-	41	44	1	4	1	50
>50	230	3	2	2	237	202	3	4	3	212
Men	117	1	1	1	120	110	1	3	-	114
Women	113	2	1	1	117	92	2	1	3	98
30<X<50	449	1	15	-	465	501	1	10	3	515
Men	229	-	7	-	236	249	-	4	3	256
Women	220	1	8	-	229	252	1	6	-	259
TOTAL	763	4	26	2	795	793	5	21	9	828

Temporary contracts are mainly associated with substitutions (such as maternity or paternity permits) or a passing need to strengthen the workforce. The Group promotes stability in employment, as reflected in the fact that 96% of its contracts are permanent and only 4% are temporary.

Dismissals

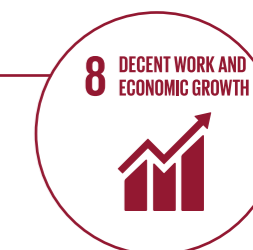
Dismissals in the Group are the result of exceptional circumstances rather than collective redundancy schemes.

The number of dismissals during 2023 is presented in the following table, broken down by gender, age and category:

NON-VOLUNTARY DEPARTURES	2023			2022		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
<30	-	2	2	-	2	2
Administrative staff/operators	-	2	2	-	2	2
>50	8	3	11	9	3	12
Administrative staff/operators	6	2	8	4	3	7
Managers	1	1	2	2	-	2
Technical staff	1	-	1	3	-	3
30<X<50	10	5	15	9	6	15
Administrative staff/operators	8	-	8	5	4	9
Managers	1	4	5	-	1	1
Executives	1	1	2	-	-	-
Technical staff	-	-	-	4	1	5
TOTAL	18	10	28	18	11	29

In all employee-related issues, the Group's strategy is aligned with SDG 8 and, in this particular case, with SDG 8.5:

"By 2030, 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"



The average number of contracts is presented below:

AVERAGE NUMBER OF CONTRACTS	2023					2022				
	PERMANENT	PERMANENT PART TIME	TEMPORARY	TEMPORARY PART TIME	TOTAL	PERMANENT	PERMANENT PART TIME	TEMPORARY	TEMPORARY PART TIME	TOTAL
MEN	404	1	10	1	415	423	1	8	7	439
Administrative staff/operators	286	1	9	1	297	297	1	7	7	312
Managers	65		0		65	65		1		66
Executives	6				6	8				8
Technical staff	46		1		47	52		0		52
WOMEN	383	4	10	4	400	383	3	7	11	404
Administrative staff/operators	271	4	10	4	289	266	3	6	11	286
Managers	81				81	87			0	87
Executives	3				3	3				3
Technical staff	28				28	27		1		28
TOTAL	786	5	20	5	816	806	4	15	18	843

AVERAGE NUMBER OF CONTRACTS	2023					2022				
	PERMANENT	PERMANENT PART TIME	TEMPORARY	TEMPORARY PART TIME	TOTAL	PERMANENT	PERMANENT PART TIME	TEMPORARY	TEMPORARY PART TIME	TOTAL
Spain	701	3	19	5	727	725	3	10	18	756
<30	63		7	1	71	77	1	4	4	86
>50	218	2	1	3	225	185	2	2	5	194
30<X<50	420	1	10	1	432	463		3	10	476
France	2				2	2				2
30<X<50	2				2	2				2
Italy	83	2	1		86	79	1	5		85
<30	18				18	16		1		17
>50	24	1	0		26	23	1	1		25
30<X<50	41	1	1		43	41	0	3		44
TOTAL	786	5	20	5	816	806	4	15	18	843

Average remuneration for staff

The following tables present average remuneration in the Angulas Aguinaga Group by gender, age and category of the workers who formed part of the enterprise during the year*:

REMUNERATION	2023			2022		
	SALARIO			SALARIO		
Men	36,997.87			34,697.13		
Women	32,536.26			31,294.93		
TOTAL	34,808.36			33,062.66		
REMUNERATION BY AGE	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
<30	31,935.48	29,947.88	31,052.26	29,021.38	30,462.30	29,684.33
>50	37,507.83	32,850.92	35,217.16	36,946.15	30,110.44	33,869.17
30<X<50	37,770.33	32,802.29	35,292.43	34,874.31	31,892.26	33,392.24
TOTAL	36,997.87	32,536.26	34,808.36	34,697.13	31,294.93	33,062.66
REMUNERATION BY CATEGORY	TOTAL			TOTAL		
Administrative staff/operators	26,705.72			25,613.63		
Managers	59,651.07			55,352.20		
Executives	195,015.49			143,773.64		
Technical staff	31,604.10			31,444.35		
TOTAL	34,808.36			33,062.66		
EXECUTIVE REMUNERATION**	TOTAL			TOTAL		
Men	210,213.04			149,006.20		
Women	159,500.55			129,340.73		
TOTAL	195,015.49			143,773.64		

*Remuneration data for 2022 was updated with respect to the NFIS published in 2022, which was based on the number of workers on the payroll as of 12/31 for the corresponding calculations.

**Including indemnities paid. Executive remuneration includes indemnity payments made each year, amounting to an average of €30,740.95 in 2023 (2022: zero).

In the case of Board members, average annual remuneration remained at the level of 2022, amounting to €21,428.57. Further disclosure is not provided due to confidentiality issues given that the Board is comprised of six men and one woman.

Pay gap

In accordance with prevailing regulations, enacted by the Workers' Statute; Organic Law 3/2007, of March 22, for effective equality between men and women; Royal Decree 901/2020, of October 13, on equality plans and their registration; as well as Royal Decree 902/2020, of October 13, on equal pay for men and women, the pay gap (differences between average salaries for men and women, and amongst the average salaries of men) recorded in the Group is presented by category.

When calculating the pay gap for executives, severance payments were taken into account; excluding them, the pay gap for this category would be 10%.

	2023	2022
Administrative staff/operators	4.2%	3.6%
Managers		
Junior Managers (M1)	13.5%	13.2%
Junior Managers (M2)	-21.4%	-17.4%
Managers	12.4%	10.7%
Senior Managers**	11.8%	11.7%
Technical staff**	19.3%	14.3%
Executives*	-1% (24.1%*)	13.2%
Executives without the general director	-1.10%	2.10%
Senior Managers	-1% (11.8%**)	
Technical staff	7% (19.3%**)	

*Including the general director.

**Including technical staff and senior managers over the age of 50.

Social relations

All of the Group's workers are covered by the collective agreements to which they are party in every work center.

In those plants where workers are formally represented, regular meetings are held in which issues of mutual interest are discussed in an atmosphere of cordial relations based on consensus.

Internal training

The Angulas Aguinaga Group aims to increase training hours and thus develop its workers, providing them with the means, programs and tools necessary to enhance their skills and knowledge.

Training is understood as a basic and fundamental element in the Group's corporate culture, which contributes to personal growth and professional development for the people who form a part of the organization.

Furthermore, the Group considers that training should be tailored to specific employee needs in accordance with their position and functions in the organization, aligned with the Group's objectives and strategy, in the firm belief that this is a decisive factor in increasing competitiveness.

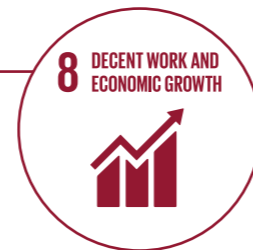
The Group's training program is structured around the following content:

- **Apprenticeship of general skills:**
Oriented towards acquisition of technical knowledge, regardless of the functional area.
- **Apprenticeship of professional skills:**
Covers a particular area of knowledge or tool.
- **Management style skills or knowledge:**
Relates to "how" someone should carry out a particular function.

TRAINING HOURS BY CATEGORY	2023	2022
Administrative staff/operators	8,809.45	6,400.00
Technical staff	1,211.00	1,448.00
Managers	3,846.10	3,217.00
Executives	527.00	1,403.00
TOTAL	14,393.55	12,468.00

• In this matter, the Group is aligned with SDG 8.8:

“Protect labor rights and promote safe and secure working environments of all workers, including migrant workers, particularly women migrants, and those in precarious employment”



Governance is one of the Group's key pillars in its sustainability plan, which is why special attention is given to measures against bribery, corruption and commercial conflicts, in addition to promoting the values and principles that guide the Group's Code of Conduct.

Governance.

Legislative compliance and ethical behavior.

Human rights

As indicated in the Group's Code of Conduct, the updated edition of which was approved in 2022, the Group publicly declares its absolute rejection of any type of illicit and/or criminal practice, expressly stating that such practices are totally prohibited, without exception or limits, within the Group. Thus, it is committed to internally establishing standards and procedures that contribute to compliance with applicable legislation.

Everyone who forms a part of the Group should:

Perform their function in the Group in strict compliance with applicable legislation, avoiding any ethically unacceptable practices in accordance with strict criteria regarding honesty and moral integrity.

Embrace, comply with, and respect all Group policies, procedures and regulations in their respective fields of action;

Act in a clear and transparent manner, thereby ensuring that none of their actions may be interpreted as deceptive.

This Code of Conduct establishes a series of values, standards and behavioral guidelines applicable to all the Group's activities. In the event of a conflict amongst the values, standards and behavioral guidelines set forth in this Code and applicable legislation, the provisions of law shall prevail over this Code.

In addition to complying with prevailing legislation, applicable in all the territories where it operates, the Group is committed to:

- **Respecting internationally recognized human rights**, which encompass the rights set forth in the International Bill of Human Rights and the principles relating to rights set forth in the ILO (International Labor Organization) Declaration on Fundamental Principles and Rights at Work.
- **Maintaining a work environment free from all forms of sexual harassment, whether gender-based or of any other nature**, and regardless of whether it is between employees or with respect to customers or suppliers, or vice versa, thereby ensuring that all persons are treated equally and with dignity. Therefore, no discriminatory practices will be tolerated on the basis of race, color, gender, age, religion, ethnic or geographic origin, disability or any other illegitimate cause.
- **Respecting people's personal and family life and promoting reconciliation policies** that facilitate the best work-life balance.
- **Respecting the principles of equal treatment and opportunities in each and every area of the Group**, encouraging and offering the same opportunities in access to work and professional promotion, and fomenting a corporate culture based on merit. No discriminatory attitudes are tolerated.

- **Rejecting the use of any form of forced or compulsory labor**, as defined in Convention 29 of the ILO, and under no circumstances confiscating money or identity documents at the beginning of the employment relationship with a view to holding workers against their will.

- **Respecting the rights of children, rejecting the use of child labor in accordance** with its definition in the prevailing legislation in force in the country where the corresponding activities are being carried out, and always respecting the minimum age established in ILO Convention 138.

- **Recognizing the employees' right to form or participate in organizations set up for purposes of defending and promoting their interests**, not interfering in their choices in this regard, and likewise recognizing the workers' right to representation by unions and other forms of representation elected by the different work units in accordance with legislation and practices prevailing in the different countries where a labor relationship was contracted.

The Group's commitment to ethics and integrity includes the duty to report any inappropriate actions in light of the principles set forth in its Code of Conduct.

The obligation to report also extends to those cases in which there are well-founded suspicions of malpractice on the part of customers, suppliers or any other person or entity linked to the Group's economic activity.

All persons who form a part of the Group must endeavor to ensure compliance with the Code of Conduct, consult any doubts about its interpretation and report, in good faith and without fear of reprisals, any action contrary to the principles and conduct defined therein.

In addition to the hierarchical channel available, in 2023 the Group updated the procedure for managing notifications and consultations relating to irregularities or breaches of the Code of Conduct in accordance with the provisions of Law 2/2023 of February 20, which regulates both protection for persons who report regulatory breaches as well as the fight against corruption.

This update provided the Group with an Internal Information System (IIS) which fulfills a dual purpose: the protection of persons who report breaches included in its scope of application, while also strengthening and promoting a culture of information and communication as a mechanism to prevent

Electronic channel:
codigodeconducta@angulas-aguinaga.es

Corporate web form (Ethical Channel).

and detect irregular conduct, and respond appropriately.

To this end, the IIS policy and procedure was formulated. The IIS should be used as the preferred means for communicating non-compliance issues via the ethical channel.

This channel is securely designed to guarantee confidentiality of the informant's identity and that of the affected person or any third party mentioned in the report, while also guaranteeing the protection of personal data, preventing access by unauthorized personnel.

The following mechanisms are provided by Angulas Aguinaga:

Mail post addressed to the Ethics and Compliance Committee at the following address:
Pol. Laskibar, 5. 20271, Irura (Gipuzkoa)

All notifications or consultations can be performed anonymously and must include a description of the subject matter. The processing of notifications and consultations corresponds to the CEC or a body it determines, and will be studied and dealt with confidentially. The personal data of the person reporting will be managed in accordance with the stipulations of applicable data protection laws of the country in question.

Reprisals will not be tolerated against those who have used the ethical channel in good faith to expose possible irregularities. The existence of the ethical channel is without prejudice to any other mechanisms considered appropriate to provide for the communication of potentially significant irre-

gularities. No human rights violations were registered in the Group during either 2023 or 2022.

Failure to comply with the provisions of the Code of Conduct may lead to the application of corrective and/or disciplinary measures, corresponding to the system for penalties and fines provided for in applicable collective agreements as well as in the Workers' Statute and/or applicable legislation. The Group also reserves the right to take such punitive or legal measures it deems appropriate in defense of its interests.

The Group will communicate and disseminate the content of the Code of Conduct to its staff. Likewise, it will also be made available to external partners.

Measures against corruption and bribery

The Group strictly prohibits any behavior or practices which involve corruption, bribery or influence peddling with respect to customers, suppliers, business partners and civil servants or public, national or international institutions, including those related to money laundering.

Thus, in their relationships with third parties, the Group's employees may not offer or accept gifts or hospitality that go beyond the purely symbolic or that could be interpreted as an attempt to unduly influence a commercial, professional or administrative relationship.

This prohibition does not include expenses or hospitality that may be considered usual or customary in the market, in reasonable amounts, taking their nature, frequency and amount into account. In any case, they must be authorized by the employee's immediate superior.

Likewise, the Group does not permit the direct or indirect provision of gifts, hospitality or advantages to public representatives for purposes of exerting influence in its favor. It also strictly forbids taking advantage of a personal relationship in order to unduly influence an authority or civil servant. Further, the Group not only forbids offering, promising or delivering anything of value, but also forbids requesting, accepting or receiving anything of value as consideration for the performance or non-performance of any action which may provide benefits or advantages to any third party.

Any agreement with third parties which gives rise to a payment obligation for a Group company must be in written form, sufficiently describe the service arranged, and be authorized by the appropriate person in accordance with the company's systems and procedures.

Any payment to be made by the company must be made by check or bank transfer, and payments in cash or by bearer cheque without a receipt are expressly prohibited. The use of the latter two methods of payment must be kept to a minimum and reduced to insignificant amounts.

Any payment, whether direct or indirect, of commissions or any other form of remuneration for the purpose of obtaining orders or gaining any commercial advantage is expressly prohibited. Payments to commercial agents or representatives of the Group made as a result of the performance of their activities for the Group are an exception to the above, provided the payments are made in compliance with prevailing legislation.

Risk analysis

During 2021, the Group performed an assessment for purposes of identifying the main strategic, operational, financial, compliance and sustainability risks and analyzing their impact and the consequences they may have within the Group.

Following this analysis, the Group decided to focus on food safety, corporate defense, and cybersecurity.

FOOD SAFETY:

The Group's companies operate in the food sector, making food safety a critical matter for the Group, which is consequently under the obligation to act in strict compliance with different regulations and laws.

The Group implements food safety programs via different protocols, identifying critical aspects and performing controls in order to neutralize the possible risk. Its food safety policy is based on the following premises:

- **To guarantee the safety, quality and legality of all our products throughout their useful life**, based on an integrated self-control system that allows us to continually monitor the parameters of the manufacturing system.
- **To provide an effective traceability system that guarantees availability of relevant data.**
- **To maintain a multidisciplinary team with adequate scientific and technical knowledge** to manage an effective HACCP system.
- **To encourage and improve communication amongst the different members of the HACCP team** by providing common work areas.

The Group trains and qualifies its employees to ensure they are the best managers for their job positions and are motiva-

ted to perform their tasks. The purpose of all the above is to make them aware of their responsibility towards the consumer in matters of food safety.

The Group is a leader in its sector, allocating significant resources to innovation and branding, investing in these fields on a recurring basis every year, and at all times seeking to satisfy the needs of customers by meeting the established quality requirements. To this end, the Group follows the IFS food safety and quality standards.

As far as consumer protection is concerned, the Group emphasizes the following matters:

- **Compliance with prevailing legislation.**
- **Preventing the appearance of food crises in the sector** via microbiological control of the competitors' products.
- **Analyzing and performing controls with respect to our raw materials, primary packaging, subcontracting, and processes**, with a view to guaranteeing the authenticity of our products.
- **Implement a food defense system** to guarantee total safety for all our products.

In addition, a specific periodic training plan was also organized for all members of the organization, covering the following points:

- **Risk scenario: criminal liability of the legal entity**
- **Main criminal risks to which the Group is exposed**
- **Presentation and explanation of the Model**
- **Responsibilities of Group Management and its employees with respect to the Model.**

Thanks to this training plan, we prevent non-compliance with the following risks, amongst others:

- **Breach of code of ethics and code of conduct**
- **Fraud, corruption, crime prevention and money laundering**
- **Possibility of non-compliance with general regulations**
- **Ignorance of tax / legal / regulatory implications**
- **Breach of contract**

CORPORATE DEFENSE:

In order to review the current preventive model, and considering its compatibility with the development of preventive models in foreign subsidiaries, a consolidation exercise was carried out for all Group companies in 2022. To this end, the following documents were updated and approved by the Board of Directors:

- **Code of Conduct**
- **General compliance policy**
- **Ethical channel regulations**
- **Manual for the Management System of the Criminal Code Model**
- **Updated criminal code risk map**

Further, in accordance with Law 02/2023, which regulates the protection of persons who report regulatory breaches, and the fight against corruption, in 2023 the Board of Directors updated and approved the regulations of the ethical channel, implementing the policy and procedure of the Internal Information System (IIS).

CYBERSECURITY:

Information is a critical and essential asset which is of great value for performance of the Group's activity. This asset must be adequately protected with the necessary security measures against threats that may affect it, regardless of the formats, media, means of transmission, systems, or persons with access to the information, its processing or treatment.

Cybersecurity risks are also included in this section. The Group is active in the training of its employees in this area and has established procedures to prevent such threats.

It has also implemented various technological measures, such as:

- **Approved data protection policy**, adequate network infrastructure (firewalls, wifi access, network electronics, navigation possibilities, and design of connected industrial networks).
- **Correct definition of user points** (antivirus, mobile device management systems, permits, updates).
- **Program for management and conservation of data** (backup, use of the "cloud" or shared information).
- **Security Operations Center (SOC)** dedicated to monitoring, identifying, mitigating and remediating cybersecurity vulnerabilities and attacks.
- **DLP (Data Loss Prevention) directives** enacted to help mitigate the dangerous or unauthorized use of confidential data in applications, services, and devices.



Transparency and communication.

The Group understands transparency and communication as essential for ensuring clear and accurate public information on different areas of its activity, especially in terms of its financial, environmental and social performance.

In this matter, the Group is aligned with SDG 12.6:

“Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle”



Commitment to social responsibility and development of local communities

In the section for Social Responsibility, the Group conducts its business activities taking the welfare and socio-economic development of those local communities directly related to said activity into account.

FOOD BANKS AND NON-GOVERNMENTAL ORGANIZATIONS

During 2023, the Group mainly worked with food banks located in Spain and France, thereby contributing to meet the food needs of the disadvantaged population.

Below, we present a breakdown of said contributions.



DONATIONS TO FOOD BANKS	2023	2022
Burgos food bank	228,484	264,768
Gipuzkoa food bank	118,480	87,676
Fundación Nassica (albergue sta.Maria)	114,296	137,162
Fesnad fund. Madrid food bank	914	797
Las Palmas food bank	2,527	2,546
Rennes food bank	4,748	19,614
TOTAL	469,449	512,563

Commitment to sports and a healthy lifestyle.

For Angulas Aguinaga, developing a sense of belonging to San Sebastian and Guipuzcoa is fundamental. The basketball team "Gipuzkoa Basket" has given us the opportunity to strengthen this connection further by naming a landmark building in the city "Angulas Aguinaga Arena." In addition, it is an entity that is dedicated to innovation, as evidenced by its initiatives to be a 100% sustainable club and as can be seen from the social impact plan and policy on member clubs.

Finally, from the perspective of Angulas Aguinaga as a food company, it represents a powerful platform to help our brands and products reach more consumers and become part of the city's culinary culture.



The Krissia®, Aguinamar®, La Gula del Norte®, and Royal® brands sponsor Basque Pelota events, a sport deeply rooted in Basque culture with a great socio-cultural impact on local communities.

On May 14, 2023, twelve of Angulas Aguinaga's employees participated in the 13th edition of the Gipuzkoa Enterprises Race, representing three teams (women, men and mixed).





San Sebastián Film Festival

La Gula del Norte® was the only gastronomic sponsor in the opening gala celebration for the San Sebastian Film Festival, a premium event that helps the brand reinforce its image and gourmet positioning.

Attendees at the opening party for the 71st edition of the San Sebastian Film Festival were able to enjoy a product tasting session thanks to several appetizers, in which La Gula® was the protagonist apart from the now customary Royal® salmon slicer.

In addition, "La Ruta de Pintxos" ("The Pintxo Route") with La Gula del Norte® was a pioneering project which involved a large number of bars and restaurants all over the historic center of San Sebastian, so well known for its exquisite gastronomic delicacies.

EMPLOYER BRAND.

The Group believes in staying close to talent. In order to achieve this, it carries out various initiatives for purposes of communicating the value proposal offered by the Group to future team members.

ENTER Program.

This program is aimed at those students or recent graduates who want to become part of the Angulas Aguinaga team. They engage in projects that meet real needs in the Group's strategy. The program is designed to be bi-directional, creating a relationship between those with little work experience and executive profiles with a high level of experience. In this approach, the latter become acquainted with new technological trends as well as the interests and concerns of younger generations, and ENTER participants are offered the opportunity to work with professionals who boast a rich professional background, thereby allowing for fast growth and adaptation to the enterprise.

Dual Training.

We firmly believe in dual training, allowing students the opportunity to expand their knowledge and complete their training through challenges in the company. In 2022, the Group collaborated with several higher education institutions.

Partnerships with universities.

The Group encourages employees to participate in initiatives led by associations and universities native to the environment, through presentations and challenges aimed at students, amongst which the following stand out:

- University Challenge (AECOC)
- Deusto Business School
- University of Navarra



San Sebastián Day La Tamborrada

As is customary every January 20, San Sebastián Day was enjoyed with its most famous celebration: La Tamborrada.

La Tamborrada is celebrated with a parade of "drum and barrel" companies that play songs comprising the classic repertoire of the Tamborrada throughout the streets of the city. Participants are dressed in soldiers' uniforms or as cooks. The different groups that parade usually have something in common, such as belonging to the same culinary society, sports club, school, group of friends, etc.

In short, it is a proud day for the city on which different groups come together to enjoy, eat and enliven the city of San Sebastian for the entire 24 hours of the day.

Historically, elver represents the typical dish for La Tamborrada, and for more than three decades the products of La Gula del Norte® have been of primary importance in the celebration. To speak of La Tamborrada is to speak of La Gula del Norte®. So much so that, like every year, all the school children participating in the infantile part La Tamborrada enjoyed La Gula del Norte® products with their family and friends thanks to the dishes that Angulas Aguinaga distributed free of charge to more than 7,000 children in almost 60 schools.



"You're doing well", a podcast by Krissia®.

The Krissia® brand has been executing a campaign since 2022 which is aimed at providing support for real lives and trying to reduce the demands we are subjected to every day.

Given the context in which we receive a lot of messages and guidelines, especially in the food sector, on how things should be done "perfectly", more and more people are feeling the frustration of not being able to meet all expectations.

Thus, Krissia® products help in a simple way, allowing consumption of a high quality sustainable product with high protein content, providing the best company for real lives.

Thanks to the Krissia® podcasts, a "You're Doing Well" podcast platform has been created. Special guests talk about their real lives in interviews and conversations so that listeners can get to know them a little better and discover their common purpose: to claim that, if you do what you can, you are doing it right.

During 2022, some 96,856 viewings and audio reproductions were obtained, while in 2023 a total of 108,067 persons reproduced the content of the program.



Digitalization.

As part of the Group's objective to continue with the digitalization of its internal processes, in 2023 Angulas Aguinaga and its project known as "Technology at the service of inorganic growth" were awarded with the first prize at the SPOUG Awards for the best 2023 Oracle Application Projects.

The project reflects the continuous commitment to innovation and excellence in the food industry via use of technology.

Anniversaries

15th Anniversary of the Burgos plant.

On September 22, the 15th anniversary was celebrated for the start-up of the Angulas Aguinaga Group's factory in Villafría, Burgos.

Built from scratch in 2008, the Angulas Aguinaga Group relied on it when producing a multitude of products for one of its most iconic brands: Aguinamar®. Octopus, prawns, spreads, ready meals, fried eggs... fifteen years full of experiences that have turned the plant and, more importantly, its people, into one of the most advanced plants in the sector. Thanks to the whole team for their commitment and passion.



170th Anniversary of Royal®.

Royal, craftsmen of the sea since 1853, a brand recognized and valued for its good work in high quality products with a great taste. In 2023, we commemorated our 170th anniversary as Craftsmen of the Sea.

Tradition and experience are the great assets at Royal that we have been nurturing since 1853 in order to offer our customers the best products. Our history and close relationship with seafood products began 170 years ago when the founder of the company became the first to import large quantities of cod in bales from Iceland, Greenland, Norway, and the Faroe Islands to Spain for marketing reserves throughout the country.

Since then, we have been strengthening direct links with our producers, allowing us to ensure a stable supply, select the best quality, and adapt the raw material to the characteristics of our production process.

Over the years, we have specialized in the production and marketing of smoked salmon and North Atlantic cod, establishing our own strict classification that allows us to offer our customers a guarantee of origin and quality.



Tax information.

The Group complies with its tax and social security obligations as applicable under prevailing legislation, and in accordance with its Code of Professional Conduct. This code expressly prohibits the unlawful circumvention of payments or the obtaining of undue tax benefits, as well as requesting subsidies, deductions or aid from public administrations by falsifying data or conditions.

The table breaks down country-by-country profits and income taxes paid.

PROFIT BEFORE TAX (€)	2023	2022
SPAIN	- 51,380	- 52,508
ITALY	- 1,329	- 724
FRANCE	76	7
TOTAL	- 52,633	- 53,225

INCOME TAX PAID (€)	2023	2022
SPAIN	-72	387
ITALY	264	645
FRANCE	4	1
TOTAL	195	1.033

PUBLIC GRANTS RECEIVED

2023	816
2022	677

Appendix:

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required by
Law 11/2018

General areas

AREAS		REPORTING FRAMEWORK		REFERENCE (SECTION)	COMMENTS / REASONS FOR OMISSION
BUSINESS MODEL	Description of the business model: Corporate environment Organization and structure Markets in which the organization operates Objectives and strategies The main trends and factors that may affect its future development	GRI 2-1 Organizational details GRI 2-2 Entities included in the organization's sustainability reporting GRI 2-6 Activities, value chain and other business relationships GRI 2-9 Governance structure and composition GRI 2-23 Policy commitments	Introduction	Business model	12 - 17
POLICIES AND THEIR RESULTS	Description of the policies applied by the Group as well as the results of those policies, including the key indicators for pertinent non-financial results.	GRI 2-23 Policy commitments GRI 2-24 Embedding policy commitments	Governance	Corporate Defense	In the whole document
MAIN RISKS AND IMPACTS IDENTIFIED	Main risks related to these questions and the Group's activities, including, when relevant and proportionate, its commercial relations and products or services which may have negative effects on these areas.	GRI 3-3 Management of material topics	Governance	Risk management	66-71

Environmental issues

AREAS		REPORTING FRAMEWORK	REFERENCE	COMMENTS / REASONS FOR OMISSION
ENVIRONMENTAL MANAGEMENT	Current and foreseeable effects of the company's activities Environmental assessment or certification procedures Resources dedicated to preventing environmental risks Application of the precautionary principle Amount of provisions and guarantees for environmental risks	GRI 3-3 Management of material topics Internal criterion/GRI 201-2 Financial implications and other risks and opportunities due to climate change (accounting criterion) GRI 2-23 Policy commitments Law 26/2007 on Environmental Responsibility (if applicable)	Products and operations	42
POLLUTION	Measures to prevent, reduce or repair carbon emissions (also includes noise and light pollution)	GRI 3-3 Management of material topics	Products and operations	43 - 47
CIRCULAR ECONOMY AND WASTE PREVENTION AND MANAGEMENT	Measures for the prevention, recycling, and reutilization of waste, and other forms of recovery and elimination of waste Actions to combat food waste	GRI 3-3 Management of material topics GRI 306-3 (2020) Waste generated GRI 3-3 Management of material topics	Operations	48 - 51
SUSTAINABLE USE OF RESOURCES	Responsible water consumption and supply based on local restrictions Consumption of raw materials Direct and indirect energy consumption Measures taken to improve energy efficiency Use of renewable energies	GRI 3-3 Management of material topics GRI 303-3 Water withdrawal GRI 3-3 Management of material topics GRI 301-1 Materials used by weight or volume GRI 302-1 Energy consumption within the organization GRI 3-3 Management of material topics	Operations Less consolidated raw materials, product	35 43 - 47 50
CLIMATE CHANGE	Important items in the greenhouse gas emissions generated Measures implemented for adapting to the consequences of climate change Reduction objectives established voluntarily	GRI 305-1 Direct (Scope 1) GHG emissions GRI 305-2 Energy indirect (Scope 2) GHG emissions If applicable: GRI 305-3 Other indirect (Scope 3) GHG emissions GRI 3-3 Management of material topics GRI 3-3 Management of material topics	Operations Products and operations	46 - 47 51 51
PROTECTION OF BIODIVERSITY	Measures taken to preserve or restore biodiversity Impacts caused by activities or operations in protected areas	GRI 3-3 Management of material topics	Products and operations	51

Social and employee matters

AREAS	REPORTING FRAMEWORK	REFERENCE	COMMENTS / REASONS FOR OMISSION
EMPLOYMENT	Total number and breakdown of employees by gender, age, country, and professional category	GRI 2-7 Employees	Persons 56
	Total number and distribution of types of employment contract	GRI 405-1 Diversity of governance bodies and employees	Persons 61
	Annual average number of permanent, temporary, and part-time contracts by gender, age, and professional category	GRI 2-7 Employees	Persons 61
	Number of dismissals by gender, age, and professional category	GRI 401-1 New employee hires and employee turnover	Persons 61
	Pay gap	Internal framework: the calculation was performed as per the following formula: (Average salary for women – Average salary for men)/ Average salary for men	Persons 63
	Average remuneration by gender, age, and professional category	Internal framework: average remuneration obtained during the year (includes total remuneration for the year, i.e. fixed salary and all variable remuneration, such as per diems, indemnities, saving plan payments, etc.).	Persons 63
	Average remuneration for Board members by gender		Persons 63
	Average remuneration for executives by gender		Persons 63
	Implementation of disconnection policies for employees	GRI 3-3 Management of material topics	Persons 57
	Employees with disabilities	GRI 405-1 Diversity of governance bodies and employees.	Persons 59
ORGANIZATION OF WORK	Organization of working hours	GRI 3-3 Management of material topics	Persons 58
	Number of hours of absenteeism	Internal framework: absenteeism rate	Persons 59
	Measures aimed at improving work-life balance and ensuring a suitable balance between both parents	GRI 3-3 Management of material topics	Persons 57
WORKPLACE HEALTH AND SAFETY	Health and safety conditions at the workplace	GRI 403-1 Occupational health and safety management system	Persons 59-60
	Number of accidents at work and occupational diseases by gender, frequency, and severity by gender	GRI 403-9 Work-related injuries Frequency rate= Number of accidents with sick leave x 1.000.000/ number of hours worked (excluding commuting accidents) Severity index= Number of working days lost x 1.000.000/ number of hours worked (excluding commuting accidents)	Persons 60

AREAS	REPORTING FRAMEWORK	REFERENCE	COMMENTS / REASONS FOR OMISSION
SOCIAL RELATIONS	Organization of management-labor engagement	GRI 3-3 Management of material topics	Persons 55-64
	Percentage of employees covered by collective bargaining agreements, by country	GRI 2-30 Collective bargaining agreements	
	Balance of the collective bargaining agreements, particularly with respect to occupational health and safety	GRI 3-3 Management of material topics	
	Mechanisms and procedures the company has in place to promote employee involvement in management of the company in terms of information, consultation and participation.		
TRAINING	Policies implemented in the training area	GRI 404-2 Programs for upgrading employee skills and transition assistance programs	Persons 64
	Total number of training hours by professional categories	Internal framework	
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EQUALITY	Measures adopted to promote equality in treatment and opportunities for women and men	GRI 3-3 Management of material topics	Persons 58
	Equality plans - measures adopted to promote employment, protocols against sexual harassment and gender-based harassment	GRI 3-3 Management of material topics GRI 2-23 Policy commitments	
	Integration and universal accessibility for people with disabilities	GRI 3-3 Management of material topics	
	Anti-discrimination policy and, where applicable, diversity management policy	GRI 3-3 Management of material topics GRI 2-23 Policy commitments	

Information on respect for human rights.

AREAS	REPORTING FRAMEWORK	REFERENCE	COMMENTS / REASONS FOR OMISSION
Application of human rights due diligence processes	GRI 2-26 Mechanisms for seeking advice and raising concerns GRI 3-3 Management of material topics	Governance	66-71
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Reported human rights violations	Internal framework: quantitative information on the number of complaints	Governance	66-71
Advocacy and compliance with the provisions of the fundamental ILO conventions related to safeguarding the freedom of association and the right to collective bargaining, the elimination of job and workplace discrimination, and the effective abolition of child labor	GRI 3-3 Management of material topics GRI 2-23 Policy commitments	Governance	66-71

Information on anti-corruption and bribery measures.

AREAS	REPORTING FRAMEWORK	REFERENCE	COMMENTS / REASONS FOR OMISSION
Measures adopted to prevent corruption and bribery	GRI 2-25 Processes to remediate negative impacts GRI 2-23 Policy commitments GRI 2-26 Mechanisms for seeking advice and raising concerns	Governance	66-71
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Information on the company.

AREAS	REPORTING FRAMEWORK	REFERENCE	COMMENTS / REASONS FOR OMISSION
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	Impact of the company's activities on local communities and surrounding territories	GRI 3-3 Management of material topics	Commitment to society 72-77
	Relationships with members of local communities and the various forms of engaging them	GRI 3-3 Management of material topics	Commitment to society 72-77
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	Complaints systems	GRI 2-16 Communication of critical concerns GRI 2-25 Processes to remediate negative impacts	
	Complaints received and their resolution	GRI 2-25 Processes to remediate negative impacts Internal framework: information on complaints and opportunities for improvement	
TAX INFORMATION	Profits obtained country by country	GRI 207-4 Country-by-country reporting	Tax information 79
	Corporate income tax paid	GRI 207-4 Country-by-country reporting	
	Grants received from public bodies	GRI 201-4 Financial assistance received from the government	

