



ESG Report 2023

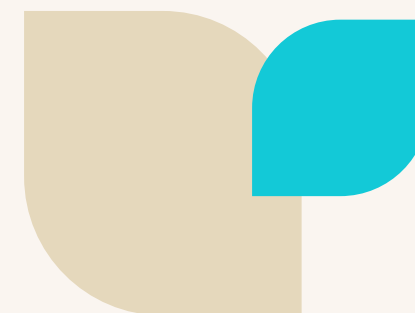
Innovating to feed a better world



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Our impact in 2023



-10.4%

of CO₂ emissions
compared to 2022



+2.1%

relative water consumption
compared to 2022



-3.0%

relative consumption of
plastics compared to 2022



+1.5%

relative consumption of
cardboard compared to 2022



100%

FSC certified
cardboard packaging



7,600

photovoltaic panels with an
installed power of 3.5 MWh,
avoiding emissions of 1,950 t
CO₂ per year



Environmental



2,980

committed professionals,
1.2% more than in 2022



-10%

in the severity index of
occupational accidents
compared to 2022



14,177

hours of training given
to the team, 37.4% more
than in 2022



**Equality plans to
guarantee the same
opportunities for all
people in the team.**



**Certified Healthy
Organization
Management
System.**



 **Social**

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642.9

million euros generated,
18.7% more than in the
previous year



**Code of Ethics and
Conduct common
to all companies
that are part of
Vicky Foods.**



70.6

millions of euros
allocated to staff
remuneration



1,5

million euros of
profits shared with
our staff as bonuses
for objectives



444.5

million euros paid
to supplier and
creditor companies



Governance

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**-2.4%***quality-related
complaints
compared to 2022***2.4***million followers on
social networks and more
than 3.2 million visits
to our corporate and
trademark websites***We prioritize the health of our consumers:****5.3%***fats and oils used in
the production of our
products compared
to 2022***-0.4%***sugar used in the
production of our
products compared
to 2022*

**We work to optimize the
production of our products
in order to help promote
healthier lifestyles.**

 **Governance**

Letter from the CEO

We innovate every day to feed a better world, striving to generate a positive footprint

In 2023, we continue to live in a turbulent social context, where social, political, economic and environmental uncertainty means that more adaptation and greater speed in our ability to act are needed.

At Vicky Foods, we are very aware of the whole situation around us, as it can have repercussions on our activity, and we must anticipate it. In this sense, we have identified the **Path to sustainability** as the main way of action to address the challenges that our society must face, since, by applying ESG (environmental, social and governance) criteria, we seek to improve our ability to adapt to the reality of the current and future environment.

It has been more than 70 years since we began "our sweet story" and we want to continue to maintain it for much longer. Therefore, in addition to addressing these challenges, we must **respond to the demands of our customers and consumers,**

adapting to new food trends, which are turning towards an increasingly healthy lifestyle, and seeking to surprise at all times with innovative products that are part of an increasingly diversified portfolio.

To broaden our horizons, in 2023 we started the construction of our first factory in France. Our ambition is to reach a large part of the world's homes, so we strive to continue taking steps in this direction and go a little further every day.



Rafael Juan
CEO of Vicky Foods

Our diversification and internationalization strategy are essential to continue in an increasingly complex and demanding market.

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In this eagerness to go further, we have also **expanded our business structure**, acquiring *El cartujano* in Seville and *Momentos Plenos* in Portugal, among others.

On the other hand, in our commitment to sustainability, this year we have achieved the objective of **extending the calculation of the carbon footprint to the entire organisation**: including the delegations, national factories, the farm and packaging factory and the factory in Algeria. This is a fundamental milestone in the environmental field, as the decarbonisation of our activity is key to facing the great challenge posed by climate change.

The signing of a collaboration agreement with an entity that helps us to manage

food waste effectively has also become relevant. This issue is a serious problem that affects both socially and environmentally, Vicky Foods, being a company in the agri-food sector, is clear that avoiding it as far as possible is our responsibility. For this reason, reducing food waste has been one of our main focuses in 2023.

Complementing these achievements, we would also like to highlight the effort we are dedicating to **reduce the grammage of our packaging**, in order to minimise the amount of plastic used through the eco-design of the packaging.

On the other hand, in our eagerness to reach an increasing number of consumers, in addition to having strengthened our FIT'z® brand, launched in 2022, in 2023 we have unveiled the **new brand Il Forno by Giovanni Ricci®**, with which we bring the tradition and taste of Italy closer to our customers and consumers. This launch has been the result of a new project that arose from the enthusiasm and effort of the great team that is part of our family business.

Extending the calculation of the carbon footprint to the entire organization has been an important milestone in 2023, as it has involved a great effort, but essential to be able to continue moving towards decarbonization.

In addition, to continue responding to customer and consumer demands, in 2023 we have **expanded our production capacity** introducing Dulcesol® wheat tortillas and the new line of sliced bread launched in Villalonga, which stand out among other

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novelties, such as the "Supreme" products of Dulcesol, Dulcesol sliced bread "0% added sugars", the collection of "mini" muffins, buns and brownies by Dulcesol, the new Dulcesol Ice Cream products and the chocolate *palmeras*, croissants, *xuxos*, *susos* and *napolitanas* from Horno Hermanos Juan®; among other novelties.

Finally, I would like to take this opportunity to thank, once again, the invaluable work

carried out by all the people who are part of Vicky Foods, without whom it would not be possible to achieve all these milestones. This gratitude, this year, has also been reflected in the 1.5 million euros of benefits that we have shared with our staff as a bonus for compliance with the established corporate objectives, demonstrating that we value their involvement, thanks to which we can continue growing together. **Thank you for your commitment, team!**

Together we continue to write our history to feed a better world.

I invite you to learn about 2023 in terms of sustainability at Vicky Foods in this sixth ESG Memory.

Rafael Juan

CEO of Vicky Foods





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Vicky Foods, tradition and innovation

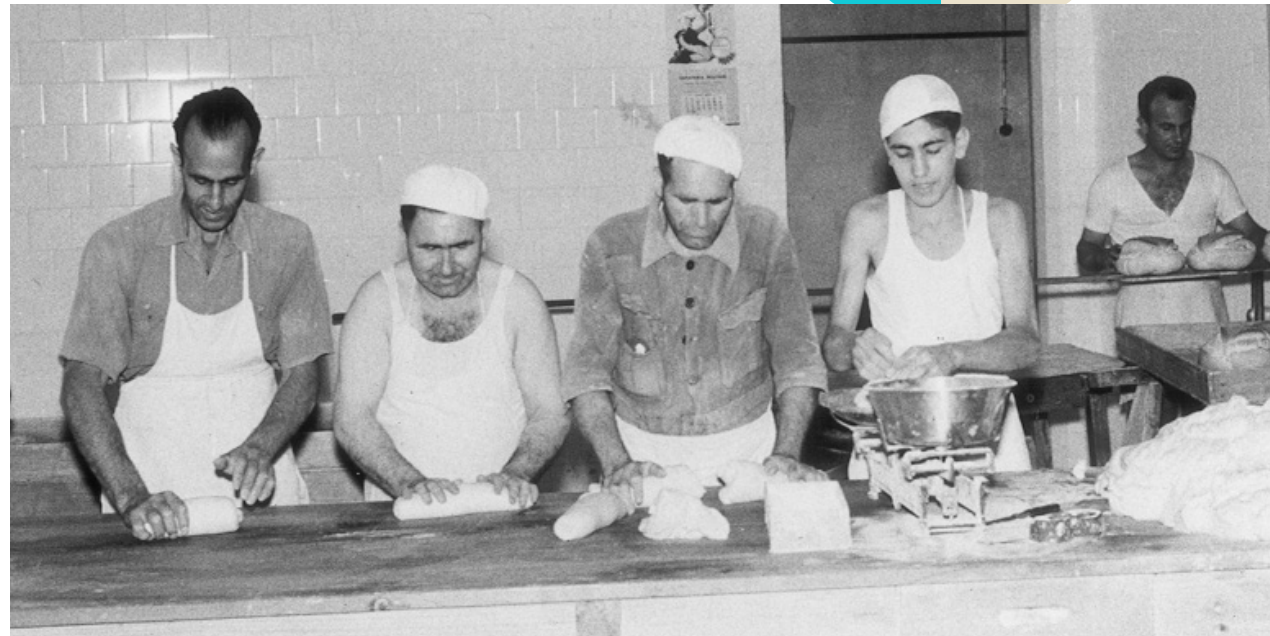
Throughout our history, we have achieved a balance between the **tradition** that drove us to create this family business and the **innovation** that allows us to keep up to date, adapt our products to the new demands of consumers and create new products that surprise and conquer your palate.



More than 70 years feeding families

Our family business continues to add years to its history since 1952 when its founders, Antonio Juan and Victoria Fernández, opened the bakery that would eventually give life to the current company that Vicky Foods has become.

We continue to nurture our history of innovation, diversification and internationalization to take Vicky Foods products to every possible corner.



With an entrepreneurial vision, characterised by striving for the highest quality and seeking innovation from the outset, maintaining the essence that has permeated from the beginning, together with the good work of the people who have formed part

of this great family, has allowed us to get to where we are today. Today we can say that our brands are widely recognized in Spain, and we continue to share sweet moments with a growing number of families from all over the world.

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We continue to add years to our history

1952

The **bakery in Villalonga** (Valencia) which gave rise to the first pastry factory driven by Victoria's successful ideas

1976

We launched **Dulcesol®**, a brand widely accepted in millions of Spanish homes, after which we inaugurated our second plant in Gandia, the current headquarters of Vicky Foods, two years later

1984

We acquired **our own farm** for egg production, to ensure the best raw material for our products

1993

We begin the **Dulcesol® exports in Portugal**

1997

We get the **ISO 9000 certification** for the Quality Assurance System, the result of our desire for continuous improvement

2002

We took a stake in the company of **Packaging Manufacturing** Ducplast, to guarantee quality also in our packaging

2006

We resumed the manufacture of bread, starting up the first production lines of **sliced bread**

2008

We approved the company's first strategic plan (2008-2014), leading the second generation of the family, which focuses on **internationalization** and **diversification**

2013

We launch the first **infant feeding** line

2014

We inaugurated our plant in Sig (Algeria) and began to **also manufacture outside Spain**

2017

We created **Be Plus®**, our healthy food brand, and a year later founded the Centro de Innovación en Nutrición y Salud (Centre for Innovation in Nutrition and Health) for promoting people's health and well-being

2019

We created the **new corporate identity**, Vicky Foods, as a tribute to our origins, especially Victoria Fernández, and we inaugurated the Innovation Centre in Villalonga

2020

We constitute the **Vicky Foods Foundation**, to promote our social activities, focusing on the promotion of innovation, sport, culture and education

2022

We fulfil our **70th Anniversary** and we launch **ARI Hub**, a new space to promote innovative projects in the agri-food and rural sector

2023

We began the construction of our **First factory in France**, intended for the production of bakery and pastry products

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Our corporate philosophy

After more than seven decades of experience, we have strengthened a clear philosophy at Vicky Foods, defined through our purpose:



Innovate to feed a better world

We work every day to make that purpose a reality, with a mission and vision focused on the **constant search for maximum satisfaction of our consumers**, through the production of high-quality products that are increasingly healthy and respectful of the planet. To this end, our DNA and corporate values establish our way of being and acting at all times.

Taken together, they establish the **Vicky Foods Principles**, which were specified in our first strategic plan approved by the highest management body in 2008, although they have always been part of who we are, from the beginning. They are also reviewed periodically with the update of each strategic plan, to adapt them to a changing reality, although their essence remains firm.



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Our Vision

We want to be an innovative and sustainable food company, with a firm position of leadership, international projection and aimed at satisfying the demands of customers and consumers.



Our values

Quality, maximum customer satisfaction, commitment to training and professional development of people, continuous improvement and innovation, social responsibility and commitment to reinvestment.



Our Mission

To offer our customers and consumers the best value for money, to be leaders in our strategic markets and to expand internationally.

These principles must be known and assumed by all the people who are part of the company.

Each new addition is known through the Welcome Manual, and they are also available to our stakeholders on the [corporate website](#).



Our DNA

We are a family business with our own financing model, efficient, competitive and with high production capacity.

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We have the ambition to reach homes around the world

With the arrival of the second generation of the family decades ago, we integrate internationalization as an essential part of our strategy, seeking at all times a sustainable growth of the company.

This has allowed us today to have 35 trading companies focused on different areas of activity, with distributors and delegations in Spain, Portugal, France, United Kingdom, Algeria, Morocco and Andorra.

Despite this diversity, we maintain the **same management system in them all, which is unique at the group level and governed by common decision-making bodies.** This allows us to anchor the spirit of Vicky Foods in every detail and work as a unit to achieve corporate goals.



Our most representative companies:

Juan y Juan, S.L.

Parent company of the business group, a privately owned commercial company, with registered office at Calle Victoria Fernández Prieto, 3, in Villalonga (Valencia).

Vicky Foods Products, S.L.U.

Transport, marketing and distribution of food products.

Dulcesa, S.L.U.

Manufacture of pastry and bakery products.

Juan y Juan Industrial, S.L.U.

Preparation of pastries, bakery, cocoa creams, baby food and ready meals.

Dulcesol Maghreb, S.A.R.L.

Production of pastry and bakery products.

Ducplast, S.L.

Printing flexible plastic packaging for our products.

Granjas Dulcesol, S.L.U.

Poultry farm operation and egg product processing.

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Present in 56 countries around the world

We have opened three new
markets in Africa and the
Middle East since 2022:
Togo, Lebanon and Nigeria.

Germany
Andorra
Saudi Arabia
Algeria
Austria
Belgium
Bulgaria
Cape Verde
Chad
Czech Republic

Chile
China
Congo
Costa Rica
Croatia
Cuba
Denmark
Dominican Republic
United Arab Emirates
Spain

Slovakia
United States
Finland
France
Gabon
Ghana
Greece
Guatemala
Guinea
Equatorial Guinea

Ireland
Iceland
Italy
Japan
Jordan
Latvia
Lebanon
Libya
Lithuania
North Macedonia

Malta
Morocco
Mauritania
Niger
Netherlands
Palestine
Poland
Portugal
Qatar
United Kingdom

Rumania
Senegal
Serbia
Sweden
Switzerland
Togo

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In 2023, turnover in France, Portugal, Algeria, and the United Kingdom and relevant growth in Belgium, Poland and Sweden stand out.



In 2023, we have continued our international expansion to bring the company's products to new emerging markets.

The basis for achieving this international expansion lies in the **facilities that allow us to produce the thousands of products we sell every day**. Thus, we have two production centres located in the province of Valencia (Spain), as well as another near Oran (Algeria), in addition to an egg production farm and a film printing plant

for packaging, both of which are also located in the province of Valencia.

Bringing our products to all these corners of the world is possible thanks to our production sites and the plastics printing plant where we work to develop packaging with an ever-decreasing environmental impact. In addition to these centres, there is a laying poultry farm, from which we obtain the eggs to make our products with the best freshness, quality, safety and traceability.

Our network of facilities, subsidiaries and independent distributors allows us to bring Vicky Foods products to more than 73,500 points of sale in Spain.

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Our plants and headquarters

Food
factories

Products



Surface



Manufacturing lines



Template



Production 2023

**GANDIA**
Spain

Croissants, *napolitanas*,
ensaimadas, milk bread,
brioches, aniseed cakes,
muffins, savoury pastries and
sliced bread.

59,692 m²**16****720****95,042 t**

+3.3% vs. 2022

**VILLALONGA**
Spain

Muffins, *palmeras*, *cañas*,
sobaos, sponge cakes, apple
pies, fried and fresh pastries,
rolls and baby food.

100,015 m²**24****810****111,155 t**

+2.0% vs. 2022

**SIG**
Algeria

Muffins, brioches
and sponge cake.

12,690 m²**3****249****9,079 t**

+13.2% vs. 2022

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Farm



TERRATEIG
Spain



Laying birds

535,000



Template

14



Production 2023.
Tons of liquid egg

7,694



Coverage over
total demand

95%



Packaging
Factory



POBLA
DEL DUC
Spain



Products

100% of the packaging material used in the pastry and bread factories, for which it has four flexo printing machines and a lamination centre.



Template

68



Production 2023

Film

2,727 t

Bags

154
million units

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Subsidiaries outside Spain

**RIVESALTES
AND AVIÑÓN**
France

LISBON
Portugal

**ARGEL, ORAN, ANNABA
AND CONSTANTINE**
Algeria

HARLOW
United Kingdom



Own distribution network in Spain



14

trade delegations
in Spain



221

pre-sale routes



690

people



nearly
73,500
points of sale



Global distribution network



22

commercial delegations distributed between Spain, Algeria, the United Kingdom, France and Portugal, highlighting the new Dulcirta and Dulbone that have joined in Algeria, and *Momentos Plenos* in Portugal.



**Commercial offices also in
Morocco and China.**



882
people



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We lay the foundation stone of our production plant in France

This has been one of our main milestones in 2023, the result of the efforts made in line with the company's internationalisation strategy.

It is **the most ambitious value creation project since the beginning of our family business**, to continue with our expansion plan with the aim of becoming a leading group in the food sector at a global level.

The project has an **investment of 79.5 million euros** and its facilities will have a surface area of more than 22,900 m². This new factory will be located in Fragnes-La Loyère, in the Burgundy-Franche-Comté region, a strategic area in terms of logistics and infrastructure.

The warehouse will be equipped with the most advanced technology and, in line with our sustainability strategy, **30% of the built area will have photovoltaic panels for**



self-consumption. It will also consist of a 14,300 m² production plant, two warehouses for raw materials and finished products, and office space. We are also looking for a progressive expansion of the factory in line with the growth of our activity in these markets.

The new **bakery and patisserie production** site is scheduled to start operations in early 2025. Our goal is to supply the French market, as well as serve as a hub for other key markets, such as Germany, Switzerland, Benelux and Northern Italy, seeking to be more competitive and offer a better service to our customers.

We have a wide range of innovative and quality portfolios

We want families to enjoy our products, and in order to reach as many homes as possible, we strive to offer a **wide range of possibilities for all tastes and needs**, prioritizing quality at all times and seeking innovation as our main ally to achieve this ambitious goal. In this way, we have created a portfolio made up of **more than 400 items** to delight our customers and consumers.

Our company's goal is to offer the best food products for families.

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Flavour and passion since 1976, being more than a brand, it has become a culinary experience leaving its mark on countless homes with its bread, pastry, cocoa creams and ice cream products.



Present in more than 50 countries on four continents.



More than 200 different products with a wide variety of formats.




New brand to bring to our consumers and customers all the tradition and flavour of Italy.



Wide portfolio of products consisting of pizzas, mini pizzas and baguettes.

Our brands



Range of frozen pastry doughs, bread and snacks, characterized by being INSTAN, the product being ready to consume after defrosting.



Products based on a select choice of ingredients, tradition and innovation in production processes and new products.



Intended to serve professionals in the traditional and organized restaurant and bakery sectors.




Brand for healthy and convenient eating at all stages of life, which is in the process of internationalization, being already present in various European markets.



Natural products, without additives and with a variety of formats, recipes and flavours: baby food, ready meals, spreads and Smoothies.



It has the organic certification granted by the Organic Agriculture Committee of the Valencian Community (Spain) in several of its products.




Precooked frozen for convenient and quick consumption with maximum flavour.



More than 30 products differentiated into two assortments, one for the food channel and the other for the hospitality industry.

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We launch Il Forno di Giovanni Ricci®, a new brand to bring the tradition and flavour of Italy closer

In 2023, we have added a new brand to our portfolio, as a result of the company's diversification strategy, with which we seek to meet the needs of our consumers and customers with innovative and quality food. On this occasion, we have ventured to develop **Typical Italian products**: sourdough pizzas made in a stone oven, mini pizzas with thin and crispy dough, and traditional style baguettes.

Among these **new products**, our consumers and customers will be able to find pizzas of four cheese varieties; tuna and bacon; barbecue, bacon and mozzarella; and ham and cheese; as well as mini pizzas with cooked ham and Edam cheese or three cheeses; and baguettes with cooked ham and mozzarella cheese or four cheeses.

With our constant commitment to innovation and the introduction of new products in the wide portfolio of Vicky Foods brands, we seek **respond to the needs and expectations of our consumers**. To do this, the first step is to listen to their opinions and suggestions, with the various social media profiles being fundamental in this regard, as they allow us to be in constant contact in a direct and bidirectional manner.

Likewise, **we are nourished by the exchange of knowledge and ideas** which takes place at both national and international fairs in which we participate and analyse the various reports and sectoral studies on consumer trends.

As a result, every year we continue to **add new products** to meet the demands of our customers and consumers.



In 2023, we have introduced wheat tortillas as a new product in the range of our Dulcesol® brand, after an investment of 4 million euros in the start-up of this new line at the Villalonga plant.

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Major releases in 2023



- NO PAN NO FUN Campaign: hamburger bread ketchup and truffle flavor.
- Halloween Campaign: black hamburger bread.
- Brioche sliced bread.
- Kings League license.
- Brownie Choco.
- 'Vulcanitos'.
- Cocoa moons.
- Chapela extracao.
- Snacks: extra cocoa and decorated.
- Collaboration with Nestlé and croissants.
- Wheat tortillas.
- New ice creams.



- Napolitanas 2 pcs. in cardboard tray.
- Doughnuts.
- Promotion at €1.5 for all tray products.



- Andalusian-style squid rings.
- Seafood preparation.
- Battered prawns.
- Artichokes with bacon.
- Chips.

**Pizzas:**

- 4-cheese pizza, with edam cheese, mozzarella, emmental and cheddar.
- Tuna and bacon, with edam and mozzarella.
- Barbecue, bacon and mozzarella.
- Ham and cheese, with cooked ham and edam, and mozzarella.

Mini pizzas:

- Cooked ham and edam cheese.
- 3 cheeses, with mozzarella, edam and emmental.

Baguettes:

- Cooked ham and mozzarella cheese.
- 4 cheeses with the intense flavours of mozzarella, emmental, edam and cheddar cheese.

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Innovation as the backbone

Innovation is part of our DNA, which is why we apply it transversally in everything we do on a day-to-day basis in the company.

To continue to meet the needs and expectations of our customers and consumers, in 2023 we have carried out an **investment of about 50 million euros** mainly aimed at the start-up of the new wheat flour tortilla production line at the Villalonga plant, as well as the implementation of improvements in procedures and processes, infrastructures and the development of new R+D projects.

It is worth highlighting the last **projects developed in our Vicky Foods Innovation Centre**, through which we have carried out different research in the field of health, betting on the constant improvement of the nutritional profile of our products. We have also developed studies related to technological innovation, in order to promote digitalisation in industry 4.0.

We have also continued to make progress in **environmental sustainability projects**, with a focus on packaging.

We are committed to obtaining certified quality food, continuously innovating and anticipating the needs of the market.

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We anticipate the demands of our customers and consumers

The concern for **quality and healthy food** is increasingly present among our customers and consumers. This makes perfect sense, as nutrition is one of the fundamental pillars of our health.

In our quest to feed families, we seek to do so with this approach. For this reason, we continuously strive to achieve the best quality in our products, while working to improve their nutritional profile, focusing on the development of **increasingly healthy products**.

In this sense, we have been committed to **offer a wide variety of healthy options** for our consumers, where innovation plays

an essential role. Our objectives in this area focus on three key areas:

- Nutritional profile, which we seek to continuously improve together with the **Spanish Agency for Consumer Affairs, Food Safety and Nutrition (AECOSAN)**.
- Health and well-being, driven by the results of the research we carry out in our **Villalonga Innovation Centre**.

All this has enabled us to reach important milestones since 2008, which motivates and drives us to continue to strive every day **to make this ambition for healthy eating a reality**.



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More than fifteen years working on healthier eating

2008

We remove azo dyes.

2010

We eliminate partially hydrogenated fats and introduce cereal bars.

2012

We introduce references of wholemeal pastries.

2013

We launched the range of children's products, we created the Chlorella algae production plant and introduce olive oil into the sliced bread.

2015

We signed the New PAOS Code against Childhood Obesity, reduced sugars and fats, incorporated fibre and omega 3, introduced the SANNIA healthy range, and developed products without added sugars and pastries enriched with iron (Fe) and calcium (Ca).

2016

We introduce organic purees for the senior public – Natur Crem.

2017

We launch the range of organic Smoothies from Be Plus®, as well as from the gluten-free range.

2018

We signed the AECOSAN Collaboration Plan for the Improvement of Food Composition 2017-2020.

2019

We inaugurate our Innovation Centre in Villalonga.

2020

We introduce the Be Plus® range of spreads and expand the Dulcesol® 0% range with new products without added sugar.

2021

We celebrate the first edition of the "Vicky Foods Foundation for research in nutrition and health" award, awarded by the Vicky Foods Foundation and the company's Centre for Innovation in Nutrition and Health (CINS).

2022

We launched Be Balance® by Be Plus, an innovative drink 100% personalized for each consumer based on a study of genetics, diet and lifestyle habits.

2023

We are expanding the "0% added sugars" range for the Dulcesol® white and wholemeal sliced bread category.

Driving sustainability and digitalisation through innovation

In our commitment to sustainability, innovation is essential to **continue to improve production processes**, as well as the use of raw materials and products necessary in our activity.

As a result, we have a growing **portfolio of certified organic products**, thanks to the use of raw materials produced in a more environmentally friendly way.

On the other hand, to help drive innovation in our community, in 2022 **we launched the Agro-Rural Innovation Hub (ARI Hub)** initiative in the Valencian region of La Safor. It is the result of the public-private collaboration in which we participate as founding partners together with the companies Christeys, Citrosol, Guillem Export, Tecatel and Tecnovill, and public entities such as the City Council of Villalonga and the Association of Municipalities of La Safor.

With its launch, we seek to broaden our horizons **promoting innovative projects in the field of the agri-food sector and focused on rural development**, in addition to becoming a pole of attraction for talent for the region.

To do this, we focus on **three main axes**:

- 1 Be a **startup incubator and accelerator**
- 2 Set up a **cluster of Innovative Enterprises (AEI)**
- 3 Become a **Training Entity**



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We launched the first ARI Hub programs

From the Agro-Rural Innovation Hub (ARI Hub), whose objective is to promote innovative projects in the field of the agri-food sector and focused on rural development, in 2023 we have **launched the first training program, as well as the first startup acceleration program.**

Among the proposals registered for the startup acceleration program, we have selected **six that will be part of the I ARI Hub Challenges Program.** These are Moondi, a business intelligence software to help companies in decision-making in the internationalization process; Neiltech, a technological solution for health professionals that helps

improve clinical evaluation; Magtech, the first company in the EU to grow cotton in hydroponics for the luxury fashion industry; Qualityc, focused on designing and developing software to help the food industry know the status of its products; Grabit, focused on the development of artificial vision solutions for the agri-food sector; and CIPFP Dénia, whose training offer of intermediate and higher degrees in cooking and catering make collaboration with ARI Hub possible.

For the development of the selected innovative projects, we have made the facilities of **our Innovation Centre available to the entrepreneurial ecosystem as a workspace.**



With ARI Hub we want to encourage the culture of entrepreneurship, promote innovative projects, involve different public and private agents, generate synergies and transfer knowledge.



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Another aspect in which innovation acquires great relevance is **our commitment to continuous improvement** of the products we produce, as well as the processes and procedures we carry out to make them. In addition, progress in digitalisation is essential in this regard in order to optimise these processes.

To automate and monitor the integration of innovation, we have a **R+D Management System, certified with the UNE 166002 standard**. Through its application, we define the guide to follow in our innovation process, in order to facilitate the transformation of ideas into a reality.

**In the last five years,
we have invested
164 million euros in
the development of
innovation projects.**

Industrial projects with technological innovation in 2023



Research into new natural sugar substitute sweeteners for bakery products from lichen microalgae by Juan y Juan Industrial, S.L.U.

This project has a scientific-technological objective that consists of investigating a new sustainable system for the production of natural sweeteners of biological origin from lichen microalgae.



Artificial intelligence platform for the design and development of new healthy products in the agri-food sector of Juan y Juan Industrial, S.L.U.

The objective we seek is to improve the quality of life and access to healthy food for people with cardiometabolic diseases, creating personalized and sustainable food products, always based on their clinical and nutritional needs.

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Quality and food safety in everything we do

At Vicky Foods we promote a healthy lifestyle, for which taking care of food is essential, especially in the new generations. As a company in the agri-food sector, we have a responsibility to raise awareness about how to lead a healthy life and choose quality products.

We also take care to guarantee the selection of our raw materials, subjecting them to multiple controls above the currently established legal requirements. This allows us to **offer the best products and with certified quality.**

During the processes of production, packaging and marketing of all our products, we comply with strict requirements and procedures established in the **Quality Management System, certified with ISO 9001:2015.**



The quality of our products has always been one of the company's main objectives, which has led us to be the first Spanish company in the sector to have been certified in quality. In addition to these certifications, we add those of BRC (British Retail Consortium) and IFS FOOD (International Featured Standard), certified by AENOR, widely recognised internationally and which require compliance with strict requirements in relation to food safety.



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Control to ensure the quality of our products and processes

1 Product Preparation Planning

In the design and development processes, we apply the regulatory food requirements as well as possible customer specifications. To ensure compliance, we carry out verification, validation, monitoring, inspection and testing of each phase.

2 Buying

We apply mechanisms to ensure that all the main and auxiliary raw materials we use in the manufacture of our products meet the required specifications.

3 Validation of production processes

Periodically, we carry out a control and monitoring of the state of the production processes, in order to verify their correct operation and, in the event of detecting any possible deviation, apply the necessary corrective actions for their readjustment.

4 Identification and traceability

We implement mechanisms that allow us to ensure the traceability of each batch, allowing us to identify all the elements that have been involved in production. We also include the traceability of the supply chain, facilitating the location of products from their dispatch to their display at points of sale.

5 Product preservation

We implement the necessary measures (identification, handling, packaging, storage and protection) so that consumers can fully enjoy the organoleptic characteristics of our products. To achieve this, the key is in the storage of the main and auxiliary raw materials, on the one hand, which must be kept in the environmental conditions indicated in each case, and, on the other, of the finished product, avoiding the incidence of sunlight, storing it in the right conditions and ensuring its correct rotation.

6 Control of tracking and measuring devices

We carry out an analysis to ensure the suitability of the product and, if any possible non-conformity is detected, we apply the necessary measures to correct it.

**At Vicky Foods,
we make products
that are completely
trusted for the
whole family,
following the long
family tradition
from the best
ingredients.**

2

A company with sustainable roots

Sustainability has been established in our company as the main guide to follow in everything we do, so we take into account ESG (Environmental, Social and Governance) criteria in each decision-making.



Our 2025 Roadmap

We have anticipated the **path to sustainability** as the only possible way for our company to continue its trajectory over the coming decades, as it is not only a competitive advantage, but it is also necessary to adapt to a continuously changing world, which we must protect in all its areas together.

At Vicky Foods, **we are convinced that we have the responsibility and the capacity to contribute to the creation of an increasingly sustainable development model**, from the activities we carry out to our value chain and the environment that welcomes us.

Therefore, **we approach our purpose from an ESG approach**, integrating sustainability into who we are and what we do, being present in every detail in a transversal way.

Through our **ESG Strategic Plan 2022-2025**, we shape and materialize our objectives in the matter, aligning ourselves with the current context, both internal and

external, and with the material issues identified by the company and stakeholders in our materiality analysis. This Plan was approved by the Advisory Council in March 2022 and is aligned with the Corporate Strategic Plan 2022-2025.

Pillars of our ESG strategy



ENVIRONMENTAL

We carry out our activity respecting the environment with the aim of minimising the impact on the environment.



SOCIAL

We care about the people related to Vicky Foods: staff, customers, consumers, suppliers and society in general.



GOVERNANCE

We are honest, upright and transparent, values through which we seek to respond to the expectations of our stakeholders.

Our main ESG strategic objectives 2022-2025

 Environmental

CARBON EMISSIONS

- Reduce our relative CO₂ emissions by 15% at the production plants in Gandia and Villalonga (vs. 2021) and extend the scope of emissions measurement to all companies in the organisation.
- Increase the installed capacity of photovoltaic panels by 50%.
- To have 25% electric vehicles.

EFFICIENT USE OF RESOURCES

- Reduce water and electricity consumption by 15% per ton produced, respectively, (vs. 2021).
- Reduce diesel and gasoline consumption by 20% per ton produced (vs. 2021).

PACKAGING

- Reach the 100% recyclable packaging in products manufactured by Vicky Foods.
- Use an 80% PET from recycled material.
- Incorporate recycled material in flexible packaging based on polypropylene and polyethylene.
- Reducing the relative weight of packaging: 10% plastic and 10% cardboard per ton produced (vs. 2021).

BIODIVERSITY AND ANIMAL WELFARE

- Achieve animal welfare certification for our free-range hen farm.
- Transforming houses from caged hens to free-range hens.

WASTE MANAGEMENT

- Maintain the "Zero Waste" certification, with a rate of 99.98% of recovered waste.
- Maintain the production losses in relative terms below 5%.



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Certify our human and labour rights management system and the CSR management system.

Continue **developing our Plan LIFE and expanding its reach.**



Governance

Check our reports based on international standards.

Become a **benchmark in the sector in terms of sustainability.**

In 2023, we have carried out a new analysis of the global situation taking into account new trends and forecasts of change in the legislative field, as various new ESG regulations have been developed at the European level in recent years. In this analysis, we have also taken into account the positioning of other companies in the sector in the field to identify the best practices, standards and criteria existing in the food market related to ESG criteria.



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As a result of this analysis, we have identified **nine strategic lines** with which we seek to anticipate this new

regulation and be in line with market trends in the matter.

Strategic lines identified

- 1 Decarbonising Vicky Foods' activity.**
 We want to exercise better control over GHG (greenhouse gas) emissions at group level and reduce them.
- 2 Minimising the environmental impact of packaging.**
 We will continue to promote the minimisation of the impact of the packaging we use on the environment.
- 3 Develop strategies related to waste, food waste and circular economy.**
 We will minimise the waste generated while promoting its recovery.
- 4 Affirming Vicky Foods' commitment to animal welfare.**
 We will ensure ethical and responsible treatment of animals.
- 5 Fostering commitment to human rights.**
 We will expand the knowledge and control of the impacts caused by the organization in this regard.
- 6 Demonstrating equality in the company.**
 We will align our current efforts with the future obligations of European regulations.
- 7 Unifying the management system with Algeria.**
 We will guarantee process consistency in all the company's industrial facilities.
- 8 Strengthening ethical values in corporate culture.**
 We will create awareness and reputation externally and internally.
- 9 Implement an ESG management system in the supply chain.**
 We will work to incorporate ESG criteria into our relationships with our suppliers as well.

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A responsible risk management system

The systemisation of management in the various strategic areas of the company allows us to define the same criteria for the entire company, which facilitates the organisation and minimisation of risks (see chapter "Risk management" in section 7.2 of this Report). In this sense, we have developed **various management systems for each area**, which are based on the main internationally recognized norms and standards, which means being subject to periodic verifications and certifications, ensuring compliance with strict requirements in each case and, therefore, guaranteeing due diligence in the key areas of the organization.

As a result, we have several **management system certifications** that support the good work of our main companies.

Certifications that endorse our Integrated Management System

ENVIRONMENTAL

ISO 14001:2015

of Environmental Management System, awarded to Juan y Juan Industrial S.L.U., Dulcesa S.L.U. and Vicky Foods Products S.L.U.

European EMAS Regulation

in whose registry are Juan y Juan Industrial, S.L.U. and Dulcesa S.L.U.

"Zero Waste" Certification

for industrial plants of Juan y Juan Industrial S.L.U. and Dulcesa S.L.U.

QUALITY

ISO 9001:2015

of Quality Management System, which includes Juan y Juan Industrial S.L.U., Dulcesa S.L.U., Vicky Foods Products S.L.U. and Ducplast, S.L.

BRC

British Retail Consortium, held by Juan y Juan Industrial S.L.U., Dulcesa S.L.U. and Ducplast, S.L.

IFS FOOD

International Featured Standard, which includes Juan y Juan Industrial S.L.U. and Dulcesa S.L.U.

R+D

UNE 166002

of the R+D Management System, awarded to Juan y Juan Industrial S.L.U. and Dulcesa S.L.U.

TALENT MANAGEMENT

ISO 45001:2018

of Occupational Health and Safety Management System, which Juan y Juan Industrial S.L.U. and Dulcesa S.L.U. have.

Healthy Business Model

awarded to Juan y Juan Industrial S.L.U. and Dulcesa S.L.U.

Certified companies

Matter	Juan y Juan Industrial S.L.U.	Dulcesa S.L.U.	Vicky Foods Products S.L.U.	Ducplast, S.L.
Environmental				
ISO 14001:2015				
European EMAS Regulation				
"Zero Waste" Certification				
Quality				
ISO 9001:2015				
BRC – British Retail Consortium				
IFS FOOD				
R+D				
UNE 166002				
Talent management				
ISO 45001:2018				
Healthy Business Model				



We listen to our stakeholders

The development of our activity is not an isolated action, but involves establishing a series of relationships with different actors, both directly and indirectly. It is therefore essential for us to maintain a **stable, two-way dialogue** with all these people, our stakeholders.

Through this communication, we can **understand their expectations, needs**

and suggestions, while informing them about news and providing information of interest about the company.

In the definition of the material issues and strategic lines of our company, it is key **to take into account the opinions and expectations of our stakeholders**, as they allow us to identify what they expect from the company and how we

can contribute together to the progress of our society.

We have therefore **identified our stakeholders** in order to be able to take them all into account and to establish a robust communication strategy that allows us to maintain contact at all times.



Our stakeholders



Who is by our side:

paramount in our daily activity, so an open and constant dialogue is essential to guarantee the best result in every way

VICKY FOODS TEAM

To whom we take care of and provide the necessary well-being and motivation so that they can give the best of themselves.

SUPPLIERS

To whom we support, while listening to their needs, so that together we can move towards sustainability.

CLIENTS

To whom we serve by listening to their needs and expectations, in order to offer them the best products and services to achieve their maximum satisfaction.

DISTRIBUTORS

With whom we work, attentive to their suggestions, to achieve our objectives in terms of sustainability and consumer information.

CONSUMERS

To whom we pay our utmost attention in order to receive their enriching information about our products to continue improving them continuously and develop new options that surprise them, while informing them so that they can make a conscious consumption.



Those who join forces by generating synergies to achieve more ambitious commitments:

these are those agents that help us to contribute to the improvement of people's health, care for the environment and the development of good business practices

PUBLIC ADMINISTRATIONS

With whom we establish strong relationships to build synergies that allow us to achieve more ambitious goals.

CONSUMER HEALTH ORGANISATIONS

With whom we work closely to produce ever healthier products and ensure food safety at all times.

BUSINESS ORGANIZATIONS

With which we partner to strengthen our sustainable performance.

THIRD SECTOR ENTITIES

With whom we work to promote the development of our community and protection of the natural environment.

COMMUNITIES

Where we put our commitment to contribute to its progress.



We maintain a **fluid dialogue** with all of them, in order to understand their expectations, opinions and needs. Thus, during the process carried out to update the materiality analysis, we have identified the most relevant issues for each of these groups, among which we can highlight those that are most relevant:

Material topics identified by our most relevant stakeholders



VICKY FOODS TEAM

- Food quality and safety
- Responsible labelling/marketing
- Environmental impact on packaging
- Customer Support
- Improved workplace well-being



SUPPLIERS

- Food quality and safety
- Anticorruption
- Customer Support
- Water reduction/reuse
- Environmental impact on packaging



CLIENTS

- Food quality and safety
- SOS Supplier/Customer Promotion
- Responsible labelling/marketing
- Water reduction/reuse
- Anticorruption



CONSUMERS AND CONSUMER ASSOCIATIONS

- Food quality and safety
- Water reduction/reuse
- Pollution source measurements
- Environmental impact on packaging
- Responsible labelling/marketing

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Based on all the information provided by the different stakeholders, we have been able to **identify material issues** both for the company and for these groups, which are the ones on which we must place the greatest emphasis in our strategy and, therefore, are the ones on which we cover in this report.



Our material topics

ENVIRONMENTAL

- Biodiversity
- Environmental impact of packaging
- Decarbonisation plan

PERSONNEL MANAGEMENT

- Work-life balance
- Improved workplace well-being
- Worker Development Plan

MANAGEMENT SYSTEM

- Customer Support
- Food quality and safety
- Code of ethics
- SOS Strategy
- Responsible labelling/marketing
- ESG Assessment in suppliers
- SOS promotion in suppliers/customers

These material issues have been identified in the **materiality matrix** that we have prepared based on the results of the materiality analysis carried out, where we have been able to identify, evaluate and prioritize the impacts on the economy, environment and people, including impacts on human rights and select those issues that are most relevant both internally for the company and externally for our stakeholders, crossing the assessment of these issues by both parties.

In this report, we respond to the material issues identified in our last review of our materiality matrix in 2023.

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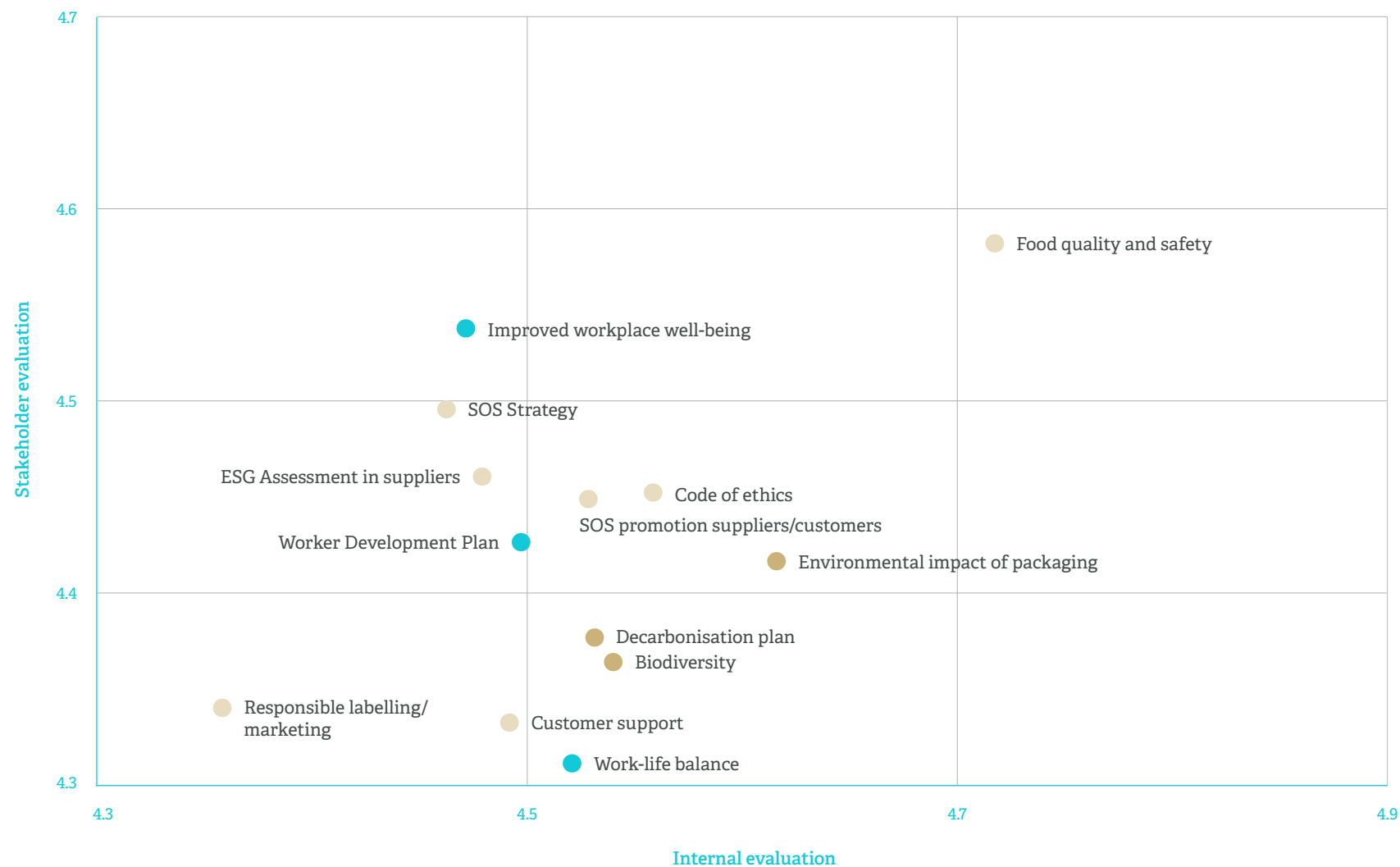
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Vicky Foods materiality matrix



Recognitions that endorse our efforts

All our work is recognized by the awards and accolades that we achieve every year and that **motivate us to continue moving forward** in this sense, increasing our efforts to go even further.



Awards and recognitions obtained in 2023

- Canal CEO DUX Awards: CEO Award for Innovation to Rafael Juan.** With This recognition, the importance of innovation as the main lever for growth of Vicky Foods is highlighted, having achieved the reinvention of our family-owned company through our people-based culture, commitment to the environment and the application of continuous improvement.
- Award in the Innovation category of the Innovation Conference & Awards 2023 range for ketchup flavoured bread by Dulcesol + Heinz.**
The judges were impressed with this concept, which offers a simple alternative to table sauces, and our commitment to innovation was once again key to the development of this product. This award encourages us to maintain this constant innovation.
- Community Service Award of the Valencia-Centro Rotary Club to the Vicky Foods Foundation.**
With this award, the Club wanted to recognize the Foundation for its initiatives in the field of nutrition and social welfare.

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- **Euterpe Ángel Asunción 2023 Extraordinary Award from the Federation of Musical Societies of the Valencian Community to the Vicky Foods Foundation of the Valencian Community.**
This award recognises the Foundation's support for the artistic, educational and social movement represented by musical societies through projects such as the Vicky Foods Music Campus for young musicians, or its collaboration with the FSMCV Youth Symphony Orchestra.

- **2023 Humanitarian Awards from the Food Bank of Valencia: Award to Vicky Foods.**
In its second edition, they wanted to recognize the solidarity work of entities like ours, by helping the Food Bank of Valencia to develop its activity.
- **University-Society Collaboration Award from the Social Council of the University of Valencia to Vicky Foods.**
A recognition granted for our links with the University of Valencia through different programs and initiatives.

- **Recognition of the Collaborating Company, awarded by the Red Cross.**
The NGO wanted to recognize the involvement of Vicky Foods in facing the crises that are affecting society.
- **Award for sustainability and efficiency in the Nunsys data centre to Vicky Foods.**
This is a very special recognition for our company, as it recognises our commitment to managing data centres in a sustainable way. Therefore, this award reinforces our determination to continue leading in sustainable practices in the technological field.

How we're moving forward

To achieve the objectives set in our ESG Strategic Plan 2022-2025, each year we define **intermediate goals that allow us to advance**

progressively, in order to detect strengths to promote and areas for improvement on which we must place greater emphasis.

AREA OF ACTION	2023 vs 2022 GOAL	2023 RESULT	LINKED SDGs
Innovation	Growing in new food categories	+16.7% growth in new categories	
	Innovation in new products by 10%	+5.0% sales from new products	
Environment	Reduced water consumption by 5%	+2.1% of water consumed	 
	Reduction of electrical energy consumption by 3%	+3.3% energy consumed	 
	Reduced plastic use by 5%	-3.0% of used plastic	 
	Reduction in cardboard use by 5%	+1.5% of used cardboard	 
	Reduced carbon footprint by 5%	-10.4% CO ₂ emissions	
	Reduction of non-hazardous waste generated by 3%	-3.4% of non-hazardous waste generated	

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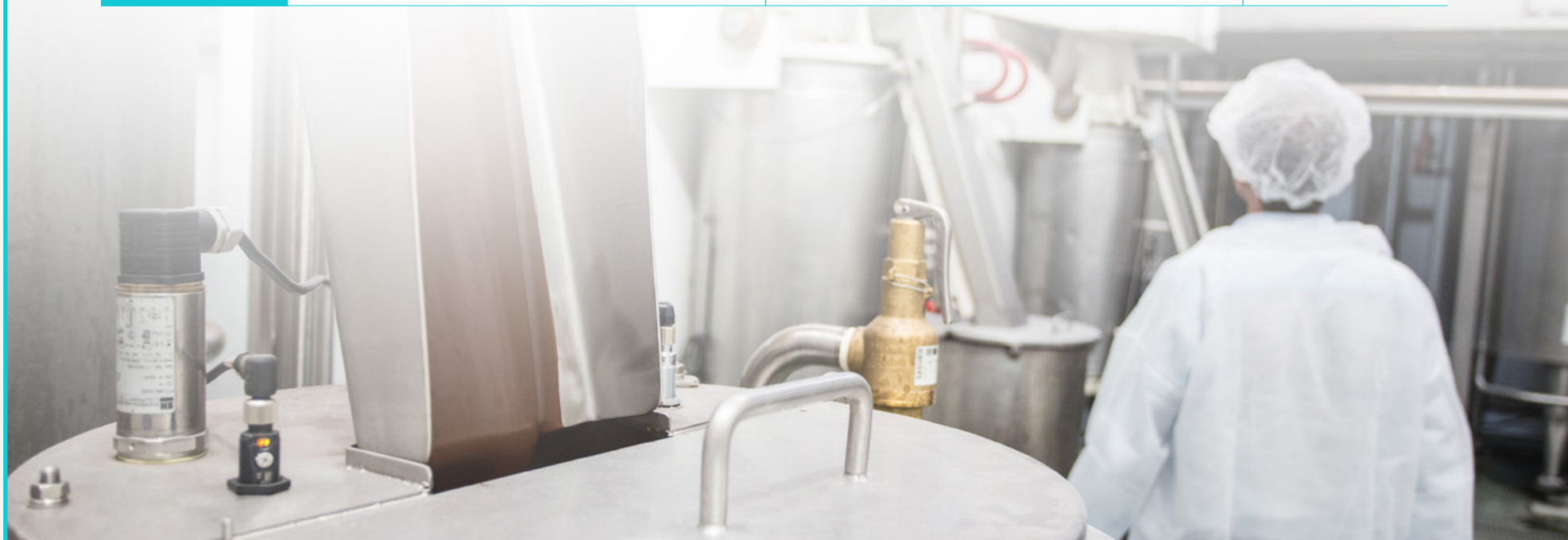
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AREA OF ACTION	2023 vs 2022 GOAL	2023 RESULT	LINKED SDGs
People	Increased distributed economic value	+17,2% of economic value distributed	 
	Reduction in occupational accidents	+3,0% occupational accident rate	 
	Increase in the number of people	+1,2% of staff	
	Increased training hours for staff	+37,4% of training hours	
	Increased investment in social action	+1,9% product donation +11,3% in social collaborations and sponsorships	  



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Environmental

Caring for the planet is essential, because it is our home, on which everything depends and without which we would not be able to move forward in every sense of the word.



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Our environmental commitments

At Vicky Foods, we understood decades ago that **protecting the environment is our responsibility** as a company and we are aware that we have various resources at our disposal that we can focus on, seeking to minimise the impact associated with the activity we carry out. To achieve this, we have an environmental responsibility policy, in which we have defined the objectives we must pursue to reduce this impact.

We have also **appointed an Environmental Committee for each of our industrial plants**, in order to ensure compliance with this strategy, in addition to monitoring progress in meeting the established objectives and goals. This allows us to identify areas where we need to improve and therefore devote more effort to moving forward according to the established roadmap.



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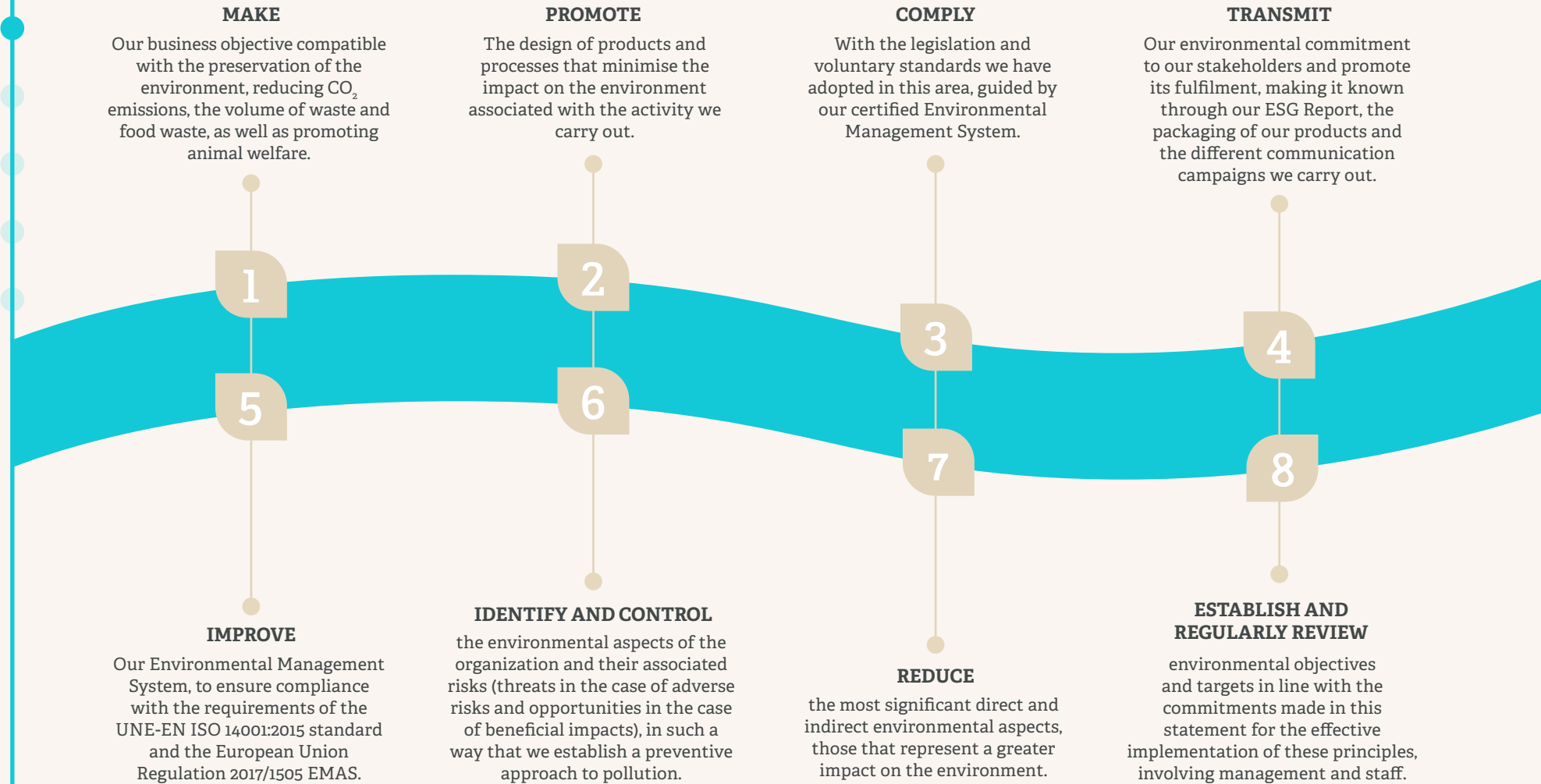
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Our Environmental Responsibility Policy



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Pillars of our Environmental Management System



REDUCE CO₂ EMISSIONS

Minimizing energy consumption

Expanding renewable energy
generation capacity

Applying cogeneration systems

Replacing vehicles with electric
and hybrid ones



REDUCING THE VOLUME OF WASTE AND FOOD WASTE GENERATED

Optimizing raw material consumption

Improving warehouse turnover

Reducing the generation of
waste and discharges



OPTIMISING THE CONSUMPTION OF RESOURCES

Reducing the consumption
of water resources

Reduce plastic and
cardboard packaging

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In addition, we also carry out a **control and management of other types of pollution**, such as light or noise pollution, ensuring at all times that we stay below the established thresholds to avoid their impact on the natural environment or the people who work in our facilities or are in their vicinity.

We also take measures to mitigate noise pollution, adapting them to schedules, and we externally audit the net noise levels generated in our facilities.

Actions implemented to improve our environmental performance



Investments to expand the **generation of energy from renewable sources**, as well as to increase the use of cogeneration systems.



Practices to move towards the **circular economy**:

- **Recovery of bread crust and other waste**, destined to feed the laying birds on the farm or for subsequent sale as animal feed.
- **Cardboard waste recovery** to manufacture new packaging, reducing the volume of urban waste generated.
- **Replacing cardboard cores with plastic in the packaging factory reels**, which can be reused, avoiding the disposal of cardboard after a single use.



Use of **FSC certified cardboard boxes** (*Forest Stewardship Council*), opting for materials from sustainable forests.



Optimisation of consumption and type of reagents for wastewater treatment plants to reduce their environmental and economic impact.

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Towards the decarbonisation of our business

Addressing the effects of climate change has become a necessity to prevent its consequences from becoming increasingly extreme and is a responsibility that falls on everyone, whether companies or public entities or citizens themselves. As a company, we have a duty to **move towards the decarbonisation of our business** and we are making significant efforts to achieve this.

The first step to be able to reduce our carbon footprint is to know it, so every year we carry out the **GHG inventory calculation**, in order to know its evolution, the effectiveness of the measures applied and those areas in which we must continue to strive to achieve better results as established.

We work with the goal of reducing the carbon footprint of 15% in our Spanish production plants by 2025 compared to 2021.

Methodology for calculating our carbon footprint

To ensure the accuracy and reliability of our corporate carbon footprint calculation, we follow the guidelines of the Corporate Accounting and Reporting Standard (ECCR) of the Greenhouse Gas Protocol (GHP), as well as using as a reference the Guide for the Calculation of the Carbon Footprint and for the Development of an Organisation's Improvement Plan, published by the Ministry for Ecological Transition (MITECO) and the UNE-USO 14064-1:2019 Standard.

In this calculation, we consider the greenhouse gases generated as a result of our activity: carbon dioxide (CO₂), methane (CH₄), nitrogen oxide (N₂O) and hydrofluorocarbons associated with refrigerant gas leaks.

The emission factors considered in the calculation of emissions are detailed in the section "Emission factors for the calculation of the carbon footprint" in chapter 7.1 of the Report.

In 2023, we have extended the scope of the calculation of greenhouse gas emissions to all our companies, in order to obtain a joint result that is as faithful as possible to reality and to be able to take the appropriate measures to decarbonise our activity in all aspects.

In this way, **we are fulfilling our commitment to extend the calculation of the carbon footprint to the entire organization**, covering all delegations, national factories, including the farm and packaging factory, and facilities in Algeria.

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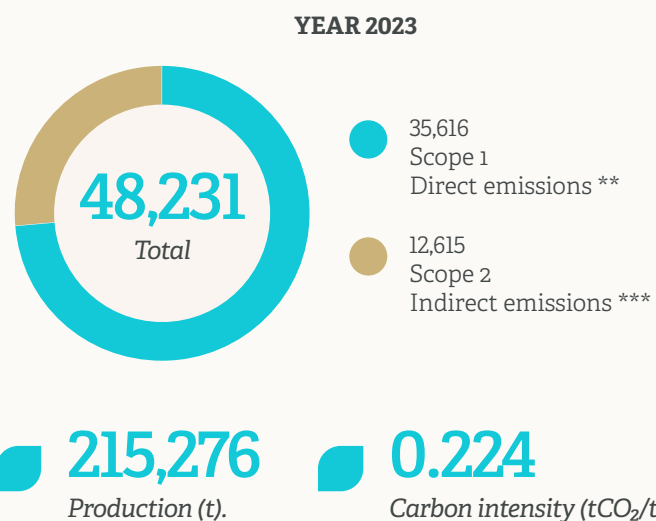
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Calculation of our CO₂ emissions* in all the companies that make up the Vicky Foods organization



*Data corresponding to all the companies that make up Vicky Foods, including international ones, and that have greenhouse gas emissions.

** Combustion of natural gas and diesel in stationary sources (furnaces), fuels in mobile sources (transport vehicles), as well as fugitive emissions of refrigerant gases used in refrigeration equipment, emissions from wastewater, volatile organic compounds and fire extinguisher refills.

*** Grid electricity consumption.



With regard to the companies that represent the main core of the organization's activity, the CO₂ emission ratio per tonne produced has been reduced in 2023 by 10.4% due to the use of a part of the electricity from renewable sources and the fact that direct emissions have remained stable despite the increase in production.

This decrease is a major step forward in our commitment to decarbonization.

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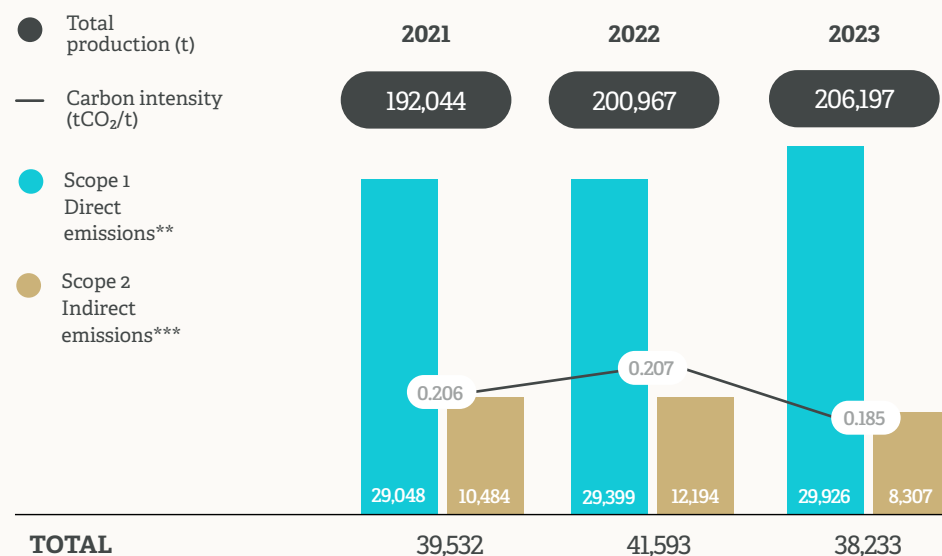
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Evolution of our CO₂ emissions * in the companies that make up the main industrial core



* Data corresponding to Dulcesa, S.L.U., Juan y Juan Industrial, S.L.U. and Vicky Foods Products, S.L.U.

** Combustion of natural gas and diesel in stationary sources (furnaces), fuels in mobile sources (transport vehicles), as well as fugitive emissions of refrigerant gases used in refrigeration equipment, emissions from wastewater, volatile organic compounds and fire extinguisher refills.

*** Grid electricity consumption.



We renew the “Calculo y Reduzco” seal of MITECO

Once again, our factories in Gandia and Villalonga have obtained this seal awarded by the Ministry for Ecological Transition and the Demographic Challenge (MITECO). This achievement is the result of our commitment to calculating the carbon footprint of these centres, as well as the **progressive reduction of CO₂ emissions achieved**.

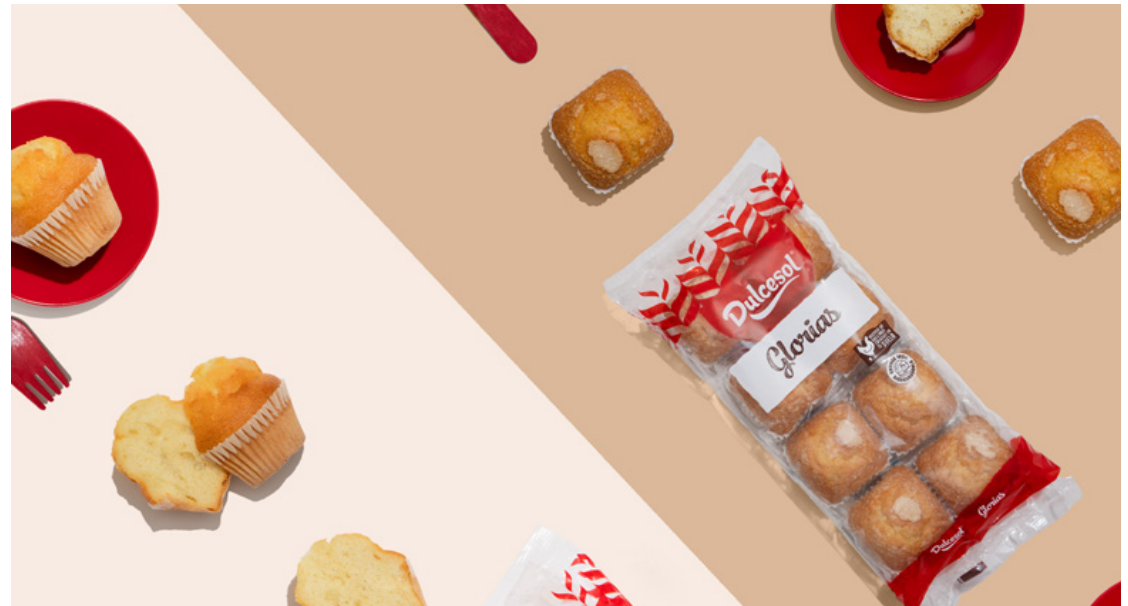
This seal certifies the reduction of CO₂ emissions by 3.68% at the Gandia plant and 0.6% at the Villalonga plant during the 2020-2022 period compared to the previous three-year period of 2019-2021.

Responsible use of resources

One of the main aspects in which we can work to minimize our environmental impact is the optimization of the resources we require in the activity we carry out. To this end, we work in line with the provisions of our Environmental Management System.

Energy consumption

Among the measures we can implement to decarbonise our activity are those focused on **reduced energy consumption**. For this reason, we also carry out periodic controls to know the evolution of this consumption and identify those measures that are effective, as well as the aspects that we must improve.



In this regard, in order to optimise energy use, in 2023, we have carried out a project to **implement a hyperconvergence cluster in the data processing centres (DPC)** of our Gandia and Villalonga plants. With its implementation, we have replaced a series of equipment (servers, storage disks and connectivity system) with others that are more technologically advanced, with greater processing capacity, more storage, smaller size and more energy efficient.

Electricity consumption

With regard to the electricity used, in 2023 we have seen an increase of 3.3% in electricity consumption per tonne of production compared to the previous year.

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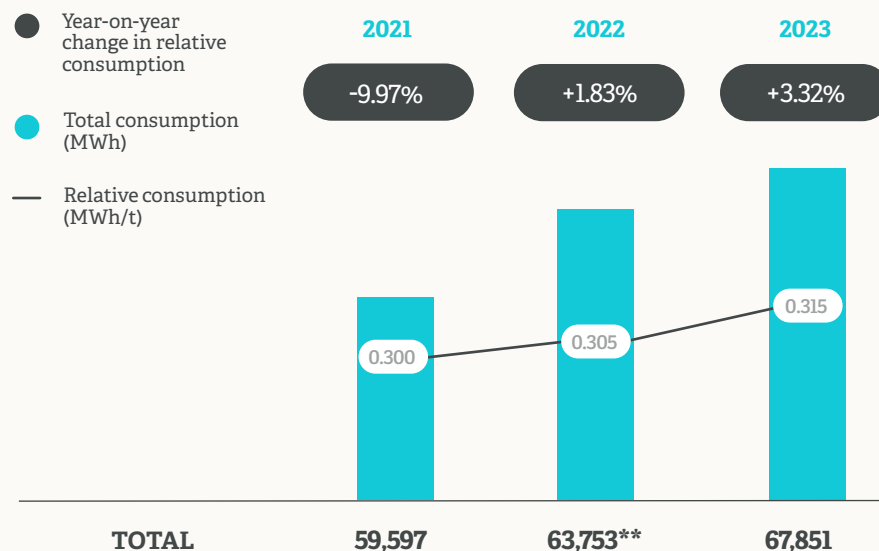
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Vicky Foods' aggregate consumption of electricity*



*This data includes all Vicky Foods companies, including international ones.

In 2021, the calculation of the kWh consumed by the commercial delegations was obtained by dividing the amount of electricity bills by the average price per kWh for each year.

In 2022, this same criterion was applied to only 1.2% of total consumption, the remaining 98.8% was provided by the electricity marketer. In 2023, 100% of consumption corresponds to what is invoiced by the supply companies.

** The 2022 consumption data has been corrected compared to what was reported the previous year, due to the correction of an error in data collection, going from 63,873 MWh to 63,744 MWh.



This increase has occurred, in absolute terms, due to an increase in production, while in relative terms it has been caused by the start-up of the new production line in Villalonga, which has generated an excess in electricity consumption. In addition, we have expanded the frozen storage chambers in the delegations, which has also had an impact on greater electricity demand.

With regard to the electricity consumption of our main plants, those in Gandia and Villalonga, this year we have experienced an increase of 3.3% in relative consumption compared to the previous year, mainly due to the aforementioned expansion of the production capacity of the Villalonga factory.

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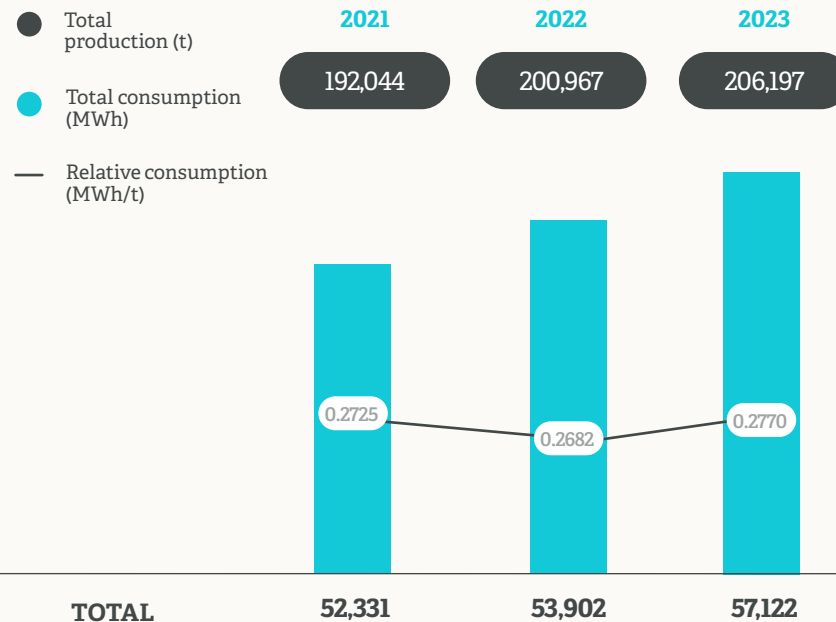
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Evolution of electricity consumption at our plants in Gandia and Villalonga



The implementation of an electricity consumption monitoring system is planned for each of the production lines

in order to determine possible points for improvement and continue improving energy efficiency.

In addition to applying measures that allow us to improve energy efficiency in our processes, years ago we established an ambitious **energy plan focused on increasing self-consumption of renewable energy**.

In 2023, we have added more than 437 new photovoltaic panels to those we already had installed, with more than **7,600 photovoltaic panels**, located in the factories of Villalonga and Gandía, the egg production farm, the packaging manufacturing plant and some branches. Together, they have an installed capacity of 3.5 MWh, representing a reduction of 1,950 t CO₂ per year.

We continue to expand our renewable electricity production capacity with the increase in photovoltaic panels installed in our facilities.

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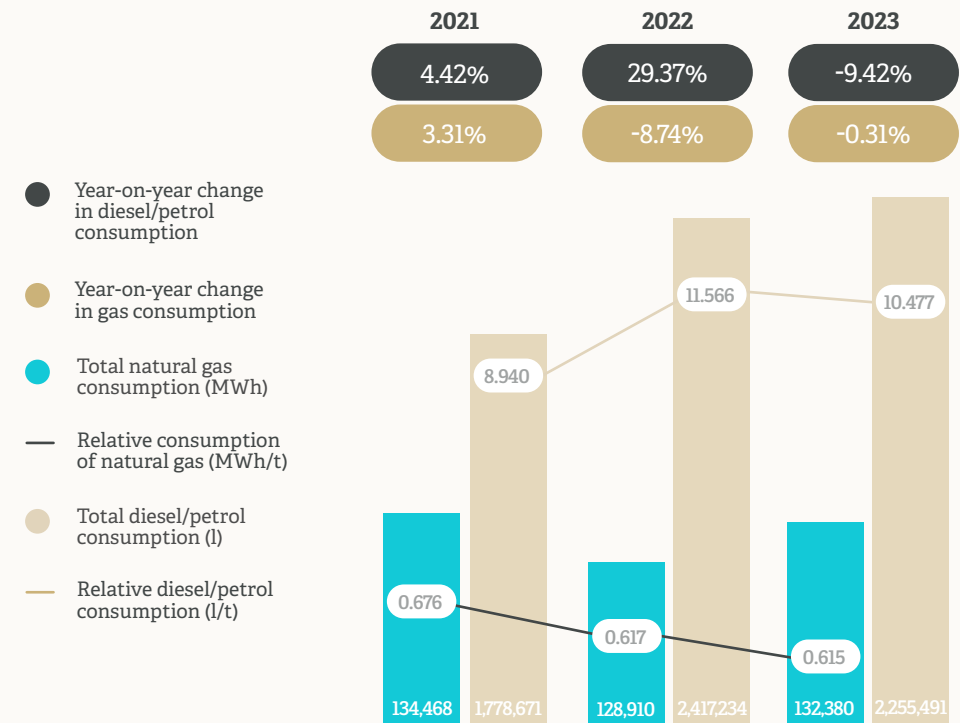
Consumption of natural gas, diesel and gasoline

In 2023, we have experienced a notable reduction in consumption per tonne of production of both natural gas and diesel and petrol, thanks to the measures we are implementing to improve energy efficiency. In addition, this year we have significantly reduced the use of generator sets for the production of electricity as electricity prices have moderated, using these systems only in cases of emergency.

This has given rise to a significant **9.4% reduction in relative consumption of diesel and gasoline per ton of production**, in addition to a decrease in the absolute consumption data.

5% of our delivery fleet is made up of electric or hybrid vehicles, in order to reduce diesel and petrol consumption.

Vicky Foods' aggregate consumption of natural gas, diesel and gasoline*



*This data includes all Vicky Foods companies, including international ones.

Total gas consumption does not include the gas used for cogeneration at the Villalonga plant.

In 2021, the calculation of the litres of fuel in the commercial delegations was obtained by dividing the amount of the fuel purchase invoices by the average price per litre of each year. In 2022, this same criterion was applied to obtain 30% of consumption, the remaining 70% has been obtained from the information provided by the supplier companies. In 2023, practically 100% of consumption has been obtained from the data reported by the supply companies.

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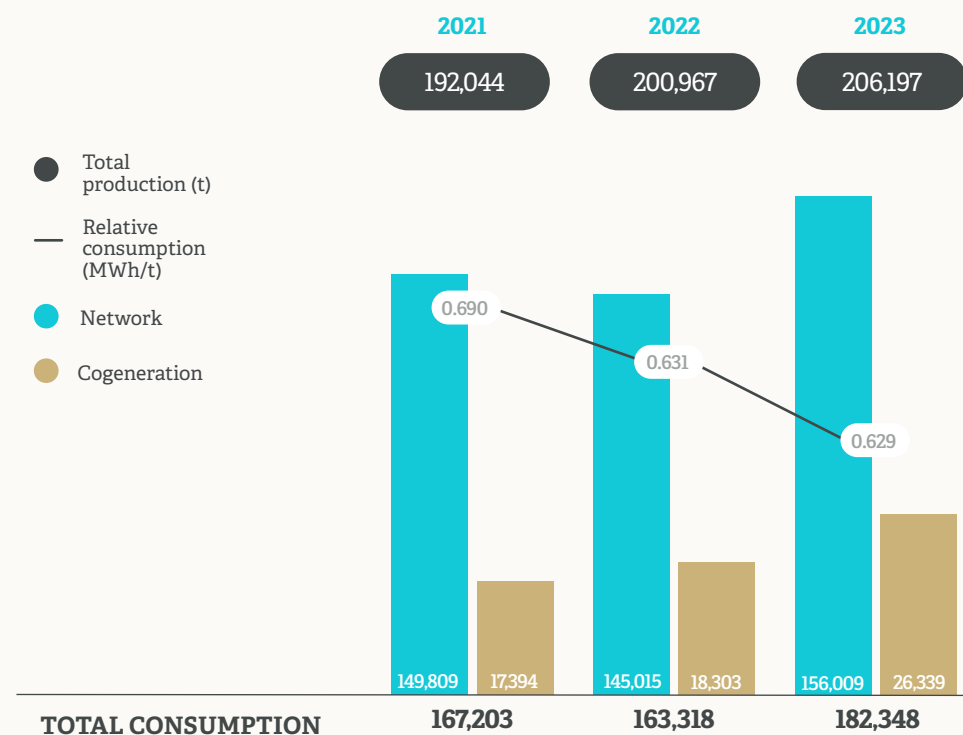
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At the Gandia and Villalonga plants, there has been a **slight reduction of 0.3% in the relative consumption of natural gas** compared to 2022, as although consumption has increased both from the grid and cogeneration, there has also been greater production. Therefore, the energy efficiency measures we are applying are being effective, highlighting the improvement in the furnaces, although we will continue to work to achieve a more effective reduction.

Evolution of natural gas consumption at our plants in Gandia and Villalonga



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Responsible water consumption

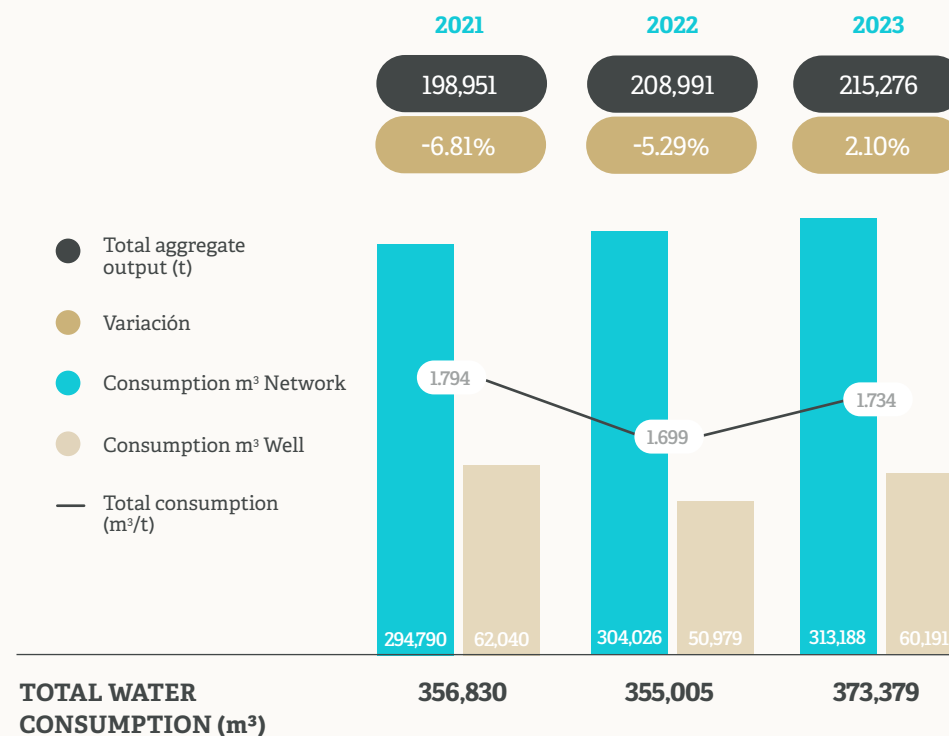
During the last year, we saw a complicated period of drought due to the scarcity of water resources, a problem of the utmost seriousness that should make us aware of the urgent need to take care of every drop of this resource so precious in our business and for our own lives.

For this reason, at Vicky Foods we are continuously working **to use water responsibly**, using only the amount that is strictly necessary in our production processes.

This water we use **comes mainly from the public network**, although we also have authorized wells, whose resources are allocated to the cleaning tasks of our facilities and the cooling systems of certain equipment.

However, in 2023 we saw an increase in water consumption, both in absolute and relative data per tonne of production, which was 2.1% higher than the 2022 ratio. This increase has occurred due to the increase in consumption at our plants in Algeria and at the laying poultry farm, as a result of increased water use in cleaning the facilities.

Vicky Foods Aggregate Water Consumption*



*This data includes all Vicky Foods companies, including international ones.

Consumption has been obtained from the bills of the water supply companies or from metre readings. In those cases where this information is not available, estimates have been made.

In 2022, 98.5% of reported consumption has been obtained from bills or meter readings and the remaining 1.5% from estimates. Consumption is provided in cubic metres, as this is the reference measure used in the management control of the company's costs. In 2023, practically 100% of the data reported has been provided by water supply companies or through metre reading.

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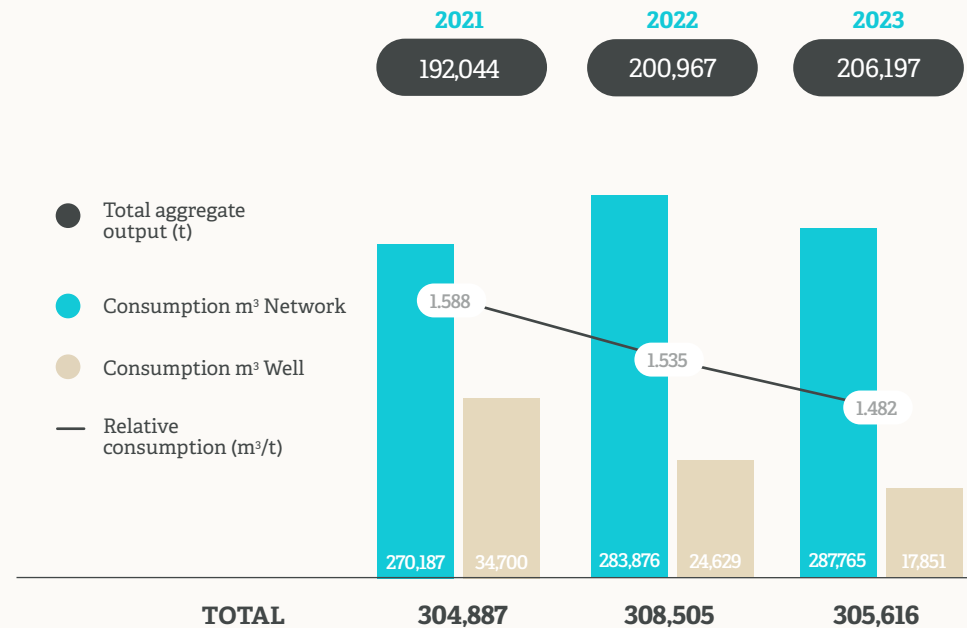


With regard to the consumption of the Gandia and Villalonga plants, we have managed to **reduce the total volume of water consumed**, despite the increase in production. This has also been reflected in lower relative consumption.

To achieve this, we have made a significant effort to go beyond the objective set, introducing **measures to optimize** the cleaning process and carrying out better leak control, in addition to incorporating nozzles to regulate the flow and use only the necessary one. We are also monitoring at different points in the production chain to make decisions adapted to the real situation.

It should also be noted that this year we have reduced the consumption of water from wells, in order to make efficient use of this resource, avoiding improper exploitation.

Water consumption at the Gandia and Villalonga plants



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In 2023, we have continued to reduce water consumption per tonne produced at the Gandia and Villalonga plants, which is 3.5% lower than the previous year.

In addition, in order to minimise the impact of the wastewater generated during our activity, we have wastewater treatment plants at our plants in Spain and at the poultry farm. This way, we can **treat these effluents in order to return good quality water to the public sewerage system.**

To ensure that this is the case, we also carry out various **regular analysis** and ensure that the water discharged complies with the quality parameters required by legislation.

Efficient consumption of raw materials

In our activity we also make use **of other types of resources**, beyond the ingredients necessary in the production of the products we manufacture, mainly for their packaging. To do this, the raw materials we use are plastic and cardboard.

In recent years, we have seen an increasing trend in the amount of these materials used, due to market demands for individually packaged products to extend product life. This translates into a greater amount of film per weight of retail packaging.

However, especially in the case of plastic, it is a material that is causing a significant impact on ecosystems and biodiversity, so it requires urgent measures to minimise it. The European Union is working along these lines, developing regulations that focus on **reducing plastic waste by limiting its use.**

At Vicky Foods, we are aware of this problem and, given that the use of this material for the packaging of the products we market is still very common in the sector, we are dedicating part of our efforts to the **search for alternative materials and solutions focused on reducing the quantity** used.

In this sense, in order to achieve an effective reduction in the volume of plastic used, we are **working on the eco-design of packaging**, applying measures that allow us to optimise this packaging to make use of only the necessary amount, in addition to continuing to look for other materials that are more respectful of the environment.

Currently, we are working on reducing the thickness of plastic sheets and minimising the surface area of the packaging by adapting them to the size of the product, in addition to applying **initiatives that favour their recycling.**

We also continue to collaborate with various technological institutes on projects focused on the use of **compostable and recycled materials** in our packaging. As a result, we are already using recycled plastic in the PET trays of some products, and we continue to make progress in the development of alternatives that will allow us to replace the current pouch format packaging with others that are more recyclable.

In the case of cardboard, we are also working on the application of measures that allow

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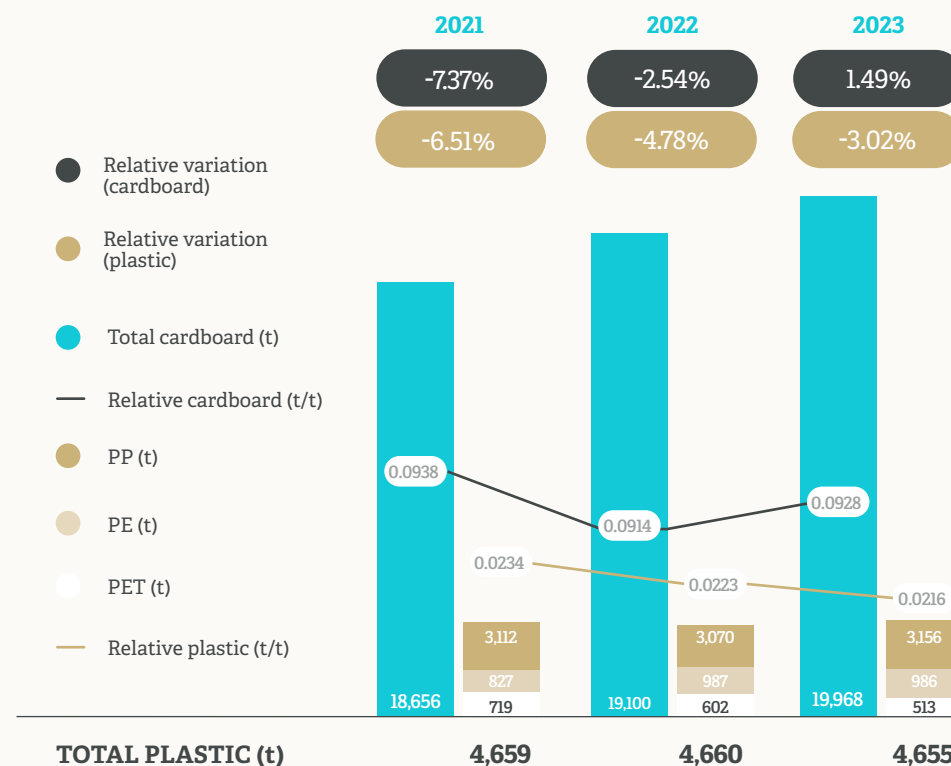
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us to **optimize its use**, highlighting in this case the reuse of waste from this material, which can be used as raw material for the manufacture of new cardboard.

Likewise, in 2023, we have achieved a **reduction in paper consumption in printers by implementing contingency measures** established in our offices, through which we seek to make use of paper only when necessary.

Throughout this year, despite the measures we are applying to reduce it, the data show an increase in the volume of cardboard consumed, while in plastic we continue to reduce the consumption ratio per tonne produced.

Vicky Foods' aggregate consumption of packaging materials (cardboard and plastic)*



*This data includes Vicky Foods' companies that manufacture food products, including international ones. PE = Polyethylene; PP = Polypropylene.

**The plastic consumption data for 2021 and 2022 has been modified compared to that reported in the 2022 report, as in 2023 the criteria for obtaining the weights of plastic consumed has been improved and this criteria has been applied retroactively, resulting in the updating of the historical data.

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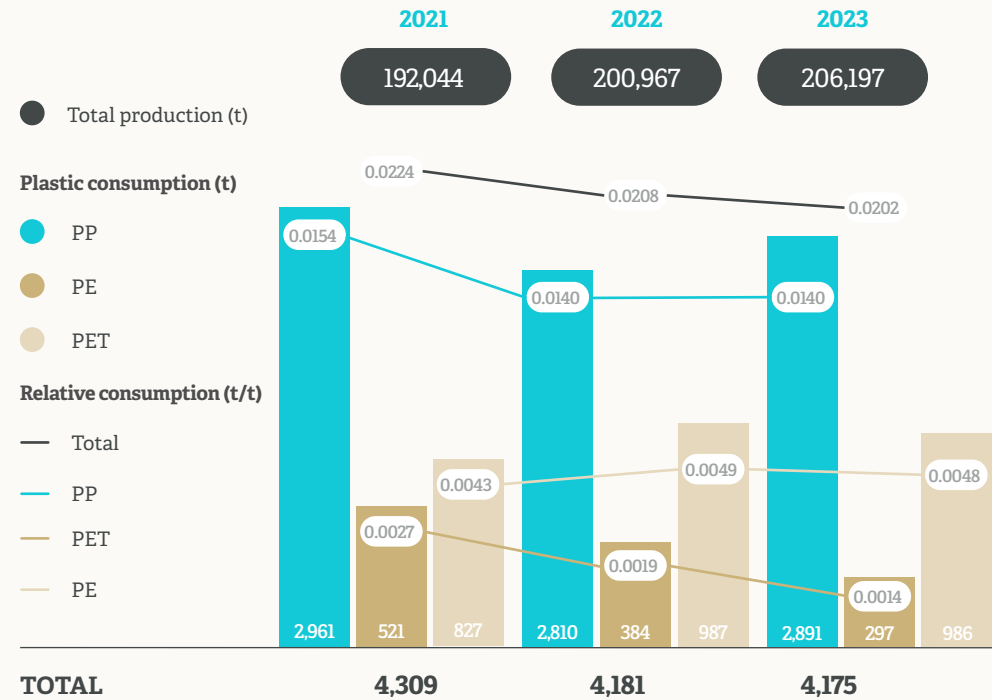
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With regard to our Gandia and Villalonga plants, specifically, there has been a reduction in the ratio of plastic consumed compared to the tonnes of product produced, being 2.7% lower than in 2022, due to a reduction in the weight of some products that has been incorporated without detriment to the technical barrier properties of the materials.



Plastic consumption at the Gandia and Villalonga plants



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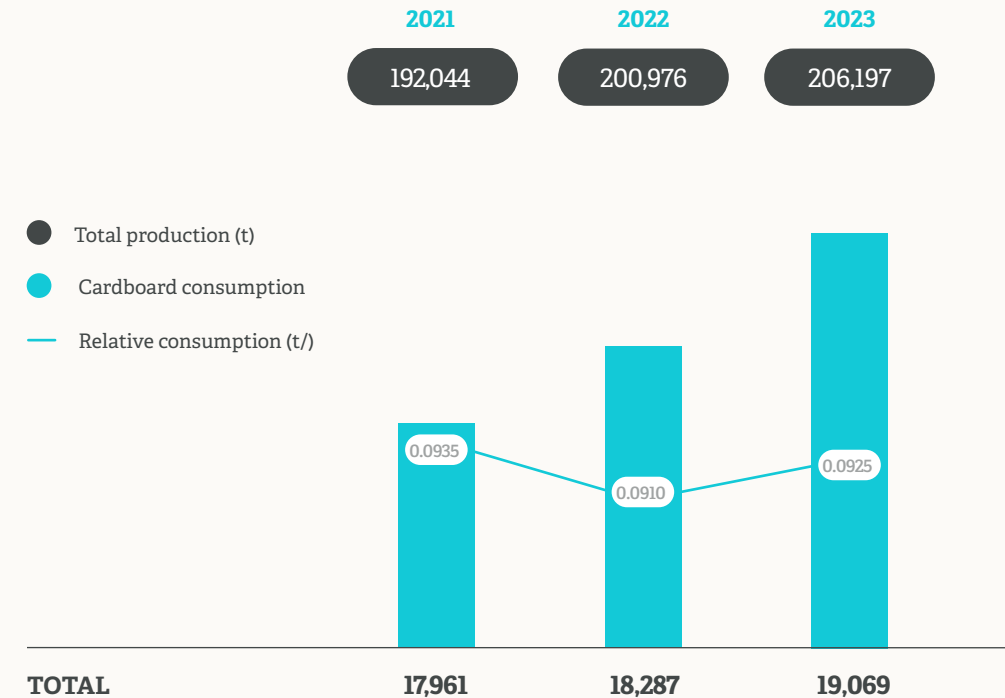
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On the other hand, in 2023 there has been an increase in the ratio of cardboard consumed per tonne produced, by 1.6% compared to 2022. This increase is due, in part, to an increase in losses caused by the start-up of the new production line in Villalonga.

100% of the cardboard boxes we use have the FSC (Forest Stewardship Council) seal, guaranteeing that they come from sustainably managed forests.

Cardboard consumption at the Gandia and Villalonga plants



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Advances in the circular economy

The linear model traditionally applied in our society has proven not to be viable in the medium-term for years, so the **circular economy** is being integrated by leaps and bounds in the productive sectors, although there is still a long way to go. It is essential to adopt this model and make it effective as soon as possible, as it is the key to not depleting the planet's resources and reducing waste pollution.

To give the necessary impetus to its implementation, the European Union is making progress in the development of strategies and a complete set of

regulations focused on **promoting the circular economy** and limit the use of non-recyclable or reusable materials.

On our path towards sustainability, the integration of the circular economy is one of the main pillars of action. In relation to the adaptation of our activity to the requirements of Royal Decree 1055/2022 of 27 December, on packaging and packaging waste in order to advance in the implementation of the circular economy, we have defined a series of **objectives to meet these requirements** and, in short, to advance in our commitment to sustainability:



100% recyclability of packaging by 2025, converting *Pouch* type packaging in recyclables.



Incorporation of recycled plastic, we carried out a feasibility study on the use of recycled plastic with the help of suppliers and technology centres.



Reduction of the relative weight of plastic and cardboard packaging by 10% between 2025 and 2030 compared to 2021, optimizing weights and dimensions. We are already making progress and hope that more patents will be made in 2024.



Implementation of **changes to labelling and reporting obligations**.

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In 2022, Law 7/2022 of 8th of April 2022 on waste and contaminated soil for a circular economy also came into force, focusing on waste control and increasing recycling and/or other mechanisms to **avoid disposal in landfills**.

From our sustainability perspective, we are already working on the **increasing recyclability and recovery of waste in factories**. To this end, we focus on optimising waste management from its segregation at source, as well as having

specific staff to ensure that this separation is done correctly, improving the training and efficiency of the work of the operators who manage factory waste and maintaining correct traceability from the factory to its final destination.

In addition, we apply other **measures to reduce the volume of waste generated**, such as dismantling obsolete machinery and reusing that which may have a second life, as well as the use of food losses derived from bread, among others, for animal feed.

Once again, this year we have renewed the “Zero Waste” certificate at our plants in Gandia and Villalonga, which accredits the recycling and recovery of 98% of the waste we generate.



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Our progress towards circularity

PROJECTS CARRIED OUT TO INCREASE RECYCLABILITY

- **Recovery of strapping.**
We are working so that this material (PP or PE and which turns out to be recyclable) can be separated in the lines and managed separately among industrial waste.
- **Glass recovery.**
We manage this fraction of waste separately to facilitate its recycling.
- **Designation of a person in charge of managing waste and recovering equipment that may have a second life in the workshop area.**
This figure has proven to be key, since, as in the production area, constant review and supervision is necessary.



CIRCULAR ECONOMY PROJECTS WE ARE WORKING ON

- **Replacement of cardboard cores with plastic in the flexible film reels in our packaging factory.**
Rigid plastic cores are being used, which can be reused, avoiding the disposal of cardboard cores after a single use.
- **Recovery of electrical and electronic equipment.**
We have personnel trained in mechanics and/or electronics to recover that equipment that are removed because they are no longer useful. This equipment is being reused in production plants or donated to Vocational Training centres for use as teaching material by students of technical training cycles.

NON-HAZARDOUS WASTE MINIMISATION PLANS

- **Reduction of weight in plastic and cardboard packaging.** We have the involvement of the marketing department to apply eco-design measures that reduce the amount of materials used.
- **Reduction in the production of metal waste.** As a result of the correct management carried out by the person in charge of waste separation in the workshop area.

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What are we working on?

REDUCTION IN PLASTICS; ESTIMATED IMPACTS

- **81,000 kg of plastic** per year by reducing film thickness from 30 to 28 microns in bakery products.
- **180,000 kg of plastic** per year by reducing the thickness of the bags of sliced bread from 37 to 30 microns.
- **Optimisation of packaging dimensions and elimination of superfluous plastic**, such as ties on burger and hotdog bun packaging.

RECYCLING

- Replacement of multilayer packaging based on polypropylene and polyethylene, which is not recyclable, with a **mono-material multi-layer packaging with a polypropylene base**

that is recyclable for the toasted garlic and tomato rolls.

- Elimination of multilayer containers based on PET and polyethylene, transforming them into **mono-material multi-layer packaging based on polypropylene that is recyclable** for the wheat tortillas.
- Removal of the aluminium layer and use of **mono-material for easy recyclability in baby food pouches**.

R+D PROJECTS FOR THE USE OF NEW MATERIALS

- Collaboration with the Technological Institute of Packaging, Transport and Logistics (ITENE) for the search for a **plant-based plastic**, compostable and with a sufficient barrier to guarantee food safety and shelf life of our products.

INCORPORATION OF RECYCLED MATERIALS

- Employment of **60% recycled PET** on the trays.
- Stretch film testing for pallet shrink wrapping **from recycled material**.

CARDBOARD PACKAGING

- Using cardboard boxes with the **FSC seal** (from sustainably managed forests).
- **Unification of formats** to reduce stocks and shrinkage.
- **965 tonnes of reused cardboard** thanks to the collaboration with our supplier for the circularity of the boxes.

On the other hand, we are analysing the possibility of **energy recovery of the sludge generated in treatment plants**, as

well as poultry manure from our farm, for the production of green energies, such as biogas. This project is of great interest to the

company, given the high amount of waste of this type generated at our plants in Gandia and Villalonga.

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Management based on waste reduction

In our day-to-day life **various types of waste are produced**, whether non-hazardous, such as urban waste, cardboard, plastic, wood, sewage sludge, scrap metal from facilities, non-conforming product losses and organic waste from our farm; or non-hazardous, such as used cleaning product packaging and solvents used in packaging labelling,

ink residues and solvents produced in our packaging printing plant.

It is essential to carry out a **correct management of each of these waste fractions**, in order to prevent them from reaching nature or accumulating and becoming a pollutant. To this end, we have containers in our facilities that allow the segregation and safe storage of this waste according to the type until it is collected by the corresponding authorised managers.

To ensure that the management of collected waste is carried out properly, we require each manager to provide certification that it has been carried out in accordance with the regulations, in addition to controlling its volume and the effectiveness of the measures applied to reduce it.

In addition, we apply various **measures aimed at reducing the volume of waste generated**, prioritizing reuse and recycling.

Measures to reduce waste generation



Optimize the production processes, as well as the frequency and cleaning protocols.



We promote the separation of waste fractions, both in production and in offices, through the use of different containers.



We continuously train our team, especially with regard to waste separation.



We recycle and recover food by-products to facilitate their subsequent use. Thus, we treat the leftover non-compliant bread as feed for the hens on our farm and the rest of the by-products are sent to authorised managers for subsequent recovery and sale also for animal feed.

The application of all these measures is proving effective, as we have seen a **progressive waste volume reduction** in recent years, having achieved a 1.67% lower rate per ton of production in 2023 compared to 2022.

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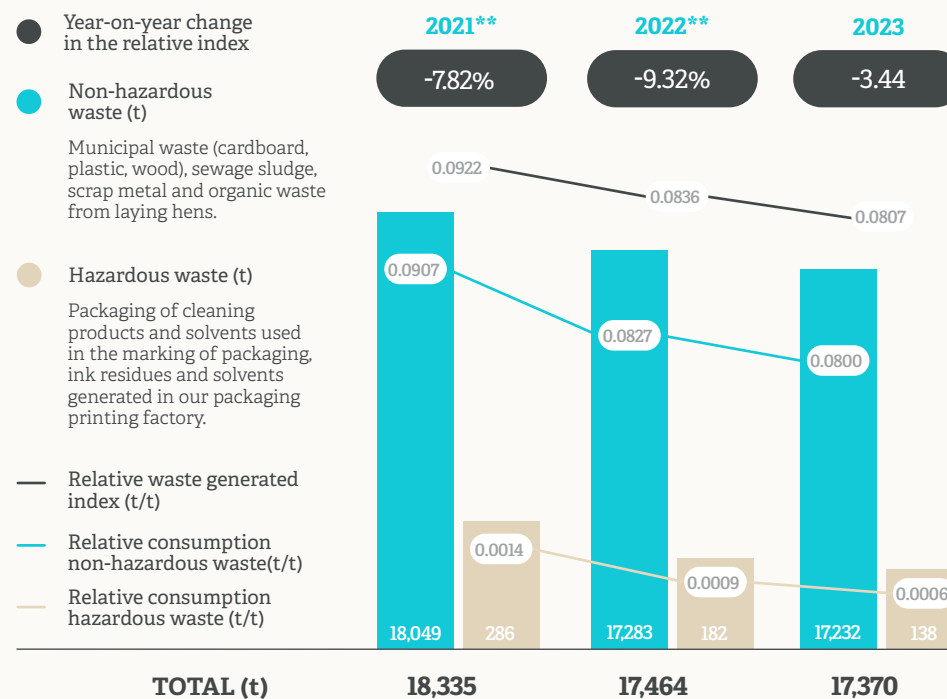
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Aggregate waste generated from Vicky Foods companies*



*2023 data includes all Vicky Foods companies, including international ones. The data for 2022 and 2021 do not incorporate the waste generated in the commercial subsidiaries as they are considered losses during these years. However, we believe that it is more appropriate to treat them as waste and not as shrinkage, so from 2023 they will be included in this waste category.

**In the data reported in last year's report, an estimate of waste generated in Algeria was made as there are no reliable records. This year 2023, we have made a more reasonable estimate, extrapolating the ratio of waste per tonne produced in plants in Spain to production in Algeria. We have applied this same criterion retroactively, so we have modified the data reported in previous reports.

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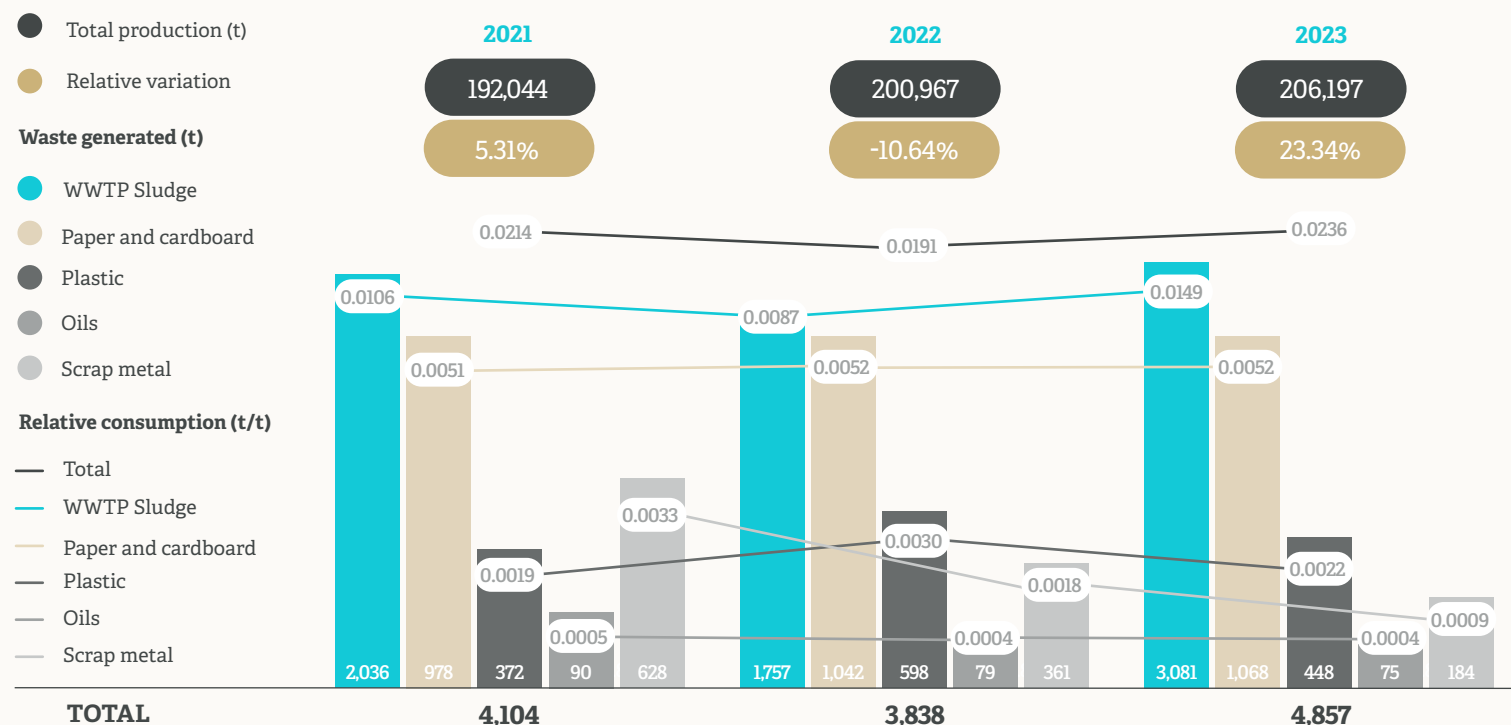
As for non-hazardous waste, the poultry farm generates 11,575 tonnes, equivalent to 67.2% of the total. Most of this waste corresponds to poultry manure, which is used to make agricultural fertilizers. The reported volume of this waste is calculated by multiplying the number of trucks removed during the year by the average weight carried by each truck, estimated at 24 t.

In the case of hazardous waste, the plastic film printing plant is the one that generates 88.4% of the waste due to the use of inks and solvents in its production process.

In 2023, we have seen a 23.3% increase in the rate of waste generated per ton of product produced at our plants in Gandia and Villalonga, mainly due to

higher sludge production at the WWTP. This increase is motivated by the incorporation of a dehydrator screw in the final phase of sludge treatments at the Gandia plant, which is more efficient and, therefore, extracts drier sludge and reduces the contribution of headwater sludge, which translates into an increase in sludge production.

Non-hazardous waste generated at the Gandia and Villalonga plants



We minimise food waste

Another of the main environmental concerns of the agri-food sector is the food waste, as it is a major problem in all aspects, both environmentally, socially and economically. For this reason, we are taking important steps aimed at avoiding and minimising it as far as possible both in our production processes and throughout the value chain.

In this sense, **we are transforming the waste generated into by-products**. Thus, in the case of bread crust, one of the main losses generated in the production of crustless bread, we use them to feed the laying hens on our farm. In addition, part of the waste generated is marketed in the form of feed for other animals, thus making the most of it.

We also strive to reduce these shrinkages to the minimum possible, taking care of both raw materials and masses or products in order to avoid non-conformities.

To ensure the optimisation of our measures, we have started working on

the implementation of a **food waste management system**, with the aim of being certified in accordance with the provisions of our Strategic Sustainability Plan. This will allow us to carry out better management of all processes and procedures to minimize this waste.

We have signed an agreement to sustainably valorise the biowaste generated in our activity, transforming it into biomethane and organic amendments for agriculture.



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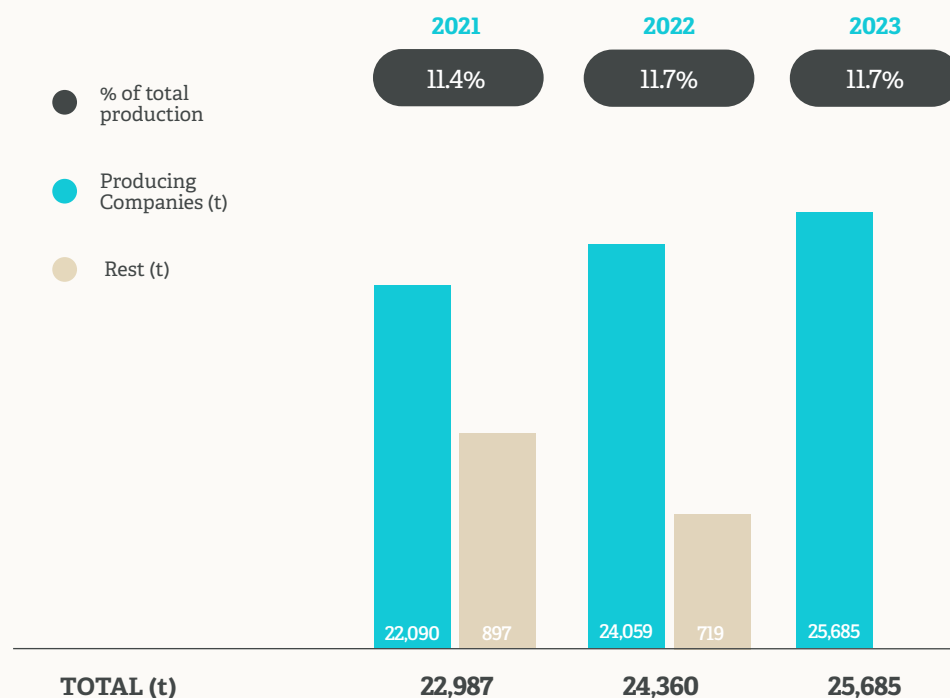
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Added losses from Vicky Foods*

*The 2023 data only includes the losses generated in Vicky Foods' industrial companies, including international ones. The data corresponding to the plant in Algeria has been estimated by applying a % of waste similar to that of the factories in Spain.

In 2022 and 2021, the waste generated by commercial subsidiaries was included in the "Rest" line, but in 2023 this waste has been incorporated into the "Aggregated generated waste" table because we consider that the waste generated in these companies is not properly waste.

On the other hand, we also look for alternatives for products that, due to their characteristics, are not suitable for marketing, but are suitable for consumption. In these cases, we have signed various agreements with social entities for the **donation of these products** to food banks, charities or soup kitchens, among others, so that they can be consumed by people in vulnerable situations and avoid waste. The volume of food donations in 2023 amounted to 267,619 kg, which represents a 1.9% increase over the previous year.

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Committed to animal welfare

In the farming of the laying hens on our farm, our **commitment to animal welfare** takes on great importance, as we want them to have the best possible quality of life.

Our ambition in this regard is focused on **ensuring that 100% of laying birds are on the ground** by 2025, achieving a quota of 80% of eggs from hens on the ground in the production of our products by then.

Our farm has a capacity of 535,000 laying hens and, currently, we have achieved a total of **135,000 hens are cage-free** (we do not have combined systems), which represents 25% of the total number of birds. At all times, we care about guaranteeing their well-being and continuously improving, so we continue to work to eliminate cages and achieve “WELFARE” certification, milestones that we hope to achieve during 2024 and 2025.

With regards to the rest of the group's companies, all our centres are located in industrial areas and the activity we carry out does not impact on protected areas. Therefore, **do not pose a threat to biodiversity** of nearby natural environments.





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Social

At Vicky Foods, we have a clear **focus on caring for people**, whether they are those that are part of the company or on which we have the capacity to influence, such as those of the communities in which we operate or the customers and consumers themselves. They are always in our focus, and we always take them into account in decision-making, trying at all times to do the best for all people.

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We have a committed team

In recent years, we have experienced a progressive increase in our workforce, reaching a total of 2,980 professionals in 2023. They are the engine that make it possible for us to achieve our goals every day and who have allowed us to get to where we are today, the great project that Vicky Foods has become since we began our journey.

In their approach, they are **aligned with the company's philosophy** and have made every effort to support the sustainability commitments we have made, in order work together for the same outcome. This allows us to have the best team, becoming the pulse of our family business.

To remain who we are, we consider each person to be a key piece, so we seek to **offer the best working conditions** so that they wish to be part of our business project throughout their working life.



In this sense, our **Human Resources Policy** is the essential framework for attracting and retaining the best talent, promoting equal opportunities, fostering training and personal and professional development, and guaranteeing the safety, health and well-being of all people.

In 2023, we have maintained a consolidated workforce, having seen a **slight increase of 1.2%** compared to 2022.

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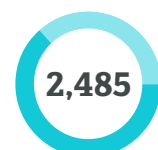
How our team is distributed

WORKERS WHO ARE EMPLOYED*

2023

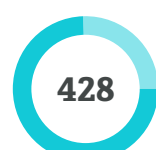


Spain



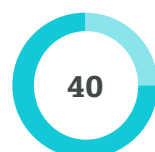
1,574 men
911 women

Algeria



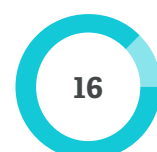
319 men
109 women

France



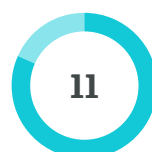
30 men
10 women

United Kingdom



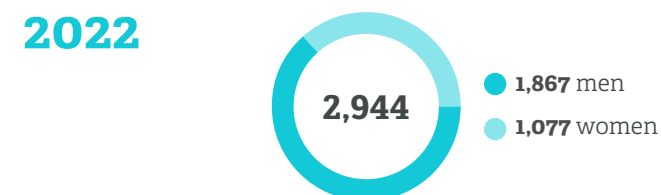
14 men
2 women

Portugal



9 men
2 women

2022

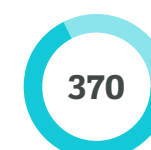


Spain



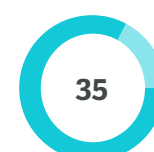
1,579 men
949 women

Algeria



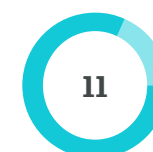
250 men
120 women

France



29 men
6 women

United Kingdom



9 men
2 women

Portugal



0 men
0 women

*Data obtained from the computerized databases that are managed by the talent management area of the companies that are part of the Vicky Foods holding, both national and international. They correspond to data as of December 31st, at the end of each of the financial years.

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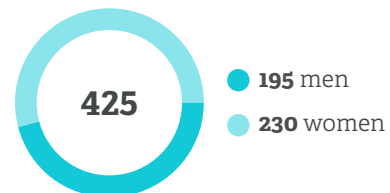
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NON-EMPLOYEE WORKERS*

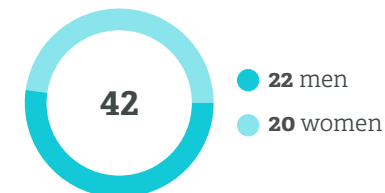
2023

Spain



2022

Spain



*Data obtained from the information provided by temporary employment agencies. They correspond to data as of December 31st, at the end of each of the financial years.



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Distribution of our team by type of employment contract

DETAIL AS OF 12/31/2023									
Typology	Full-time			Part-time			Total		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
SPAIN									
Indefinite	1,329	755	2,084	19	88	107	1,348	843	2,191
Temporary	200	48	248	26	20	46	226	68	294
Total	1,529	803	2,332	45	108	153	1,574	911	2,485
ALGERIA									
Indefinite	117	73	190	-	-	-	117	73	190
Temporary	202	36	238	-	-	-	202	36	238
Total	319	109	428	-	-	-	319	109	428
FRANCE									
Indefinite	26	8	34	-	-	-	26	8	34
Temporary	4	2	6	-	-	-	4	2	6
Total	30	10	40	-	-	-	30	10	40
PORTUGAL									
Indefinite	9	2	11	-	-	-	9	2	11
Temporary	-	-	-	-	-	-	-	-	-
Total	9	2	11	-	-	-	9	2	11

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UNITED KINGDOM

Indefinite	11	2	13	-	-	-	11	2	13
Temporary	3	-	3	-	-	-	3	-	3
Total	14	2	16	-	-	-	14	2	16

TOTAL

Indefinite	1,492	840	2,332	19	88	107	1,511	928	2,439
Temporary	409	86	495	26	20	46	435	106	541
Total	1,901	926	2,827	45	108	153	1,946	1,034	2,980

DETAIL AS OF 12/31/2022

Typology	Full-time			Part-time			Total		
	Men	Women	Total	Men	Women	Total	Men	Women	Total

SPAIN

Indefinite	1,250	702	1,952	9	102	111	1,259	804	2,063
Temporary	300	135	435	20	10	30	320	145	465
Total	1,550	837	2,387	29	112	141	1,579	949	2,528

ALGERIA

Indefinite	112	83	195	-	-	-	112	83	195
Temporary	138	37	175	-	-	-	138	37	175
Total	250	120	370	-	-	-	250	120	370

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FRANCE									
Indefinite	24	6	30	-	-	-	24	6	30
Temporary	5	-	5	-	-	-	5	-	5
Total	29	6	35	-	-	-	29	6	35
UNITED KINGDOM									
Indefinite	8	2	10	-	-	-	8	2	10
Temporary	1	-	1	-	-	-	1	-	1
Total	9	2	11	-	-	-	9	2	11
TOTAL									
Indefinite	1,394	793	2,187	9	102	111	1,403	895	2,298
Temporary	444	172	616	20	10	30	464	182	646
Total	1,838	965	2,803	29	112	141	1,867	1,077	2,944

We do not have employees for non-guaranteed hours.



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We are moving forward with the application of our LIFE Plan

Our commitment to people and their well-being resulted in our **LIFE Plan (Leadership, Involvement, Training and Team)**, launched in 2020. Through this Plan, we develop the culture that Vicky Foods wants to imbue in our people, focusing on the promotion of well-being that we seek to improve every year through an adequate balance between personal and professional life.

Within everything covered by the LIFE Plan, we have defined a series of initiatives focused on **personal and professional growth** of the team, as it is essential for their well-being in the company and, in turn, allows us to be up to date in such a changing world.

Through this plan, we also encourage participation in decision-making and contribution to the progress of the company in all senses, in addition to **strengthen motivation and commitment** of each professional. For more information on our progress in relation to its implementation throughout 2023, you can consult the report available at <https://vickyfoods.es/pdf/life.pdf>.



Opportunities for all people equally

At Vicky Foods, we open the doors to all people who want to be part of our great family, seeking at all times **team enrichment through diversity**. For this reason, we are concerned with promoting

equal opportunities, guaranteeing in any case fair and equitable treatment for all people, valuing their professionalism, skills and abilities above any personal characteristic.



Distribution of our team by gender, age and professional classification

DETAIL AS A 12/31/2023									
Professional category	Men				Women				Total
	Under 30 years old	Between 30 and 45 years old	Over 45 years old	Total	Under 30 years old	Between 30 and 45 years old	Over 45 years old	Total	
Senior management	0.00%	0.10%	0.37%	0.47%	0.00%	0.00%	0.03%	0.03%	0.50%
Management and university graduates	0.17%	1.28%	1.64%	3.09%	0.17%	0.37%	0.13%	0.67%	3.76%
Section Chiefs and Managers	0.30%	2.28%	2.75%	5.34%	0.13%	1.17%	0.70%	2.01%	7.35%
First and second officers	3.69%	4.77%	2.55%	11.01%	1.78%	8.59%	8.72%	19.09%	30.10%
Assistants and subordinates	7.21%	21.01%	17.18%	45.40%	1.11%	5.81%	5.97%	12.89%	58.29%
Grand total	11.38%	29.43%	24.50%	65.30%	3.19%	15.94%	15.57%	34.70%	100.00%

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DETAIL AS A 12/31/2022

Professional category	Men				Women				Total
	Under 30 years old	Between 30 and 45 years old	Over 45 years old	Total	Under 30 years old	Between 30 and 45 years old	Over 45 years old	Total	
Senior management	0.00%	45 years old	0.34%	0.44%	0.00%	0.00%	0.03%	0.03%	0.48%
Management and university graduates	0.20%	0.98%	1.53%	2.71%	0.27%	0.44%	0.07%	0.78%	3.49%
Section Chiefs and Managers	0.31%	2.48%	2.11%	4.89%	0.14%	1.29%	0.61%	2.04%	6.93%
First and second officers	3.43%	4.35%	1.83%	9.61%	2.31%	9.51%	8.29%	20.11%	29.72%
Assistants and subordinates	6.66%	21.77%	17.32%	45.75%	1.22%	6.79%	5.60%	13.62%	59.38%
Grand total	10.60%	29.69%	23.13%	63.42%	3.94%	18.04%	14.61%	36.58%	100.00%

*The cut-off ages for the presentation of data by age group segments have been established at 30 and 45 years old, since this is the criterion used in our organization in processes related to people management. In the segmentation by categories, we have made a change compared to the 2022 Report; we have integrated the category of "Technical engineers and graduates" into the category of "Management and university graduates", adding the data of both categories. The reason is the lack of representativeness of the eliminated category.

As a framework for equal opportunities to become a reality, we have our **Human Resources Policy**. This includes the measures that we must apply in the different processes to ensure that this equality is complied with, as well as a series of steps to be taken to support the integration of people with functional diversity in the labour market.

We are a diverse and inclusive team, which is a great wealth that feeds the value of Vicky Foods and what we do in our day-to-day work.



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Likewise, we cover the 2% of the workforce indicated by the General Disability Act in the companies Dulcesa, S.L.U., Juan y Juan Industrial, S.L.U., Euskasol, S.L., Dulcadis, S.L., Astursol and Dulcesol Maghreb. However, in the companies Hispadul, S.L., Vicky Foods Products, S.L.U., Dulgalicia, S.L.U. and Dulmadrid, S.L., we have jobs that cannot be adapted to guarantee accessibility to all people, so it is not possible to reach this percentage.

As an alternative, we carry out collaborations that we have maintained for years with organizations, such as the *Asociación Prominusválidos Psíquicos of La Safor* (ASMISAF). Through these collaborations, **we contribute to labour integration** of people with disabilities, which favours their personal and professional development, so it is aligned with our corporate culture of generating the greatest possible social impact.

On the other hand, to ensure inclusion in a more generalized way, we also **improve accessibility in our plants and buildings**, in order to remove any barriers so that everyone can access the company's facilities without difficulties.

Our Equality Plans



OBJECTIVES

- 1** **Gender equality** in terms of opportunities for access to employment, professional development, remuneration and working conditions; regulation of the Equality Commission; and special attention to women victims of gender violence.
- 2** Increase in **presence of women** in areas, groups and positions with less representation.
- 3** **Prevention of harassment and development of protocols and action measures.**
- 4** **Raising awareness of equal opportunities** through communication initiatives and social dialogue.



AREAS OF ACTION

- 1** Work, social and personal life **balance**.
- 2** Career **classification**, promotion and training.
- 3** **Access to employment.**
- 4** **Fair and equitable remuneration.**
- 5** **Occupational health and safety.**
- 6** **Communication and non-sexist language.**

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Another of the instruments we have to promote equal opportunities is our **Equality Policy**, implemented in 2022 and on which we have been working throughout 2023 to strengthen it in the company's corporate culture. We have **Equality Plans** valid 2022-2026 in our companies Juan y Juan Industrial, S.L.U., Dulcesa, S.L.U. and Vicky Foods Products, S.L.U., and in force 2023-2027 in Ducplast, S.L.U., Dulmadrid, S.L.U. and Peirón Torrent, S.L.U., and we are working on the development of equality plans for the rest of the companies to which it applies.

In order to achieve the objectives, set out in these plans, we continue to work on the application of the measures established in them, to guarantee equality across the board in the company and in each procedure carried out. The plans have a number of protocols associated with them to guide us in dealing with certain situations.

Among the protocols we have in place to guarantee fair and dignified treatment for all the people who are part of the company, the **Protocol for the Prevention and Treatment**

of Harassment Situations in the Workplace stands out, which, with corporate scope, is applied to the entire Vicky Foods workforce, regardless of the number of work centres, professional category of the workers, method and place of service provision, as well as the type of employment contract. This instrument includes the guide to follow in case it is necessary to make a complaint, guaranteeing in any case the protection of the victim. Annually, we review and update this protocol if necessary to adapt to current regulations and social reality.



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Co-responsibility and work-life balance

One of the main areas on which we focus our people management, as reflected in the LIFE Plan, is taking care of the **work-life balance**, as it is essential to guarantee the well-being of the team.

In this sense, we apply measures to promote co-responsibility in homes and contribute to real equality of opportunities.

Among these measures, we can highlight:

- 1 Flexible working hours** for certain general service positions, including intensive working hours in summer.
- 2 24-hour cafeteria** service in our offices.
- 3 Flexibility in the arrangement of work shifts** according to the circumstances of each person.
- 4 Autonomy for the choice of vacation days.**

In addition, we carry out other measures favourable to work-life balance, such as the organisation of training camps on topics related to robotics or music, which we carry out during non-teaching periods so that the children of our workers have a place to enjoy and learn.

On the other hand, we are continuously working to **provide fair and equitable compensation for all people**, according to their job position, skills and responsibilities. Therefore, we avoid situations of discrimination based on personal characteristics, such as gender, for which we apply a remuneration system based on what is established in the collective agreements that apply to our different companies and workplaces.

As a framework for this, we have a remuneration system, which includes a series of objective criteria that we apply to define remuneration in different cases, starting from a basic salary that is established in

collective agreements to which a series of salary supplements are added, which vary depending on certain circumstances:

- 1 Personal:** derived from the personal conditions of each professional.
- 2 Jobs:** according to the characteristics of the position itself or the way of carrying out the activity.
- 3 Quality or quantity of work:** motivated by a better quality or quantity of work performed, as well as by the situation or results of the operational area or the company in general.



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In constant communication with our people

In order to develop a satisfactory management of the team for all the people who make it up, it is essential to listen to them. Therefore, we care about **ensuring two-way internal communication** that guarantees this listening, while informing about company news, as sharing the milestones we reach together is essential to reinforce commitment and motivation.

To make this communication effective, we have various channels, adapted to different needs and focused on various issues. In addition, we work to hold conversations on a regular basis, reinforcing trust so that the dialogue is fluid.

In addition, so that our teams can also contribute to the continuous improvement of their working conditions, they enjoy the right of labour unions, and we facilitate collective negotiation, in order to provide **ethical, responsible and diligent performance**. For this reason, we also maintain a constant and systematic



dialogue with the legal representatives of the people on the team, in order to inform, consult and negotiate certain situations so that they are favourable for everyone.

As a result, more than 50 people in the company carry out employee representation roles and we have four works councils that take on this responsibility.

Beyond the people who are part of Vicky Foods, we also care about contributing to social improvement in our value chain. Therefore, in the **Responsible Purchasing Policy** we include criteria that require social dialogue, freedom of association and negotiation to be guaranteed. This policy is mandatory for all our approved suppliers, in order to transfer our sustainability commitments to all links in the value chain.

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We promote the development of our talent

We live in a world in constant change, so we must **keep our knowledge and skills up to date** in order to continue adapting to new technologies, ways of working and trends, in addition to being prepared to face new challenges.

Likewise, our commitment to the continuous training of the team is one more way to contribute to their well-being, as it

favours their **personal and professional growth**, feeling valued and motivated.

To channel the management of the initiatives we carry out, we have an Annual Training Plan, which we adapt to the needs of each moment to respond both to the requirements of the different positions and to the new circumstances of the sector and the market.

Training hours and people trained

2023

Professional Category	Men		Women		Total	
	Hours	People	Hours	People	Hours	People
Senior management	1,217	7	23	1	1,240	8
Management and university graduates	1,418	41	618	13	2,036	54
Section Chiefs and Managers	1,694	57	1,116	39	2,810	96
First and second officers	1,875	130	1,100	227	2,975	357
Assistants and subordinates	3,784	215	1,332	180	5,116	395
Total	9,988	450	4,189	460	14,177	910

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In 2023, we have continued to increase the hours allocated to training among the people in our teams. Specifically, we have achieved an increase of 37.4% compared to the hours taught in 2022.

We have also managed to train 16.7% more people than in the previous year, reaching 910 professionals. Of the total number of

people who have received training in 2023, 460 are women (50.5%) who have received 4,189 hours of training (29.5%).

The training topics that have occupied the greatest number of hours in the company's training programs are related to language learning, risk prevention, safety and food hygiene and technological training.

Training hours and people trained

2022						
Professional Category	Men		Women		Total	
	Hours	People	Hours	People	Hours	People
Senior management	884	7	71	1	955	8
Management and university graduates	1,077	28	234	9	1,311	37
Section Chiefs and Managers	1,149	50	684	39	1,833	89
First and second officers	830	100	564	159	1,394	259
Assistants and subordinates	3,451	234	1,373	153	4,824	387
Total	7,391	419	2,926	361	10,317	780



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We ensure health and safety, first and foremost

To guarantee safe working environments is a priority for us, so we apply all the occupational risk prevention measures that are in our power in order to avoid and anticipate any possible accident or incident.

At the same time, we are concerned with the **health of the people** who are part of the team and we develop initiatives focused on promoting their care and preventing injuries or diseases, both physically and emotionally. In recent years, we have intensified our efforts in this area, to go further and also provide the best conditions to guarantee their well-being, thus responding to the new trends and needs of our society.

To coordinate all these measures, we work on the basis of our **Occupational Health, Safety and Welfare Management System, certified in accordance with the ISO 45001 standard** for the Dulcesa, S.L.U. and Juan y Juan Industrial, S.L.U. industrial centres. We also extend its scope to the rest of the



group's companies in Spain, in order to act in a unified manner and apply the strictest standards to achieve the best results; while in the case of companies located outside Spain, we comply exhaustively with local regulations in this area, for which our Health, Safety and Welfare at Work team carries out regular monitoring and surveillance in collaboration with the designated prevention officers in each company abroad.

This system, approved by the Management given its relevance, is applicable to all the people who collaborate with the company: our teams, contractors, subcontractors, etc. For its correct application, we also have a Manual, which includes the different fields of activity of the different companies of the group, including an objective and scope adapted to each reality.

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This management system is also aligned with our Occupational Risk Prevention and Occupational Health Promotion Policy, which reflects the measures to be applied to guarantee the health and safety of our teams. To ensure compliance with this policy, it is available to all people through our corporate website, both the team and other stakeholders, such as customers, external companies or the general public.

In addition, we have one **General Procedure for the Prevention of Occupational Risks**, which includes the indications to be followed in the event of an accident at work, the first step being its immediate communication, regardless of whether it causes sick leave or not. It is also necessary to report any occupational or work-related illnesses. Following it's reported, a follow-up and investigation is carried out to determine the causes, what went wrong and how it can be avoided so that it does not happen again.

In addition, the companies Dulcesa, S.L.U. and Juan y Juan Industrial, S.L.U. have a **Joint Prevention Service**, which is subject to a statutory audit every

four years. On the other hand, the rest of the companies are covered by external Prevention Services, although coordinated by the Joint Prevention Service to carry out unified management.

In relation to the **culture of prevention** that we have established in the company over the years, one of the measures that we must carry out periodically is a risk analysis, in order to be able to identify, anticipate and prevent risks. To carry out this analysis, we have a qualified team that also plans the necessary preventive measures to mitigate the risks identified and monitors the evolution of these risks, as well as the effectiveness of the measures applied.

We also produce some **Preventive Activity Planning** adapted to each society, in which we indicate the initiatives to be followed in each case to improve prevention in accordance with the points of improvement detected.

Another key aspect of our preventive culture is shared learning, through which we seek to share the dangers or dangerous situations detected, as well

as the possible incidents that occurred and how action was taken to mitigate and prevent them in the future, in order to apply more efficient measures. To this end, we have a **voluntary safety incident program**, through which we provide an email managed by the Department of Occupational Health and Safety and a telephone number, in case it is a matter of greater relevance, and it is necessary to contact directly. In addition, we offer the option of anonymous reporting through our external whistleblowing channel.





On the other hand, in those centres with more than 50 employees and with prevention delegates, **Health and Safety Committees** are also set up, responsible for ensuring compliance with the measures focused on health and safety management, as well as being available to the team to resolve queries or provide suggestions related to the matter. In the remaining centres, we facilitate communication through bulletin boards and the email prevencion@vickyfoods.es, through which they can transfer their contributions, and have the possibility of contacting the coordinator of the centre if they wish.

Finally, we periodically carry out a **statistical analysis of management system results** that we monitor, in order to know the effectiveness of the measures put in place and if it is necessary to take new ones, as well as to detect new possible sources of risk. Among the results of the analysis, the most representative data are the accident frequency and severity ratios, as well as the absenteeism ratios, which we describe below according to the same criteria that we use in the company for the management and monitoring of occupational accidents:

Criteria

- 1 Accident frequency index:** reflects the number of accidents with sick leave, including those that occurred “in itinere”, per 1,000 people on average.
- 2 Accident severity index:** shows the average number of days lost for each accident with sick leave, including those that occurred “in itinere”.
- 3 Absenteeism rate:** indicates the proportion, of the total hours worked, of the hours lost due to sick leave due to accidents, occupational diseases and common contingencies.

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The data in the tables of occupational accidents and absenteeism have been provided by the mutual insurance company in relation to national companies and with its own data in the case of foreign companies.



In 2023, we can see a slight reduction in accidents with sick leave, although accidents with sick leave have more than doubled. On the other hand, due to a higher number of accidents per average number of people employed, there is a slight increase in the frequency of accidents of 3%, from 36.7 in 2022 to 37.8 in 2023. On the other hand, the accident severity index has decreased in 2023 by 10% compared to 2022 as the average number of days lost per accident has been reduced.

The most frequent cause of injuries that cause sick leave due to an accident at work, as usual, is overexertion. In addition, in 2023 we had three women with occupational illnesses.

We continue to work on the application of measures to minimize these indicators, as the safety of our equipment comes first for Vicky Foods.

Accident frequency

	2023			2022		
	Men	Women	Total	Men	Women	Total
Accidents with sick leave	66	29	95	68	29	97
Accidents with commuting leave	10	3	13	2	4	6
Fatal accidents	0	0	0	0	0	0
Days lost due to accidents	3,107	1,181	4,288	2,838	1,709	4,547
Average number of employees	1,862	996	2,858	1,785	1,020	2,805
Accident Frequency Index (IF)	40.8	32.1	37.8	39.2	32.3	36.7
Accident Severity Index (GI)	40.9	36.9	39.7	40.5	51.8	44.1

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Indicators related to absenteeism

	2022	2023
Number of days absent	37,238	40,416
Number of hours absent	297,904	323,328
Percentage of absenteeism	5.87%	6.49%

In 2023, we have detected a slight reduction in the percentage of absenteeism by 0.62%.

As for our desire to **also promote the health and well-being** of our team members, we focus on all levels of the company and address the physical, psychological and emotional dimensions in order to achieve a balance in all senses. For this reason, each new person who

joins the company must undergo a medical examination and, periodically, it is also carried out for the entire team or in the event of a change of job or after a period of more than three months of inactivity for health reasons.

The **Health Surveillance Services**, outside the company, are in charge of carrying out these tests, as well as evaluating the state of health of the people in our teams.



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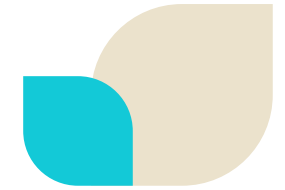
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Initiatives launched in 2023 to promote health

- 1 Promotion of sport and healthy lifestyle habits**, encouraging team members to participate in races and walks.
- 2 Holding conferences at the Vicky Foods Foundation** given by experts to inform about health.
- 3 Creation of a new chill out area** in the Gandia facilities, where staff can have a pleasant outdoor space where they can eat, have coffee and chat with colleagues. In addition, we have refurbished the cafeteria in Gandia for the convenience of the people in the team.
- 4 Start-up of the new project Vicky Foods School of Inspiration.** We have developed a series of content, in video format, to inspire and help overcome challenges and better manage the day to day. Each month 5 testimonies and real experiences of different people are shared with tools to promote **personal and professional growth**.
- 5 Creation of the help page**, a directory with resources and information from different organizations that offer support on topics, such as: diseases (Alzheimer's, ALS, anxiety, etc.), loneliness, bullying, discrimination, etc.
- 6 Agreements with **nutritionist and physiotherapist with special discounts**.**
- 7 Access to healthy products** in vending machines, such as fruit, nuts, and sugar-free drinks, etc.
- 8 Implementation of the **Anti-smoking campaign**.**
- 9 Implementation of the **back care campaign**.**
- 10 Conducting campaigns for the **flu and COVID-19 vaccination**.**
- 11 Psychological and emotional support** in the case of people who have problems, concerns and difficulties both within the professional and personal sphere.
- 12 Possibility to choose the **healthy menu option** in the cafeteria.**
- 13 Participation in the **Healthy Cities Sanita challenges** to combat sedentary lifestyles and promote healthy lifestyle habits.**

We renewed the Healthy Organization certification by AENOR thanks to our initiatives in favour of a healthier lifestyle, both inside and outside Vicky Foods.





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We grow together with our communities

We consider that we are a key player in acting as an agent of change in our society, not only through the progress we allow by developing the activity we carry out, but also through the **commitment we maintain with the communities that host us**, which takes us further and motivates us to do our best to grow together through social action. This commitment is even more relevant in Gandia and Villalonga, as these are the communities where we were founded.

To make our social action even more effective, from 2022 **we are part of the Club of Responsible and Sustainable Companies of the Valencian Community (CE/R+S)**, a forum where we can share good practices and knowledge focused on promoting social responsibility, as well as creating synergies in order to move towards sustainable development based on the commitment of the sector.

We also contribute to the progress of our communities through the **local hiring of**

people. Practically all of our staff lives in the region or regions near our production centres. This way, we favour the work-life balance and loyalty of these people, while minimising the environmental impact by reducing transport needs.

At the same time, **we prioritise local suppliers**, thus also contributing to the development of the local economy and the minimization of environmental impact, while achieving a better -quality service and/or products.



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Vicky Foods Foundation

Throughout 2023, we have continued to **develop our social work through the Vicky Foods Foundation** (<https://fundacionvickyfoods.org>), incorporated in August 2020. In this sense, we continue to seek to carry out initiatives that allow us to respond to the demands and expectations of our stakeholders, seeking to build a better world together.

Our social commitment is focused on **generate a positive impact on our environment** and in the communities in which we are present. To do this, we support the society that welcomes us, contributing to making its progress more equitable, fair and sustainable.

Among the alliances that we establish and maintain from the Foundation, it is worth highlighting the **collaboration agreements** with universities, educational centres, associations and public and private entities.

The founding purposes of the Vicky Foods Foundation

- Dissemination of culture.
- Promotion of healthy lifestyle habits.
- Promotion of innovation.
- Promotion of entrepreneurship, training and learning.
- Promotion of sport.
- Creation and consolidation of alliances.
- Help for vulnerable groups.
- Minimization of food waste.



We created the Vicky Foods Foundation in 2020 to promote the social action of our company, focusing on the promotion of training, sport, culture and innovation, for a better world.

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Social actions carried out by the Vicky Foods Foundation in the different areas of action



PROMOTION OF SPORT

- Sponsorship of the Vicky Foods Athletics Club
- Sponsorship of the Cursa de la Dona Vicky Foods
- Sponsorship of the Popular Racing Circuit of La Safor - Valldigna
- Collaboration with the Gandia Athletics Club
- Collaboration with various sports events in our territory



BOOSTING INNOVATION

- III edition of the "Vicky Foods Foundation Award for Research in Nutrition and Health"
- Sponsorship of the Safor Conecta business meeting
- Membership of the Triptolemos Foundation
- Membership of various chairs of the Universitat de València and the Universitat Politècnica de València



COMMUNITY IMPACT

- "The solidarity pallet" campaign to donate food at Christmas
- Agreements with social entities for food donation
- Financial donations to national and international associations and charities
- Support for those affected by the conflict in Ukraine



PROMOTION OF CULTURE

- Collaboration with the Foundation of the Palau de les Arts de Valencia
- Sponsorship of the Vicky Foods Music Campus
- Sponsorship of the Victoria Fernández Symphony Orchestra
- Sponsorship of the Gandia International Guitar Festival
- Participation in the edition and presentation of books
- Organization of arts and crafts exhibitions at the Foundation's headquarters



TRAINING AND LEARNING SUPPORT

- Organization of robotics workshops for young people
- Collaboration in the student debate tournament organized by ESIC
- Talks and conferences on health and wellness topics
- Member of the chair of STEAM disciplines at the UPV
- Donation of computer material and industrial equipment to Vocational Training centres

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It should be noted that in 2023 we have launched the **III edition of the “Vicky Foods Foundation Award for Research in Nutrition and Health”**, which we organize from the Vicky Foods Foundation and our Centre for Innovation in Nutrition and Health. The objective of this award is to recognize the value of research and its application in the improvement of materials, products and production processes in the field of food.

In this III edition, the award has gone to the **Research paper “Gelled emulsions: the new alternative for saturated fats”**, focused on the development and characterization of

gel-type structures (aerogels, hydrogels and gelled emulsions, among others) for food applications.

The initiatives we carry out at the Vicky Foods Foundation are financed almost entirely by donations from the companies of the Dulcesa, S.L.U. group, Juan y Juan Industrial, S.L.U. and Vicky Foods Products, S.L.U. In 2023, from the Foundation and from other Vicky Foods companies we have **allocated a total of 545,643.25€** to the management and implementation of initiatives related to social responsibility, not including the economic value of the donated food.



In 2023, we have developed a total of 41 initiatives integrated into our programmes to promote sport, disseminate culture and encourage innovation and learning.

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On the other hand, we maintain and create solid **partnerships with various entities**, with whom we collaborate to address the challenges of our society by meeting ambitious goals. These, therefore, are key to creating synergies and driving our initiatives to achieve greater reach and impact.

In 2023, we have accumulated more than 14,000 direct beneficiaries and more than 120 initiatives carried out since our inception.



Associations to which we belong at Vicky Foods

- AECOC
- AINIA
- Safor Business Association
- ASEMAC
- Agro Rural Innovation Hub Association – Arihub
- ANDI
- Conserva Technologic Centre
- Valencian Association of Entrepreneurs
- Valencian Plastic Association
- Valencian Poultry Association
- Calidalia
- Valencia Chamber
- Cercle Agroalimentari de la Comunitat Valenciana
- CEV
- Packaging Innovation Cluster
- FAES
- FEDACOVA
- ADEIT
- Triptolemos Foundation
- San Telmo Foundation
- Bakery Guild
- IVEFA
- Foro marcas renombradas
- AIMPLAS
- Innovation Studies Circle
- Valencia University
- Polytechnic University of Valencia
- Club Responsible and Sustainable Companies of the Valencian Community

Among these associations, it should be noted that we are part of the **management bodies of:**



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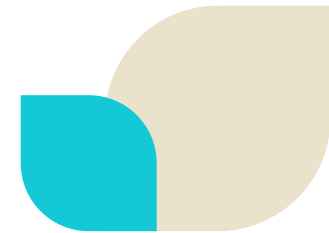
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We promote a sustainable value chain

To achieve greater effectiveness in our sustainability journey, we support and involve the agents in our value chain,

because in this way it is possible to go further by joining forces.



RAW MATERIALS

Prioritising those that are local and that meet the highest standards of quality and food safety (flour, cereals, eggs, oil, milk, sugar, etc.).

EMPLOYEES

With 2,980 professionals who continuously enrich our team.

ELABORATION

Applying optimised processes to achieve levels of efficiency that allow our production centres to anticipate and meet demands in the shortest possible time.

PACKAGING

Using technologies aimed at reducing waste and optimising both the quality and quantity of our packaging, as well as committing to eco-design to take care of the environment.

DISTRIBUTION

Optimizing distribution routes to reach our consumers efficiently, both through logistics platforms and our distributors.

CLIENTS

Building trusting relationships with our customers and listening to them to respond to their needs.

CONSUMERS

Placing them at the centre of our activity, so we work tirelessly to actively listen to them and meet their demands with creative and innovative products, healthier, more responsible and at affordable prices.

COMMUNITIES

Committing ourselves to the places and societies in which we operate, generating wealth, promoting local employment, protecting the environment and collaborating with the third sector, as our success depends directly on their prosperity.

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Throughout our value chain, we place a special focus on suppliers, mainly those of raw and auxiliary materials, as they are the basis of our products, so we **demand compliance with the highest standards** to guarantee food quality and safety at all times.

To this end, at our production plants in Gandia and Villalonga, we ask our suppliers for the necessary certificates and documentation that allows us to ensure that they are aligned with our requirements.

In addition, to ensure continuous compliance with these requirements, we periodically carry out a **supplier tracking**, focusing on the analysis of detected health alerts, results of analytical controls according to ITS001, returns of non-conforming goods, complaints, vulnerability of raw materials and the impact of this on product quality.

We also evaluate other issues related to environmental and social aspects, confirming that none of our suppliers generate significant negative environmental impacts.

After analysing our suppliers and ensuring that they meet the requirements we

demand, **they are approved**, although they must continue to maintain the same level in future evaluations to maintain the approval. Thus, in the event of obtaining a score lower than 7 out of 10, it is proposed that it be disapproved, so corrective measures must be applied if it wishes to continue collaborating with the company.

In 2023, we have evaluated 330 suppliers of raw materials and auxiliaries compared to the 226 suppliers that were evaluated in 2022, obtaining favourable results for all, so they have all been approved. No suppliers with significant potential and actual negative environmental impacts have been identified.

On the other hand, in the case of subcontractors, if a direct impact is identified on the quality and food safety of the product, the environment and R+D+i, they are subjected to a prior evaluation and then to a follow-up of the services with a minimum annual frequency. This way, we can ensure your ability to supply in accordance with our requirements and check compliance with those requirements over time.



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In 2023, we have evaluated 229 subcontractors, obtaining favourable results for all of them. In 2022, 78 subcontractors were evaluated.

In the packaging material printing plant and in the laying farm, supplier approval is limited to checking that the materials supplied meet the required technical requirements.

Likewise, at our plant in Algeria, given the specific characteristics of the country, the procedure for evaluating and approving suppliers and subcontractors is limited to verifying compliance with the technical specifications of the services or raw and auxiliary materials supplied, which are complemented, in some cases, by on-site audits of your facilities by our quality technicians.

None of our suppliers in the countries in which we operate are considered to be at significant risk of child or youth labour exposed to hazardous work, or forced or compulsory labour.

In the materiality analysis that we have carried out in this financial year 2023, two of the material topics that our stakeholders have highlighted are the “ESG assessment of suppliers” and the “Promotion of sustainability among suppliers and customers”; in this regard, in our Strategic Sustainability Plan 2022-2027 we have incorporated a specific objective aimed at establishing a system that ensures that suppliers are aware of and comply with the highest ethical and environmental standards.

This strategic initiative reflects our commitment to social responsibility throughout the supply chain, by promoting and monitoring the compliance of our business partners' practices with international standards.

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Governance

Since our inception, we have been concerned with being a **responsible, upright and honest company**, being values that are part of our corporate philosophy and to which are added transparency, respect for human and labour rights, and consumer health care.

To ensure compliance with these values, we have a series of **corporate policies that guide our good work** in various areas:

- Code of Ethics and Conduct
- Human and Labour Rights Policy
- Human Resources Policy
- Occupational Risk Prevention Policy
- Equality Policy
- Quality Policy
- Anti-Corruption and Fraud Policy
- Responsible Purchasing Policy
- Environmental Responsibility Policy



Guided by ethics and responsibility

At Vicky Foods, we maintain a strong corporate culture based on the corporate values that we have firmly established and that guide the day-to-day life of all the people who are part of our family business. The support of these values is ours Code of Ethics and Conduct, where they are reflected, in addition to promoting good behaviour including the rules and principles to be followed by all people who are part of or act on behalf of the company, as well as in our due diligence system.

This Code **must be known by the whole team**, so it is available on our intranet, as well as on the company's corporate website so that external people can also access it.



Principles of our Code of Ethics and Conduct

✗ REJECT

- Child labour.
- Forced labour.
- Workplace harassment.
- Corruption.
- Conflicts of interest.

✓ RECOGNIZE

- The right to unionise.
- Respect for diversity and equality.
- Right to privacy.
- Intellectual property.
- Internal promotion, training and good working conditions.



WE PROMOTE

- Health, hygiene and occupational safety.
- Work-life balance and rest for the team.
- Diligence and care in the use of the company's assets.
- Responsible handling of information.
- Dealing with the authorities.
- Relations and development of work in the different communities.
- Respect for the environment.
- Quality towards consumers, customers, suppliers and competition.
- Quality of advertising and marketing.
- Progress and continuous improvement.

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We respect and demand respect for Human Rights

The **Universal Declaration of Human Rights** constitutes an essential guide that must be complied with at all times. For this reason, we demand that all the people in the company, as well as the agents of the value chain, respect them and guarantee their compliance.

We also apply measures focused on ensuring compliance with the guidelines established by the **General Assembly of the United Nations and the International Labour Organization**.

Our ambition is to ensure decent and fair work for all, paying particular attention to ensuring that there is no recruitment of minors under any circumstances.

To make this ambition a reality throughout our entire value chain, we demand confirmation that the companies we collaborate with comply with current legislation, respect human dignity and offer fair remuneration. In this sense, we apply our **Distribution Code of Conduct**, which we require all our distributors to comply with.

In addition, we guarantee the **Compliance with labour rights** in matters of freedom of association and workers' representation.



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In order to make it easier for anyone, whether they are part of the company or belong to one of our stakeholders, to report a critical concern about negative impacts or to make a communication about a non-compliance, query or suggestion for improvement related to the ethical behaviour of Vicky Foods, as an entity or individually, we make the [whistleblowing channel](#) available to them. It is a means of communication managed by an independent entity, which guarantees impartiality in its management, as well as facilitating transparency.

During the 2023 financial year, we have received 6 incidents through this channel, none of which involve an infringement or legal breach. There have also been no cases of corruption or human rights violations.

In addition, we have a **Consumer Service Line and a section for suggestions and queries in the corporate App** that our workers use; Through these mechanisms, anyone can seek advice and raise concerns about our responsible conduct.

In addition, we also have a **protocol for the management of conflicts of interest**, focused on avoiding them, as well as indicating the necessary tools to apply in the event that they may occur. Throughout the 2023 financial year, it has not been necessary to activate this protocol to ensure adequate treatment in accordance with the corporate integrity framework.

An independent space to propose and report



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Beyond compliance

At Vicky Foods, we have established a **Due Diligence System** through the application of which we guarantee compliance with current legislation. This system is based on a set of policies focused on avoiding risks of criminal practices or outside of business ethics, both internally and in the external relations we maintain with our stakeholders.

To ensure compliance with this system and its associated policies, it is essential to understand it, which is why we have developed several **informative initiatives in relation to the Code of Ethics and the anti-corruption and fraud policies, the management of conflicts of interest and the acceptance of gifts.**

Thus, in addition to the training initiatives carried out in 2022, in which 64 people from the Management Committee and from the financial, marketing, commercial and purchasing areas were trained, 4 information campaigns have been disseminated on television screens and on the company's internal social network in 2023.



In addition, people who join the company receive information on the Code of Ethics and corporate policies in the "Welcome Manual", and are informed of the requirement imposed on all people in the team that they must comply with these rules in the performance of their tasks and duties.

Aware that one of the material issues that has emerged in the materiality analysis is the strengthening of ethical corporate values through the "Code of Ethics" that guarantees our behaviour in accordance with these principles, we have incorporated several strategic objectives into our Strategic

Sustainability Plan 2022-2025 with the ambition of aligning our Code of Ethics with the guidelines and principles of the EU Code of Conduct and reaffirming our commitment against the corruption.

Another area in which we strive to ensure ethical behaviour is **capital management**. For this reason, we carry out a series of practices aimed at supervising payment control, reviewing banking operations and controlling the traceability of the economic flow, in addition to taking measures to avoid contracting products or services from entities that are in tax havens.

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Complementing all of the above is our **criminal offence prevention and enforcement system**. This system is managed by our Compliance Officer, whose job is to prevent and significantly reduce the risk of crime in our business activities.

Among the main **risks of non-compliance that we manage**, given the seriousness of the consequences of non-compliance, we pay particular attention to those related to the following areas:

- Health and safety of our consumers
- Violation of human and labour rights
- Environmental integrity
- Fraud, corruption and bribery



We seek the maximum satisfaction of our consumers

Our reason for being is to make sure consumers enjoy our products, seeking to respond to their needs and demands, in addition to surprising them with each new launch.

To offer the best products, we apply the necessary measures and procedures to comply with the strictest standards in terms of **hygiene, quality and food safety**.

In addition, in recent years we have been focusing our efforts on developing **increasingly healthy and sustainable products**, responding to the demands of customers and consumers, in addition to aligning ourselves with our commitment to promoting the well-being of society through the promotion of healthy lifestyle habits, as well as with the protection of the environment that welcomes us.



In line with this commitment, we are already applying measures in the choice of raw materials and definition of our recipes to make healthier products. This way, we can highlight the **decreasing trend in the use of ingredients such as sugars**. In the case of fats and oils, although their consumption has increased in absolute terms compared to the previous year due to the increase in production, it is still below the consumption of previous years.

We have reduced the amount of sugar used in our products by 0.4% in 2023 compared to 2022, despite having increased the production volume.

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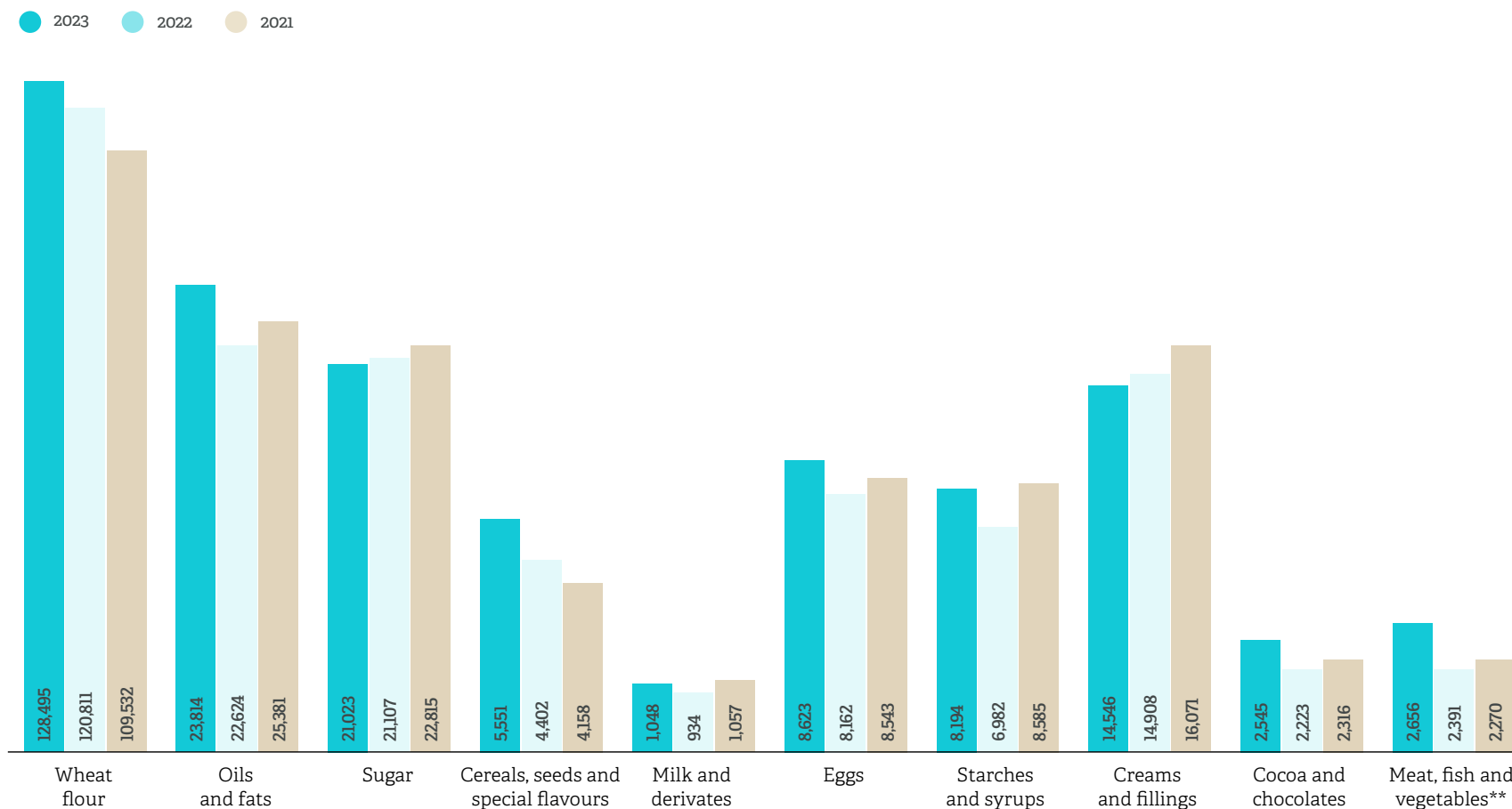
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Aggregate consumption of raw materials (t)*



* The data contained in this table correspond to the consumption of the main raw materials of the production plants of Gandia, Villalonga and Sig (Algeria).

** In the 2023 table, unlike previous years, the group of raw materials called "Meat, fish and vegetables" has been incorporated because they are the main raw materials used in the preparation of ready meals, a category that is increasing in importance in the total volume of the company's turnover.

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In addition, in order to know first-hand the demands and suggestions of our customers and consumers, we maintain various customer and **consumer service channels**, enabled at all times so that they can transfer any query, complaint, suggestion or claim. In this way, their communications are transformed into opportunities to continue improving.

To inform about these channels and make them easily accessible, we include several

contact channels in all our packages: **telephone, email, our corporate websites or social networks**. All the communications we receive through these channels reach the Quality Department directly, which is responsible for analysing them and responding to the consumer or customer, providing a solution whenever possible. We operate in the same way in complaints received through the official channels of the Administration.

In 2023, we have detected an increase of 8.2% in the case of transport claims per tonne produced compared to 2022. This has been due to the fact that our customers increasingly demand stricter requirements, resulting in a more complex management of operations that results in an increase in the number of incidents.



Complaints received

TYPE	2023	2022	2021
Total Quality Claims	1,447	1,440	1,161
Quality claims per ton produced	0.0067	0.0069	0.0058
Year-on-year change in quality claims	-2.4%	+18.1%	-21.1%
Total Transportation Claims	1,765	1,583	1,623
Transportation claims per ton produced	0.0082	0.0076	0.0082
Year-on-year change in transport claims	8.2%	-7.2%	7.6%
Total complaints	3,212	3,023	2,784
Total claims per ton produced	0.0149	0.0145	0.0140
Year-on-year change in total claims	3.1%	3.4%	-6.6%

In 2023, we received 2.4% fewer quality complaints per tonne produced than in 2022, showing that the measures implemented have been effective.

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On the other hand, we take the communications of our customers and consumers as an opportunity to identify areas for improvement and to be able to define the necessary measures for this effectively. To channel such information in this way, the communications received are incorporated into our **continuous improvement system**, which is developed in accordance with ISO 9001:2015. In this way, we have all the information channelled through the same tool to investigate, correct and prevent future incidents.

In addition, those complaints we receive in relation to the **information contained in the packages, labelling and product characteristics** act as a monitoring indicator to know how our material issues corresponding to customer service and labelling/responsible marketing are evolving. This is because they are directly related to the rigour and veracity of consumer information, the statements indicated on the packaging and the nutritional characteristics of the products.



We are transparent and honest at all levels

To guarantee responsible management of the company in all senses, it is essential that this management starts from the management itself. For this reason, we have governing bodies that base their work on values such as honesty and transparency.

Among these governing bodies, we have the **Advisory Council**, which is made up of seven members, four of them corresponding to people who belong to the family nucleus that owns Vicky Foods. The other three members are independent external advisors, experts in the financial and strategic areas, in order to contribute their vision from their respective professional fields.

This Council is constituted as the **highest governing body** and is in charge of strategic decision-making. In addition, it is chaired by a member of the family nucleus without executive duties in the company.



As for the independent external directors, they are selected by the **Family Council**, for which they follow criteria of experience in the food sector, good reputation, ability and professionalism.

A second governing body of the company is the **Management Committee**, which is made up of the twelve executives responsible for the different functional areas of the company and our CEO. Its duties focus on executive

decision-making in economic, environmental and social matters.

To carry out this task, those responsible for these areas report directly to the CEO, the member in charge of acting as a liaison between both governing bodies, and eventually to the Advisory Board. These managers are employees of the organization, having been appointed according to criteria of qualification, technical knowledge, competence in team management and experience in the company.

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These bodies meet with different periodicity, being biweekly in the case of the Management Committee and monthly, in the case of the Advisory Council. At each meeting, a **monitoring and evaluation of key management indicators** of the company, among which economic, environmental and social issues stand out.

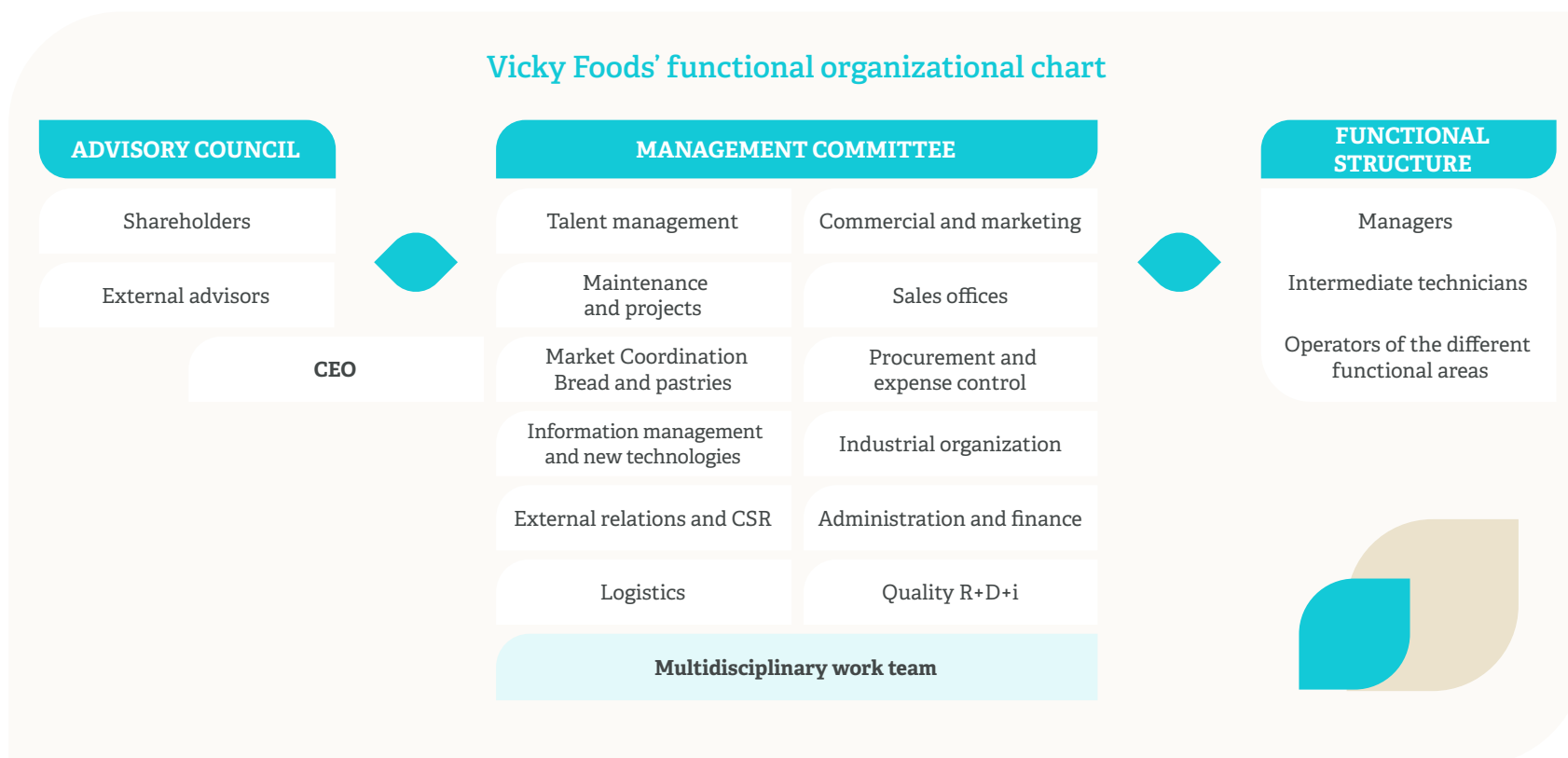
On the other hand, in terms of the management of more corporate aspects,

such as the mission, vision and values of Vicky Foods, they must be approved by the Advisory Board. In addition, it is charge of defining the organization's strategy at all levels, including the **strategic ESG goals**.

As for the **due diligence process and stakeholder engagement**, the Advisory Board delegates these functions to the Management Committee, which, in turn, delegates to the team in charge of the ESG

area, since they are the ones who know the information first-hand and maintain a closer relationship. For this reason, this team is responsible for supervising due diligence processes and managing the organisation's impacts on the economy, the environment and people, as well as relations with the company's stakeholders. Subsequently, it transfers the results to the General Management, and this again to the Advisory Council.

Vicky Foods' functional organizational chart



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To complement this information and learn first-hand about **the company's progress in sustainability**, the Advisory Board meets at least once a year with the ESG Officer. In this way, they review the effectiveness of processes and evaluate the impacts of the organization.

Finally, it should be noted that the ESG annual report, our main instrument for reporting on sustainability, is prepared by the ESG team, while its review and approval are carried out by the General Management and the Advisory Board, in addition to being verified by an independent external auditor.

In addition, so that our governing bodies can have all the relevant information for decision-making, **take into account the opinion and expectations of stakeholders** of the company. These include our team members, suppliers, customers, consumers, regulators, local communities, media and industry associations.

To collect your opinions, we maintain **two-way communication channels**. Thus,

we can guarantee that we offer all the relevant information about the company on our part, while transmitting enough confidence so that they can transfer their concerns to us, facilitating a fluid dialogue.

We have consolidated the Vicky Foods App with 1,847 downloads, in addition to having expanded the sections to make it increasingly functional and translated into several languages to reach the entire team.



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Communication channels with our stakeholders

ANNUAL MEETING

In 2023, we held it in Villalonga and a large number of staff from that plant attended. In addition, we made a live broadcast so that the rest of the people in the organization could follow it as well. Additionally, we later shared the recording on our internal social network so that the whole team could watch it on a delayed basis.

INTERNAL COMMUNICATION

- **We listen to the people in our teams.** We have an internal social network in which more than a thousand people are connected. Through it, we disseminate news, training, talks, internal raffles, as well as social, recreational, cultural, sports activities, etc.
- **Social dialogue.** It is a systematic process that we carry out with the workers' representatives to always seek the best working conditions for our teams.

CORPORATE AND TRADEMARK PROFILES ON SOCIAL NETWORKS

- 2.4 million followers on all these social profiles.
- 69.8 million impressions in 2023.

PRESENCE IN MEDIA

- More than 2,300 appearances.
- More than 324 million impacts from the media.

VISITS TO OUR FACTORIES

- 46 entities: HEIs, universities, business, associations, public administration, etc.
- 1,551 visitors.

WEBS

More than 3,197,000 visits to our websites.

PARTICIPATION IN EVENTS

More than 40 public interventions at conferences, congresses, masterclasses, etc. in various formats: round tables, interviews, presentations, etc. with an audience of more than 5,000 people.

CUSTOMER SERVICE CHANNELS

- Accessible and available to all our customers and consumers.
- Intended to handle queries, complaints, suggestions or reports that may arise in relation to our products.

We maintain close contact with our customers and consumers through the different profiles on social networks that we have.

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We inform for conscious consumption

In line with our commitment to promoting healthy habits, it is essential to convey to consumers all the **relevant information about our products** so that they can make conscious choices and that their consumption is aligned with a healthy lifestyle.

This information must be **truthful, clear and concise** about the nutritional value of our products and the ingredients they contain. For this reason, we include this information both on the labelling of each package of our products and on the websites of our brands.

On the other hand, we also incorporate information on the **recommended frequency and mode of consumption** of each product, so that it is compatible with a healthy diet. In addition, we reinforce these messages through our social networks and other communication channels with consumers, from where we promote responsible consumption of our products in line with a healthy lifestyle.

In addition, **we inform about our commitment to environmental sustainability**, so that customers and consumers know about the work done to reduce the impact of our activities. We are currently working on the development of a new website that our consumers will be able to access from a QR code that we will integrate into the packaging to find out more about our progress in the company's ESG strategy.

In all these communications, we are governed by the **principles of responsible marketing**, in order to carry out honest and truthful communication. In particular, we pay attention to advertising aimed at children, as this is the group for which we have the greatest capacity to raise awareness of the importance of maintaining a healthy diet through responsible consumption. For this reason, we apply the indications established by the PAOS Code, to which we adhere in order to avoid messages that exert advertising pressure on minors.



We seek economic-financial balance

We share the wealth we generate

The economic value generated by Vicky Foods during the 2023 financial year has reached **642,879 thousand euros**, it is a **growth of 18.7%** on the 541,407 thousand euros in the 2022 financial year.

In 2023, it is worth highlighting the contribution of **1.5 million euros of profits that we have shared with our staff as a bonus for meeting the established corporate objectives**, in order to thank them for their commitment and continue to fuel their motivation.



Economic value distributed (thousands of euros)

	2023	2022	2021
Payment to companies and suppliers and creditors	444,454	389,145	293,046
Fees	70,621	62,746	57,271
Payment to capital providers	1,665	1,850	1,367
Payment of taxes	41,482	22,339	17,884
Community Investments	546	490	241



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Horizon

Year after year in our more than seven decades of history of the family business that we make up at Vicky Foods, we can see how we continue to progress along the path we have established to achieve the future we want. For this reason, we celebrate each step with emotion, seeing how **our daily effort pays off.**

To continue on this path, with our sights set on our nearest horizon, that of 2024, we are working to nurture a better world, focusing on the three fundamental pillars that underpin our purpose: **diversification, internationalization, innovation and sustainability.**



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Major milestones for 2024

Start-up of the new factory in France



Third edition of Dulcesol's® "No pan, no fun" campaign

Given their success in previous advertising campaigns and the great reception by consumers of our hamburger and hot dog buns of the Dulcesol® brand, we continue to make them known through the third edition of "No pan, no fun".

Second advertising campaign of Horno Hermanos Juan

We are relaunching the "The brothers you choose" campaign to continue publicising the products of our brand Horno Hermanos Juan®, with the aim of being a benchmark in the traditional style packaged pastry sector.



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Launch of a new product category in sports nutrition from Be Plus®

We have been working on the diversification of this brand, betting in this case on the development of products in the sports food category, which is becoming more and more popular every day. These are new fruit smoothie sachets with high protein value, grouped into the sub-brands “Beauty” (enriched with vitamins B and C, and collagen) and “Power” (with B1, B6, B12, E, caffeine and a high fibre content).

Alliance of the Vicky Foods Foundation with the ‘+ Esport a l’Escola’ programme of the Comunitat de l’Esport

We join this initiative promoted by the Trinidad Alfonso Foundation, in collaboration with the Ministry of Culture and Sport, and aimed at primary school students in the Valencian Community. Its objective is to promote physical activity through different sports federations, bringing a large number of sports closer to students and teachers.



We continue to give the best of Vicky Foods in every detail, facing with optimism the challenges of the time of change we are living in, to continue feeding families around the world.



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At Vicky Foods, we are committed to transparency, and we publicize all the milestones achieved and challenges addressed during the last year.

More data from 2023

Learn more about the team

In order to have a more complete view of our workforce and its evolution in 2023, below

is the average number of people in our teams in that year.



Annual average of indefinite, temporary and part-time contracts by sex, age and professional classification during the financial years 2023 and 2022

FISCAL YEAR 2023						
Employment contract modality and professional categories	Between 30 and 45 years old		Over 45 years old		Under 30 years old	
	Men	Women	Men	Women	Men	Women
INDEFINITE						
Senior management	3	-	11	1	-	-
Management and university graduates	35	12	48	4	2	3
Section Chiefs and Managers	61	34	77	22	6	4
First and second officers	53	211	49	248	33	44
Assistants and subordinates	542	149	463	160	108	23
Total indefinite contracts	694	406	648	435	149	74

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FISCAL YEAR 2023

Employment contract modality and professional categories	Between 30 and 45 years old		Over 45 years old		Under 30 years old	
	Men	Women	Men	Women	Men	Women
TEMPORARY						
Senior management	-	-	-	-	-	-
Management and university graduates	-	-	-	-	3	1
Section Chiefs and Managers	4	1	1	0	2	-
First and second officers	68	26	20	8	58	12
Assistants and subordinates	87	11	42	10	88	11
Total temporary contracts	159	38	63	18	151	24
PART-TIME						
Senior management	-	-	-	-	-	-
Management and university graduates	-	1	2	-	-	-
Section Chiefs and Managers	-	2	2	1	-	-
First and second officers	2	30	1	8	-	1
Assistants and subordinates	2	16	6	8	1	-
Total part-time contracts	4	49	11	17	1	1

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FISCAL YEAR 2022

Employment contract modality and professional categories	Between 30 and 45 years old		Over 45 years old		Under 30 years old	
	Men	Women	Men	Women	Men	Women
INDEFINITE						
Senior management	3	-	10	1	-	-
Management, engineers, and graduates	18	8	27	1	2	4
Technical engineers and diploma holders	12	3	17	-	1	2
Section Chiefs and Managers	66	36	59	19	7	4
First and second officers	43	192	34	213	24	33
Assistants and subordinates	547	165	450	141	101	19
Total indefinite contracts	689	404	597	375	135	62
TEMPORARY						
Senior management	-	-	-	-	-	-
Management, engineers, and graduates	-	1	-	-	3	-
Technical engineers and diploma holders	-	-	-	-	-	-
Section Chiefs and Managers	5	1	2	-	2	-
First and second officers	68	60	19	30	65	37
Assistants and subordinates	86	23	45	14	70	13
Total temporary contracts	159	85	66	44	140	50

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FISCAL YEAR 2022

Employment contract modality and professional categories	Between 30 and 45 years old		Over 45 years old		Under 30 years old	
	Men	Women	Men	Women	Men	Women
PART-TIME						
Senior management	-	-	-	-	-	-
Management, engineers, and graduates	-	2	2	-	-	-
Technical engineers and diploma holders	-	-	-	-	-	-
Section Chiefs and Managers	-	3	1	1	-	-
First and second officers	1	34	1	6	-	-
Assistants and subordinates	1	20	5	7	1	-
Total part-time contracts	2	59	9	14	1	-



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Dismissals by sex, age and professional classification

2023						
Professional category	Between 30 and 45 years old		Over 45 years old		Under 30 years old	
	Men	Women	Men	Women	Men	Women
Senior management	-	-	-	-	-	-
Management and university graduates	-	1	2	-	-	-
Section Chiefs and Managers	1	-	-	1	-	-
First and second officers	4	5	3	12	4	2
Assistants and subordinates	19	4	8	3	7	2
Grand total	24	10	13	16	11	4
2022						
Senior management	-	-	-	-	-	-
Management, engineers, and graduates	-	-	-	-	1	-
Technical engineers and diploma holders	1	-	-	-	-	-
Section Chiefs and Managers	1	-	2	-	-	-
First and second officers	3	2	2	2	4	1
Assistants and subordinates	22	6	9	4	8	2
Grand total	27	8	13	6	13	3

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Average remuneration in euros in Europe

2023							
Professional category	Between 30 and 45 years old		Over 45 years old		Under 30 years old		Grand Total
	Men	Women	Men	Women	Men	Women	
Senior management*	--	--	--	--	--	--	126,092
Management and university graduates	42,816	36,255	54,364	36,480	24,394	39,121	44,310
Section Chiefs and Managers	34,329	34,340	38,069	30,841	31,883	34,232	35,604
First and second officers	20,933	19,673	24,574	20,567	19,387	18,591	20,491
Assistants and subordinates	25,428	23,913	27,523	24,399	20,632	18,502	24,867
Grand total	26,274	22,842	31,088	22,973	20,440	19,325	25,364
2022							
Senior management*	--	--	--	--	--	--	122,354
Management, engineers, and graduates	44,046	21,732	56,241	35,092	12,888	30,640	39,195
Technical engineers and diploma holders	38,014	27,356	48,352	0	24,422	0	43,782
Section Chiefs and Managers	29,888	25,998	34,287	30,347	22,718	24,322	30,706
First and second officers	14,442	15,047	17,190	17,288	14,868	12,695	15,424
Assistants and subordinates	23,539	19,794	25,478	20,228	18,326	14,787	22,375
Grand total	23,412	17,826	28,491	19,150	17,194	14,011	21,726

*The breakdown by age and gender is omitted for reasons of information confidentiality.

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Average remuneration in euros in Africa

2023							
Professional category	Between 30 and 45 years old		Over 45 years old		Under 30 years old		Grand Total
	Men	Women	Men	Women	Men	Women	
Management and university graduates	16,695	22,677	19,313	0	0	12,614	18,433
Section Chiefs and Managers	15,387	9,269	6,899	10,012	10,093	17,217	13,284
First and second officers	6,793	6,332	4,780	6,640	6,366	7,354	6,522
Assistants and subordinates	5,833	5,786	5,327	3,050	4,988	10,884	5,542
Grand total	7,892	7,173	6,667	6,736	5,768	8,984	7,178
2022							
Management, engineers, and graduates	-	12,746	27,597	-	-	-	17,696
Technical engineers and diploma holders	17,138	21,662	6,692	-	-	5,445	14,696
Section Chiefs and Managers	11,152	6,273	14,666	9,264	8,754	11,834	10,350
First and second officers	7,651	4,236	3,693	4,244	4,491	4,078	5,321
Assistants and subordinates	5,901	8,676	5,289	3,335	5,250	6,549	5,658
Grand total	8,014	5,169	5,989	5,070	4,993	5,271	6,352

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In relation to the pay gap by professional category, the calculation made by Vicky Foods for the Europe and Africa regions is as follows:

Europe's euro pay gap

2023				
Professional category	Second Highest Paid Person	Medium Category	Wage gap 2023	Wage gap 2022
Senior management	162,814.40	116,834.00	1.4	1.5
Management and university graduates	148,519.69	38,456.92	3.9	3.4
Section Chiefs and Managers	86,370.78	32,757.05	2.6	2.5
First and second officers	72,660.27	20,550.09	3.5	4.3
Assistants and subordinates	56,481.86	25,220.88	2.2	3.2
2022				
Senior management	162,280.52	106,799.03	1.5	1.4
Management, engineers, and graduates	130,950.76	36,954.95	3.5	3.2
Technical engineers and diploma holders	71,046.66	39,140.15	1.8	2.0
Section Chiefs and Managers	74,438.56	29,485.07	2.5	3.0
First and second officers	81,277.00	18,858.31	4.3	1.7
Assistants and subordinates	7,013.99	23,480.20	3.2	2.6

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Africa's Euro Wage Gap

2023				
Professional category	Second Highest Paid Person	Medium Category	Wage gap 2023	Wage gap 2022
Senior management	-	-	-	-
Management and university graduates	34,154.97	16,013.39	2.1	1.6
Section Chiefs and Managers	34,356.75	11,489.31	3	2.6
First and second officers	21,444.14	6,025.31	3.6	1.9
Assistants and subordinates	28,953.09	5,529.15	5.2	5.7
2022				
Senior management	-	-	-	-
Management, engineers, and graduates	13,539.89	11,951.82	1.1	1.1
Technical engineers and diploma holders	23,081.08	10,972.51	2.1	1.5
Section Chiefs and Managers	24,031.95	9,353.74	2.6	2.4
First and second officers	7,802.43	4,131.52	1.9	2.8
Assistants and subordinates	28,228.01	4,943.57	5.7	3.7

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In relation to the pay gap by gender and professional category, the calculation made by Vicky Foods for the Europe and Africa regions is as follows:

2023		
Professional category	Europe	Africa
Senior management	-18.54%	-
Management and university graduates	19.95%	-13.64%
Section Chiefs and Managers	9.65%	25.44%
First and second officers	6.66%	-0.92%
Assistants and subordinates	7.75%	-18.79%
2022		
Senior management	-8.54%	-
Management, engineers, and graduates*	37.67%	53.81%
Technical engineers and diploma holders*	39.27%	32.09%
Section Chiefs and Managers	15.22%	24.40%
First and second officers	-1.97%	30.79%
Assistants and subordinates	17.23%	-13.72%

*In 2023, we have reorganized the professional categories, grouping "Management and university degrees" into a single category, instead of distinguishing between "Management, engineers and graduates" and "Technical engineers and graduates". Therefore, these categories are not fully comparable between 2022 and 2023 in terms of gap, since for 2022 the data with this classification are not available.

At Vicky Foods, there are no savings or salary disconnection pension systems, such as retirement plans, pensions or similar, nor are there exclusive social benefits for full-time staff, which are not enjoyed by staff hired with a medium or reduced working day, in the same way that this situation does not occur due to the type of employment contract, between permanent and temporary staff, whatever their type of contract.

The remuneration paid during 2023 to our management team and administrators, made up of a total of 14 people, has amounted to 1,891,373 euros (1,712,961 euros during 2022), for all items.

The members of the Management Committee receive a fixed and a variable remuneration. Variable remuneration is associated with performance in achieving the economic objectives set out in the annual management plans.



Emission factors for carbon footprint calculation

The calculation of the carbon footprint of Juan y Juan, S.L. and its investees has been carried out using emission factors and the GWPs published by:

**1**

The Ministry for the Ecological Transition and the Demographic Challenge (**MITECO**), for the calculation of emissions from operations based in Spain.

2

Department for Environment, Food & Rural Affairs (**DEFRA**), for the calculation of emissions from operations based in the United Kingdom. In addition, the calculation of Scope 1 emissions from operations based in Algeria has also been used.

3

Agence de la Transition Écologique (**ADEME**) for the calculation of emissions from operations based in France, with the exception of the emission factor used for electricity, as the most recent data is from 2022.

4

Ecoinvent V3.10.0 for the calculation of Scope 2 (electricity) emissions from operations based in France and Algeria.



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The following tables list the emission factors used for the calculation, as well as the source of origin:



Emission factors in CO₂e – national

	CO ₂ e	SOURCE
Natural Gas	0.182 kg CO ₂ /kWh	MITECO
B Diesel (machinery)	2.721 kg CO ₂ /liter	
B7 Diesel - Passenger cars	2.516 kg CO ₂ /liter	
B7 Diesel - Vans	2.505 kg CO ₂ /liter	
Adblue - Vans	0.260 kg CO ₂ /liter	
E5 Petrol - Passenger Cars	2.249 kg CO ₂ /liter	
E10 Petrol - Passenger Cars	2.131 kg CO ₂ /liter	
Unieléctrica energía, S.A.	0 kg CO ₂ e/Kg gas	
Fenie energía, S.A.	0.250 kg CO ₂ e/Kg gas	
Energya vm gestión de energía, S.L.	0.258 kg CO ₂ e/Kg gas	
Audax renovables, S.A.	0 kg CO ₂ e/Kg gas	
Gesternova, S.A.	0 kg CO ₂ e/Kg gas	
Acciona green energy development S.L.	0 kg CO ₂ e/kWh	
Factor energía, S.A.	0.259 kg CO ₂ e/kWh	
Luzía energía, S.A.	0.259 kg CO ₂ e/kWh	
Iberdrola Clientes, S.A.U.	0.241 kg CO ₂ e/kWh	
Unieléctrica energía, S.A.	0 kg CO ₂ e/kWh	
Naturgy Iberia, S.A.	0.215 kg CO ₂ e/kWh	
Endesa Energía S.A.U.	0.259 kg CO ₂ e/kWh	
Totalenergies Electricity & Gas Spain	0.249 kg CO ₂ e/kWh	

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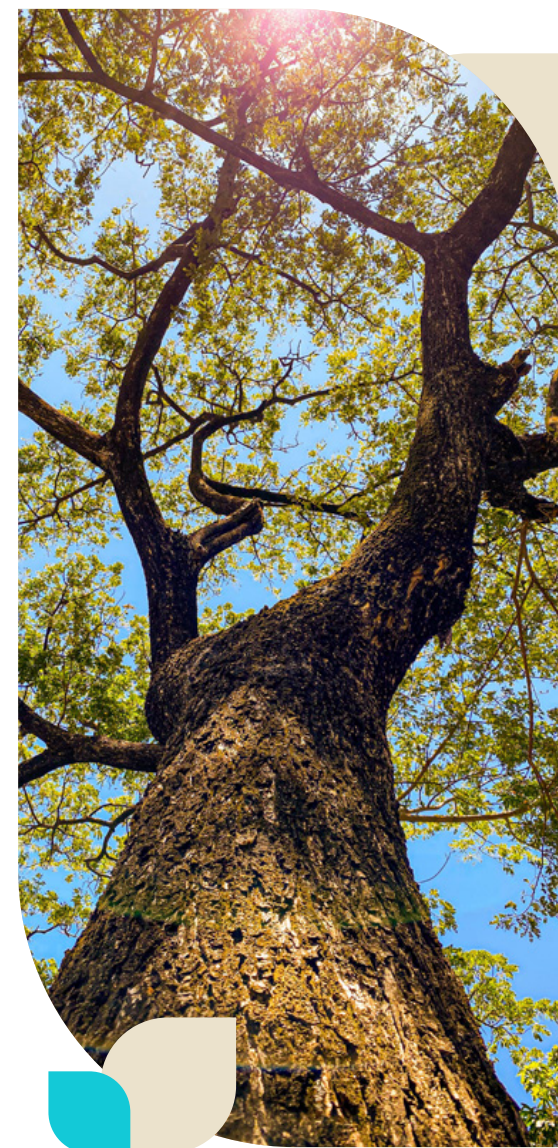
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International emission factors in CO₂e – international

	CO ₂ e	SOURCE
Natural Gas	0.2027 kg CO ₂ e/kWh	DEFRA
B Diesel	2.6594 kg CO ₂ e/liter	
Diesel - Vehicles	2.5121 kg CO ₂ e/liter	
Petrol - Vehicles	2.0975 kg CO ₂ e/liter	
Natural gas – UK	0.1829 kg CO ₂ e/ kWh	
Electricity – UK	0.2071 kg CO ₂ e /kWh	ADEME
Diesel - Vehicles France	2.64 kg CO ₂ e/liter	
Electricity Algeria	0.7218 kg CO ₂ e /kWh	ECOINVENT

GWP of fugitive emission gases

	CO ₂ e	SOURCE
HFC-134a (fugitive emission gases)	1.530 kg CO ₂ e/kg	MITECO
HFC-32 (fugitive emission gases)	771 kg CO ₂ e/kg	
R-449A (fugitive emission gases)	1.504 kg CO ₂ e/kg	
R-407C (fugitive emission gases)	1.908 kg CO ₂ e/kg	
R-407C (fugitive emission gases)	1.908 kg CO ₂ e/kg	



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Emission factor by type of GHG -2023 – national companies:

	CO ₂	CH ₄	N ₂ O	SOURCE
Gas Natural - Calderas	0.182 kg CO ₂ /kWh	0.016 g CH ₄ /kWh	0 g N ₂ O/kWh	MITECO
B Diesel – Fixed machinery	2.705 kg CO ₂ /liter	0.365 g CO ₂ /liter	0.022 g CO ₂ /liter	
B7 Diesel - Passenger cars	2.487 kg CO ₂ /liter	0.004 g CH ₄ /liter	0.106 g N ₂ O/liter	
B7 Diesel - Vans	2.486 kg CO ₂ /liter	0.003 g CH ₄ /liter	0.071 g N ₂ O/liter	
Adblue- Vans	0.260 kg CO ₂ /liter	0 g CH ₄ /liter	0 g N ₂ O/liter	
E5 Petrol – Passenger cars	2.119 kg CO ₂ /km	0.224 g CH ₄ /km	0.021 g N ₂ O/km	
Petrol E10 – Passenger cars	0.357 kg CO ₂ /km	12.745 g CH ₄ /km	0.013 g N ₂ O/km	

Emission factor by type of GHG -2023 – international companies:

	CO ₂	CH ₄	N ₂ O	SOURCE
Diesel – Vehicles	2.4789 kg CO ₂ /liter	0.0003 Kg CH ₄ /liter	0.0329 Kg N ₂ O/liter	DEFRA
Gasoline – Vehicles	2.0835 kg CO ₂ /liter	0.0081 Kg CH ₄ /liter	0.0059 Kg N ₂ O/liter	
Natural Gas	0.1826 kg CO ₂ /liter	0.0003 kg CH ₄ /liter	0.0001 kg N ₂ O/liter	
Diesel – Vehicles	2.47 kg CO ₂ /liter	0.01250-Kg CH ₄ /liter	0.157 kg N ₂ O/liter	ADEME

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About this report

As every year, we publish our ESG Report to inform our sustainability challenges and progress. Through its pages, we take a look at the main milestones that have occurred in the year, while reporting relevant information related to our material aspects.

In this way, this report is a key instrument for our stakeholders to learn about our initiatives and results of the past year. In order to guarantee the quality of its production, we ensure that all the information contained therein has been prepared in a **truthful, reliable, balanced and comparable manner**.

This year, as a novelty, in order to obtain a more complete single report and avoid duplications, we have integrated our ESG Report with the Non-Financial Information Statement. Therefore, this document reports, on the one hand, all the requirements



established in the **GRI standards in their new 2021 update in the GRI compliance modality** and, on the other hand, the requirements established in the **Law 11/2018, on non-financial information and diversity**.

The report also reflects our commitment to the Ten Principles of the Global Compact and how we contribute to achieving the **Sustainable Development Goals (SDGs)** of the United Nations 2030 Agenda.

In order to agree on the information reported, although all the departments involved collaborate to provide the corresponding information and data, the corporate responsibility area is responsible for preparing the report. In addition, it has the approval of the Advisory Board, the company's highest governing body, given the commitment to sustainability that we maintain at Vicky Foods from senior management.

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Scope

In this ESG Report, we report information corresponding to the FY 2023 (from January 1, 2023 to December 31 of the same year) and presents the consolidated information of the Vicky Foods business group, made up of **Juan y Juan S.L., parent company, and all its subsidiaries**. The coverage of the information reported on non-financial information statements corresponds to that of the financial consolidation perimeter. The reporting periods and frequency of the financial reports and the Sustainability Report are identical, and correspond to the 2023 financial year.

There have been no updates to the information presented in previous reporting periods, only that derived from the update to the latest version of the GRI 2021 Universal Standards. In the event that there are changes in the criteria or method of obtaining the data, it has been duly explained at the bottom of each graph or table.

The scope of this document includes the following **companies**:

SPAIN

- Juan y Juan, S.L.
- Tecnorango, S.L.U.
- Mekanodul, S.L.U.
- Vicky Foods Products, S.L.U.
- Comercial Tinerfeña del Dulce, S.L.U.
- Distribuidora Levantina de Pastelería, S.L.U.
- Euskasol, S.L.U.
- Dulgalicia, S.L.U.
- Gadesdul, S.L.U.
- Dulmadrid, S.L.U.
- Dulgandia, S.L.U.
- Hispadul, S.L.
- Vegodisa, S.A.U.
- Dulcadis, S.L.U.
- Aradul, S.L.U.
- Juan y Juan Industrial, S.L.U.
- Dulcesa, S.L.U.
- Granjas Dulcesol, S.L.U.
- Ducplast, S.L.
- Ecoiberope, S.L.U.
- Peiron Torrent, S.L.U.
- Antonio y Cañizares, S.L.
- Dulces Costa del Sol, S.A.
- Productos El Cartujano, S.L.

ALGERIA

- Dulcesol Maghreb, S.A.R.L.
- Dulcesol Algerie, S.A.R.L.
- Dulcentre, S.A.R.L.
- Duloran, S.A.R.L.
- Dultlemcem, S.A.R.L.
- Dulboum, S.A.R.L.
- Dulcirta, S.A.R.L.
- Dulbone, S.A.R.L.

FRANCE

- Dulcesol France, S.A.R.L.
- Montperal, S.A.S.
- Dulchalon, S.A.S.
- Tecnofrance, S.A.S.

MOROCCO

- Dulcesol Maroc, S.A.R.L.

UNITED KINGDOM

- Andana Foods, Ltd.
- Vicky Foods UK, Ltd.

PORTUGAL

- Momentos Plenos, Lda.

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The changes and noteworthy aspects that have affected the corporate structure during 2023 have been the following:

- There are five new companies, of which two are incorporated, but inactive, which are Dultlemcem, S.A.R.L. and Dulboun, S.A.R.L., both in Algeria, while the other three provide 13 new employees. The latter are Vicky Foods UK, Ltd. in the United Kingdom, Momentos Plenos, Lda. in Portugal and Productos El Cartujano, S.L. in Spain.
- There are two companies that have ceased to be operational, Comercial Velázquez, S.L.U. and Dulfabric Maroc S.A.R.L.
- Ecoiberobe, S.L.U. ceased its production activity in March 2022, becoming part of the facilities of Juan y Juan Industrial, S.L.U. The company remains active, but without operation.
- Dulcesol Maroc, S.A.R.L. remains active, but ceased its commercial operations in 2022 and its transfer to an independent distributor is pending.
- Dulchalon S.A.S began construction of the new industrial plant in France in 2023, which will start operating in 2024.



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The principles followed in formulating this report are as follows:

Verifiability

This report has been **externally verified**, by an independent third party, AENOR, in order to verify the quality and reliability of the information provided, complying with the requirement of the GRI reference standard and the requirements of Law 11/2018, on non-financial information and diversity.

The scope, objectives and review process can be consulted on the *Verification Report*.



Balance, clarity and precision

At Vicky Foods, we are committed to transparency in everything we communicate. Our ESG Report is a reflection of this, where we show in an understandable, correct and detailed way the aspects related to the **management and generation of impacts**, both positive and negative, so that our stakeholders can evaluate them properly.

This way, it is a document in which we compile the main results of our performance in the **environmental, social and governance areas**, providing the most relevant information on these matters in a precise manner.

Timeliness, completeness and comparability

Our ESG Report is issued and presented to our stakeholders on an annual basis in accordance with the requirements of the GRI Standards, thus allowing users to have the timely and necessary information for their decision-making.

There have been no significant changes related to the reporting period, material topics and coverage of those issues. In general, the methods used to report the data contained in the report are consistent with those used in previous years; in the event of any change in the criteria or method of calculation of an indicator, the corresponding explanation has been provided to facilitate the comparability of the information.

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Materiality and relevance

To ensure that our report is complete and that we meet the needs and expectations of our stakeholders in terms of sustainability, we **periodically review material matters**, in order to be able to provide relevant information on the issues that are considered a priority for both the company and our stakeholders. Thus, in 2023 we have updated the materiality analysis and, therefore, this report provides information on the material issues identified in this new update.

As for the **methodology followed to address this update**, indicate that, firstly, the stakeholders, both internal and external, with which the different companies that make up Vicky Foods interact have been reviewed and updated.

Next, the main impacts on the economy, the environment and people, including impacts on human rights, related to the activity of the company and its sector have been identified. These impacts have been identified based on information from the company itself, relevant issues related to the “Processed Foods” sector defined by SASB, impact studies of other companies in the sector and fundamental matters described by ISO 26000 on the social responsibility guide, all complemented by knowledge of experts in the field.

31 impacts have been identified on which stakeholders have been asked to assign a value from 1 to 5 in order to evaluate them based on the severity and probability they attribute to each impact in relation to the company’s activity. The arithmetic averages of the ratings have been calculated, differentiating between internal and external stakeholders, and the results have been cross-checked.



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A score of 4.3 has been established as the threshold value for prioritising material topics and those topics that have passed

this score jointly in the two groups of stakeholders have been selected, obtaining the following material topics as priorities:



AREAS	TOPICS MATERIALS	REACH
Environmental impact	Biodiversity	Definition of initiatives to protect biodiversity and ecosystems
	Environmental impact of packaging	Minimization of environmental impact of containers and packaging
	Decarbonisation plan	Existence of a decarbonization plan
Management System	Customer Support	Existence of customer service and data protection mechanisms
	Food quality and safety	Ensuring the highest quality and food safety
	Code of Ethics	Existence of a Code of Ethics that includes corporate values and expected behaviours
	Sustainability Strategy	Existence of a Sustainability strategy
	Labelling/ Responsible Marketing	Clear and understandable product labelling and responsible marketing
	ESG Assessment in suppliers	Inclusion of ESG criteria in supplier assessment/selection
	Promoting sustainability among suppliers and customers	Promoting sustainability among suppliers and customers
Personnel Management	Work-life balance	Promotion of work-life balance measures
	Improved workplace well-being	Taking measures to promote the well-being of workers (beyond legal requirements)
	Worker Development Plan	Existence of professional development plans for workers

Vicky Foods	With the update of these material topics, we have detected a series of variations with respect to the materiality analysis carried out in previous years, where only the topic “Food quality and safety” remains the same.	• “Sustainable and efficient supply chain” has changed to “ESG assessment in suppliers”, focusing on going further and knowing first-hand the commitment of suppliers in the matter.	Likewise, there are emerging themes that appear as novelty among the material issues identified in this latest materiality analysis. These topics are “Biodiversity”, “Sustainability Strategy”, “Work-Life Balance”, “Improving Workplace Well-being” and “Worker Development Plan”. Therefore, there is a greater inclination towards social aspects in relation to human resource management.
Sustainable Roots			
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Social	On the other hand, we have minor variations on some of the themes:	• “Circular economy” has changed to “Environmental impact of packaging”, with an emphasis on packaging optimisation.	
Governance	• “Ethics and compliance” has changed to “Code of Ethics”, giving greater relevance to compliance with the company’s own code.	• “Customer satisfaction” has changed to “Customer service”, giving greater relevance to the treatment offered.	
Horizon 2024			Finally, the following have also ceased to be material issues: ‘Human rights’, “Consumer information”, “Contribution to the community”, “Sustainable innovation”, “Healthy and sustainable product”, “Responsible eating” and “Consumer trends”.
Annexes	• “Climate change” has changed to “Decarbonization Plan,” focusing on the importance of addressing emissions reductions.	• “Responsible marketing” has changed to “Labelling/responsible marketing”, grouping both issues together to achieve good communication in all senses.	

Risk Management

Conducting a risk assessment on a regular basis is essential to ensure the sustainability of the company as well, as it allows us to identify the challenges we need to address and to implement measures to mitigate them.

Thus, in the latest risk analysis we have carried out, we have identified the following **business risk categories**:

Strategic risks

Those that need to be managed preventively and proactively, as they could compromise the achievement of our strategic objectives, including:

- Deterioration of the image and reputation of Vicky Foods.
- New consumer trends.
- Regulatory changes.
- Variations in contracting models in the sector.
- New technologies and innovations.
- Changes in the market, market share and positioning of Vicky Foods.



Operational risks

These are those that are related to the management of the resources and procedures of the value chain, business lines, companies and product categories of Vicky Foods, among which are:

- Food safety and quality.
- Occupational health and safety.
- Talent management.
- Environmental risks.
- Efficient information management.
- Innovation and new technologies.
- Respect for fundamental human rights.

Financial risks

Those that are associated with the generation and management of the company's treasury, such as:

- Charging risks.
- Cash and/or liquidity tensions.
- Financial leverage.
- Exchange rate conversion risks.
- Commodity price fluctuations.

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Compliance risks

Arising from regulatory and normative non-compliance both internal and external to Vicky Foods, such as:

- Failure to comply with the internal Code of Ethics and Conduct.
- Adaptation to new regulatory and normative changes.
- Intellectual and industrial property.
- Efficiency of internal and external control systems.
- Retention of administrative authorisations.
- Corruption and fraud in commercial transactions.
- Maintenance of internal management systems.

Reporting risks

Derived from the communication and reporting of the performance and due diligence of the business activities that Vicky Foods carries out at a social, environmental, financial and governance level. These include:

- Reporting of financial information to third parties.
- Preparation of internal reporting information systems.
- Stakeholder management system.
- Materiality matrix.
- Vicky Foods ESG Report.
- Adaptation to the requirements of the new CSRD directive.
- Nutritional information of corporate products.

We manage strategic risks through strategic planning, which is embodied in the Corporate Strategic Plan and specific strategic plans, such as those affecting our distribution model or the Strategic Sustainability Plan. Through these tools, we take into account the threats and opportunities that affect our business and articulate lines of action to face the future in an increasingly changing environment.

We control operational risks through our management systems that we have implemented in different areas of the company (see section “A responsible risk management system” in chapter 2.1 of this Report). With these management systems we have policies, procedures and instructions that help us to control the key processes of our activity and correct deviations. In addition, with the certifications endorsed by external verifications, we guarantee the truthful operation of these systems.



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Similarly, audits and verifications carried out by external professionals in the financial and non-financial spheres ensure that our internal control processes are reliable and allow decision-making based on useful, real and timely information, thus mitigating financial and reporting risks.

Finally, we address compliance risks through a legal compliance system whose cornerstone is made up of the Code of Ethics and the risk prevention manual, with the supervision of an

Ethics Committee that monitors ethical compliance at all levels of the organization.

Taking into account the conclusions of the analysis and evaluation of environmental risks and, as a result of the favourable results, it is not necessary to take out a policy with specific provisions and guarantees for this type of risk. However, on a voluntary basis, we have an environmental liability insurance policy that includes industrial activities in Spain (Dulcesa, S.L.U., Juan y Juan Industrial, S.L.U., Granjas Dulcesol, S.L.U. and Ducplast, S.L.).

Additional information or inquiries

At Vicky Foods, we encourage all our stakeholders and readers to consult or expand the information on the corporate website (<https://www.vickyfoods.es/>), as well as other sustainable performance reports.

In addition, we are open to any query or proposal for improvement, for which you can make use of the following channels:



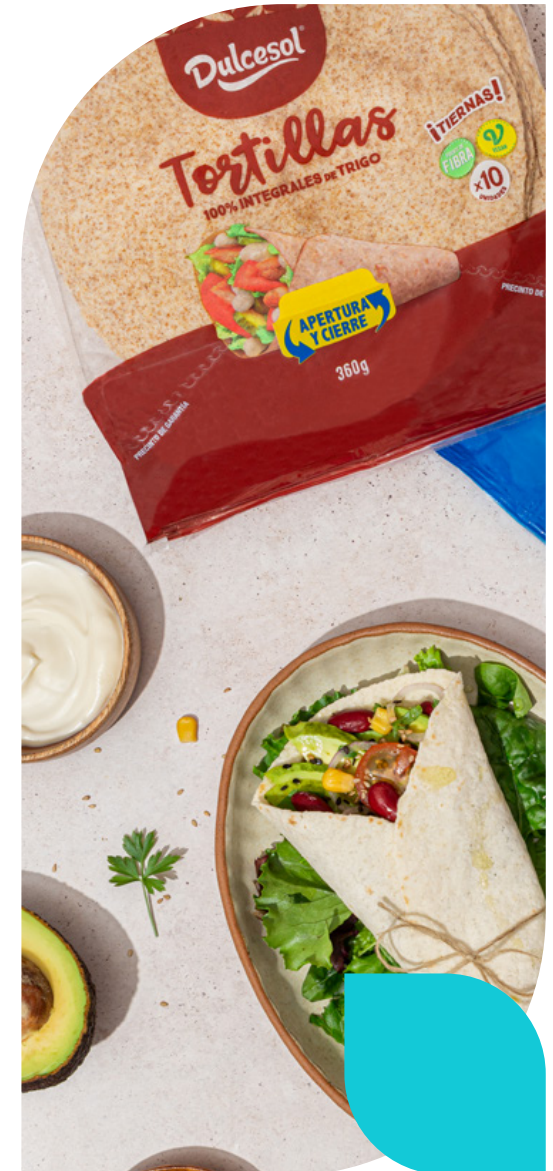
Mailing address
**Av. D'Alacant, 134, 46702
Gandia (Valencia)**

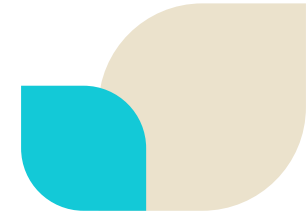


Telephone
961 021 000



Email
rsc@vickyfoods.es





Traceability tables

GRI-Law 11/2018

GRI Table of Contents

Statement of Use	ESG report prepared in accordance with GRI standards for the period between 01/01/2023 and 12/31/2023
Used GRI 1	GRI 2021: Fundamentals 2021
Applicable GRI industry standards	Does not apply

GRI STANDARD		LOCATION/DIRECT RESPONSE	PAGE NUMBER	OMISSION
GRI 2 GENERAL CONTENTS (2021)				
1. The organization and its reporting practices				
2-1	Organizational details	1.1. More than 70 years feeding families 7.2. About this report	15 and 16 145 and 146	
2-2	Entities included in sustainability reporting	7.2. About this report	145 and 146	
2-3	Reporting period, frequency and point of contact	7.2. About this report	144	
2-4	Updating the information	7.2. About this report	147	

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GRI STANDARD		LOCATION/DIRECT RESPONSE	PAGE NUMBER	OMISSION
2-5	External verification	7.2. About this report	147	
2. Activities and employees				
2-6	Activities, value chain and other business relationships	1.1. More than 70 years feeding families 4.3. We promote a sustainable value chain	17 to 20 106 to 108	
2-7	Employees	4.1. We have a committed team 7.1. More data from 2023	80 to 86 130 to 134	
2-8	Non-employee workers	4.1. We have a committed team	82	
3. Governance				
2-9	Governance structure and composition	5.2. We are transparent and honest at all levels	119 and 120	
2-10	Appointment and selection of the highest governing body	5.2. We are transparent and honest at all levels	119	
2-11	President of the highest governing body	5.2. We are transparent and honest at all levels	119	
2-12	Role of the highest governing body in overseeing impact management	5.2. We are transparent and honest at all levels	120	
2-13	Delegation of responsibility for impact management	5.2. We are transparent and honest at all levels	120	

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GRI STANDARD		LOCATION/DIRECT RESPONSE	PAGE NUMBER	OMISSION
2-14	Role of the highest governing body in sustainability reporting	5.2. We are transparent and honest at all levels	120	
2-15	Conflicts of interest	5.1. Guided by ethics and responsibility	113	
2-16	Communicating critical concerns	5.1. Guided by ethics and responsibility Vicky Foods has several channels to identify concerns from its stakeholders about potential and real negative impacts. These concerns, if any, are transferred to the Management Committee and the Advisory Council at their regular meetings. In 2023, no critical concerns have been identified.	120	
2-17	Collective knowledge of the highest governing body	For the proper performance of their functions, the members of the Advisory Council collect the necessary training, information, and advice on sustainable development, externally or internally, in any area of the organization. The CEO and several members of the Management Committee actively participate in forums and discussion tables, in addition to giving lectures on content related to sustainability.	-	

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GRI STANDARD		LOCATION/DIRECT RESPONSE	PAGE NUMBER	OMISSION
2-18	Evaluation of the performance of the highest governing body	The performance of the Management Committee is evaluated by the Advisory Council and the latter, in turn, is evaluated by the Family Council in all aspects related to the management of the organization, including those related to sustainability. The evaluation is carried out independently and on an ongoing basis. There were no changes because of this evaluation during the year.	-	
2-19	Compensation policies	7.1. More data from 2023	139	
2-20	Processes for determining compensation	4.1. We have a committed team The remuneration is determined based on the collective agreements applicable to each company in the group and, for certain jobs, based on previously established objectives and indicators. Stakeholders are not involved in determining remuneration.	89	
2-21	Total annual compensation ratio	7.1. More data from 2023	137 and 138	For reasons of confidentiality, the ratio relative to the highest-paid person is omitted, but it is reported compared to the second highest-paid person.

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GRI STANDARD		LOCATION/DIRECT RESPONSE	PAGE NUMBER	OMISSION
4. Strategy, policies, and practices				
2-22	Sustainable Development Strategy Statement	Letter from the CEO	7 to 9	
2-23	Commitments and policies	5.1. Guided by ethics and responsibility	109	
2-24	Incorporation of commitments and policies	5.1. Guided by ethics and responsibility	109 and 110	
2-25	Processes to remedy negative impacts	5.1. Guided by ethics and responsibility	109 and 110	
2-26	Mechanisms for seeking advice and raising concerns	5.1. Guided by ethics and responsibility	109 and 110	
2-27	Compliance with laws and regulations	5.1. Guided by ethics and responsibility During the year, a total of 2 records were received of cases of breaches of legislation and regulations that resulted in penalties of 6,000.00€. None of these are considered significant breaches. There are no cases that would result in non-monetary sanctions.	-	
2-28	Membership to associations	4.2. We grow together with our communities	105	

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GRI STANDARD		LOCATION/DIRECT RESPONSE	PAGE NUMBER	OMISSION
5. Stakeholder Involvement				
2-29	Approach to Stakeholder Involvement	2.2. We listen to our stakeholders	41 to 43	
2-30	Collective bargaining agreements	100% of the employees of the group's companies in Europe are covered by sectoral collective agreements applicable to the geographical areas in which they are located. In Algeria, working conditions are established in accordance with generally applicable state labour regulations. The collective agreement that applies to the largest number of people (1,764, the 59.2%) is the bakery and pastry sector in the province of Valencia.	-	
GRI 3 MATERIAL THEMES (2021)				
3-1	Process of determining material issues	2.2. We listen to our stakeholders 7.2. About this report	41 to 43 148 to 150	
3-2	List of material items	2.2. We listen to our stakeholders 7.2. About this report	43 and 44 143 and 150	
CODE OF ETHICS				
GRI 3 MATERIAL THEMES (2021)				
3-3	Management of material issues	5.1. Guided by ethics and responsibility	113 and 114	

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GRI STANDARD		LOCATION/DIRECT RESPONSE	PAGE NUMBER	OMISSION
GRI 205 ANTI-CORRUPTION (2016)				
205-2	Communication and training on anti-corruption policies and procedures	5.1. Guided by ethics and responsibility	113	
205-3	Confirmed cases of corruption and actions taken	5.1. Guided by ethics and responsibility	113	
DECARBONISATION PLAN				
GRI 3 MATERIAL THEMES (2021)				
3-3	Management of material issues	3.1. Our environmental commitments	55	
GRI 302 ENERGY (2016)				
302-1	Energy consumption within the organization	3.3. Responsible use of resources	58 to 62	
302-3	Energy intensity	3.3. Responsible use of resources	58 to 62	
302-4	Reduction of energy consumption	3.3. Responsible use of resources	58 to 62	
GRI 303 WATER AND EFFLUENTS (2018)				
303-1	Interaction with water as a shared resource	3.3. Responsible use of resources	63 to 65	

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GRI STANDARD		LOCATION/DIRECT RESPONSE	PAGE NUMBER	OMISSION
303-2	Management of impacts related to water discharges	3.3. Responsible use of resources	63 to 65	
303-3	Water extraction	3.3. Responsible use of resources	63 to 65	
303-5	Water consumption	3.3. Responsible use of resources	63 to 65	
GRI 305 ISSUES (2016)				
305-1	Direct GHG emissions (scope 1)	3.2. Towards the decarbonisation of our business	55 to 57	
305-2	Indirect GHG emissions when generating energy (scope 2)	3.2. Towards the decarbonisation of our business	55 to 57	
305-5	Reduction of GHG emissions	3.2. Towards the decarbonisation of our business	55 to 57	
BIODIVERSITY				
GRI 3 MATERIAL THEMES (2021)				
3-3	Management of material issues	3.5. Committed to animal welfare	78	
GRI 304 BIODIVERSITY (2016)				
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	We do not operate in sites within or areas of high biodiversity value outside protected areas	-	

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GRI STANDARD		LOCATION/DIRECT RESPONSE	PAGE NUMBER	OMISSION
304-2	Significant impacts of activities, products and services on biodiversity	The activities we carry out do not have impacts associated with biodiversity	--	
--	Number of hens on the ground and % of total hens	3.5. Committed to animal welfare	78	
ESG ASSESSMENT IN SUPPLIERS				
GRI 3 MATERIAL THEMES (2021)				
3-3	Management of material issues	4.3. We promote a sustainable value chain	106	
GRI 308 SUPPLIER ENVIRONMENTAL ASSESSMENT (2016)				
308-2	Negative environmental impacts on the supply chain and actions taken	4.3. We promote a sustainable value chain	106 to 108	
414-2	Negative social impacts in the supply chain and actions taken	4.3. We promote a sustainable value chain	106 to 108	
IMPROVED WORKPLACE WELL-BEING				
GRI 3 MATERIAL THEMES (2021)				
3-3	Management of material issues	4.1. We have a committed team	80	
GRI 403 HEALTH AND SAFETY AT WORK (2018)				
403-1	Occupational health and safety management system	4.1. We have a committed team	95 to 97	

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GRI STANDARD		LOCATION/DIRECT RESPONSE	PAGE NUMBER	OMISSION
403-2	Hazard identification, risk assessment and incident investigation	4.1. We have a committed team	95 to 97	
403-4	Worker participation, consultation and communication on occupational health and safety	4.1. We have a committed team	97	
403-5	Training for workers on health and safety at work	4.1. We have a committed team	94	
403-6	Promotion of workers' health	4.1. We have a committed team	99 and 100	
403-9	Work-related injuries	4.1. We have a committed team	97 and 98	
WORKER DEVELOPMENT PLAN				
GRI 3 MATERIAL THEMES (2021)				
3-3	Management of material issues	4.1. We have a committed team	93	
GRI 404 TRAINING AND TEACHING (2016)				
404-1	Average training hours per year per employee	4.1. We have a committed team	93 and 94	
WORK-LIFE BALANCE				
GRI 3 MATERIAL THEMES (2021)				
3-3	Management of material issues	4.1. We have a committed team	91	

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GRI STANDARD		LOCATION/DIRECT RESPONSE	PAGE NUMBER	OMISSION
GRI 405 DIVERSITY AND EQUAL OPPORTUNITIES (2016)				
405-1	Diversity in governing bodies and employees	4.1. We have a committed team	87 and 88	
FOOD QUALITY AND SAFETY				
GRI 3 MATERIAL THEMES (2021)				
3-3	Management of material issues	1.3. Quality and food safety in everything we do	31 and 32	
GRI 416 CUSTOMER HEALTH AND SAFETY (2016)				
416-1	Health and safety impact assessment of product or service categories	1.3. Quality and food safety in everything we do	31 and 32	
416-2	Non-compliance cases related to health and safety impacts of product and service categories	5.1. Guided by ethics and responsibility	117	
LABELLING/ RESPONSIBLE MARKETING				
GRI 3 MATERIAL THEMES (2021)				
3-3	Management of material issues	5.2. We are transparent and honest at all levels	123	
GRI 417 MARKETING AND LABELING (2016)				
417-1	Requirements for information and labelling of products and services	5.2. We are transparent and honest at all levels	123	

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GRI STANDARD		LOCATION/DIRECT RESPONSE	PAGE NUMBER	OMISSION
417-2	Non-compliance cases related to product and service information and labelling	We have not received any sanctions derived from non-compliance with regulations or voluntary codes relating to the information and labeling of products and services	--	
--	Responsible marketing commitments	5.2. We are transparent and honest at all levels	123	
ENVIRONMENTAL IMPACT OF PACKAGING				
GRI 3 MATERIAL THEMES (2021)				
3-3	Management of material issues	3.3. Responsible use of resources 3.4. Advances in circular economy	65 and 66	
GRI 301 MATERIALS (2016)				
301-1	Materials used by weight or volume	3.3. Responsible use of resources 5.1. Guided by ethics and responsibility	66 and 68 115 to 116	
SUSTAINABILITY STRATEGY				
GRI 3 MATERIAL THEMES (2021)				
3-3	Management of material issues	2.1. Our 2025 Roadmap	34 to 37	
--	Definition of strategy with objectives and monitoring indicators	2.3. How we're moving forward	48 and 49	

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GRI STANDARD		LOCATION/DIRECT RESPONSE	PAGE NUMBER	OMISSION
CUSTOMER SUPPORT				
GRI 3 MATERIAL THEMES (2021)				
3-3	Management of material issues	1.1. More than 70 years feeding families 5.1. Guided by ethics and responsibility	21 to 24 112	
--	Complaints received from clients	5.1. Guided by ethics and responsibility	117	
PROMOTING SUSTAINABILITY AMONG SUPPLIERS AND CUSTOMERS				
GRI 3 MATERIAL THEMES (2021)				
3-3	Management of material issues	4.3. We promote a sustainable value chain	106 to 108	
--	Communication impacts to promote responsible consumption	4.3. We promote a sustainable value chain 5.2. We are transparent and honest at all levels	106 to 108 122	





Table of contents in relation to Law 11/2018

Table of contents required by Law 11/2018, of 28th December, amending the Commercial Code, the revised text of the Capital Companies Act approved by Royal Legislative

Decree 1/2010, of 2nd July, and Law 22/2015, of 20th July, on Auditing of Accounts, on non-financial information and diversity; as well as the link with GRI indicators.

CONTENT REQUIRED BY LAW 11/2018	MEMORY SECTION	PAGE NUMBER	REPORTING CRITERIA
PREPARATION OF THE REPORT			
Reporting criteria used	7.2. About this report	147	GRI 1
BUSINESS MODEL			
Business environment	1.1. More than 70 years feeding families	15 to 20	GRI 2-1 GRI 2-6
Organization and structure	1.1. More than 70 years feeding families 5.2. We are transparent and honest at all levels 7.2. About this report	15 to 20 119 and 120 145 and 146	GRI 2-1 GRI 2-2 GRI 2-9
Markets in which it operates	1.1. More than 70 years feeding families	16	GRI 2-1
Objectives and strategies	Letter from the CEO 2.1. Our 2025 roadmap	7 to 9 34 to 37	GRI 2-22
Main factors and trends that may affect its future evolution	Letter from the CEO 2.1. Our 2025 roadmap	7 to 9 34 to 37	GRI 2-22

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CONTENT REQUIRED BY LAW 11/2018	MEMORY SECTION	PAGE NUMBER	REPORTING CRITERIA
POLICIES AND RISKS			
Policies applied by the company	5.1. Guided by ethics and responsibility	109	GRI 2-23
Main risks linked to the group's activities	7.2. About this report	151 to 153	GRI 2-23
ENVIRONMENTAL ISSUES			
Current and foreseeable effects of the company's activities on the environment and, where appropriate, health and safety, environmental assessment, or certification procedures; resources dedicated to the prevention of environmental risks; the application of the precautionary principle, the quantity of provisions and guarantees for environmental risks	2.1. Our 2025 roadmap 3.1. Our environmental commitments 7.2. About this report	39 and 40 51 to 54 152 and 153	GRI 3-3
Contamination			
Measures to prevent, reduce or repair carbon emissions that seriously affect the environment; considering any form of activity-specific air pollution, including noise and light pollution	3.1. Our environmental commitments 3.2. Towards the decarbonisation of our business	51 to 54 55 to 57	GRI 3-3 305-1 305-2 305-5
Circular economy and waste prevention and management			
Measures for prevention, recycling, reuse, other forms of waste recovery and disposal	3.4. Advances in circular economy	73 to 75	--
Actions to combat food waste	3.4. Advances in circular economy	76 and 77	--

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CONTENT REQUIRED BY LAW 11/2018	MEMORY SECTION	PAGE NUMBER	REPORTING CRITERIA
Sustainable use of resources			
Water consumption and water supply in accordance with local limitations	3.3. Responsible use of resources	63 to 65	GRI 303-1 GRI 303-2 GRI 303-3 GRI 303-5
Consumption of raw materials and measures taken to improve the efficiency of their use	3.3. Responsible use of resources 5.1. Guided by ethics and responsibility	65 to 68 115 and 116	GRI 301-1
Direct and indirect energy consumption, measures taken to improve energy efficiency and the use of renewable energy	3.3. Responsible use of resources	58 to 62	GRI 302-1 GRI 302-3 GRI 302-4
Climate change			
Important elements of greenhouse gas emissions generated because of the company's activities, including the use of the goods and services it produces	3.2. Towards the decarbonisation of our business	55 to 57	GRI 305-1 GRI 305-3 GRI 305-5
Measures taken to adapt to the consequences of climate change	3.2. Towards the decarbonisation of our business	55 to 57	GRI 305-1 GRI 305-3 GRI 305-5
Voluntarily established medium- and long-term reduction targets to reduce greenhouse gas emissions and the means implemented for this purpose	3.1. Our environmental commitments	51 to 54	GRI 3-3

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CONTENT REQUIRED BY LAW 11/2018	MEMORY SECTION	PAGE NUMBER	REPORTING CRITERIA
Biodiversity protection			
Measures taken to preserve or restore biodiversity	3.5. Committed to animal welfare	78	GRI 304-2
Impacts caused by activities or operations in protected areas	3.5. Committed to animal welfare	78	GRI 304-2
SOCIAL AND STAFF ISSUES			
Employment			
Total number and distribution of employees by sex, age, country, and professional classification	4.1. We have a committed team	81 and 82	GRI 405-1
Total number and distribution of employment contract types	4.1. We have a committed team	83 to 85	GRI 2-7
Annual average of permanent contracts, temporary contracts and part-time contracts by sex, age, and professional classification	7.1. More data from 2023	130 to 133	GRI 2-7
Number of dismissals by sex, age, and professional classification	7.1. More data from 2023	134	GRI 401-1
Average remuneration and its evolution disaggregated by sex, age and professional classification or equal value	7.1. More data from 2023	135 and 136	GRI 2-19
Wage gap	7.1. More data from 2023	137 to 139	GRI 2-19
Remuneration for equal or average jobs in the company	7.1. More data from 2023	135 and 136	GRI 2-19

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CONTENT REQUIRED BY LAW 11/2018	MEMORY SECTION	PAGE NUMBER	REPORTING CRITERIA
Average remuneration of directors and managers, including variable compensation, allowances, compensation, payment to long-term savings pension systems and any other perception disaggregated by sex	7.1. More data from 2023	135 and 136	GRI 2-19
Implementation of policies for disconnecting from work	4.1. We have a committed team	90 and 91	--
Employees with disabilities	4.1. We have a committed team	89	GRI 405-1
Work organization			
Organization of working time	4.1. We have a committed team	91	GRI 401-3
Number of hours of absenteeism	4.1. We have a committed team	99	GRI 403-2
Measures designed to facilitate the enjoyment of conciliation and to encourage the joint exercise of these by both parents	4.1. We have a committed team	91	GRI 401-2
Health and safety			
Health and safety conditions at work	4.1. We have a committed team	95 to 97	GRI 403-1 GRI 403-2 GRI 403-4 GRI 403-5 GRI 403-6
Work accidents, in particular their frequency and severity, as well as occupational diseases; disaggregated by sex	4.1. We have a committed team	98	GRI 403-9

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Social relations			
Organization of social dialogue, including procedures for informing, consulting, and negotiating with staff	4.1. We have a committed team	92	GRI 403-4
Percentage of employees covered by collective agreement by country	4.1. We have a committed team	159	GRI 2-30
Balance of collective agreements, particularly in the field of health and safety at work	4.1. We have a committed team	159	GRI 403-4
Training			
Policies implemented in the field of training	4.1. We have a committed team	93	GRI 404-2
Total number of training hours by professional category	4.1. We have a committed team	94	GRI 404-1
Universal accessibility for people with disabilities			
Universal accessibility for people with disabilities	4.1. We have a committed team	89	GRI 405-1
Equality			
Measures taken to promote equal treatment and equal opportunities between women and men	4.1. We have a committed team	90 and 91	GRI 3-3
Equality plans (Chapter III of Organic Law 3/2007, of March 22, for the effective equality of women and men)	4.1. We have a committed team	90	GRI 3-3

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Measures taken to promote employment	4.1. We have a committed team	91	GRI 3-3
Protocols against sexual and sex-based harassment	4.1. We have a committed team	90	GRI 3-3
Integration and universal accessibility of people with disabilities	4.1. We have a committed team	88 and 89	GRI 405-1
Policy against all types of discrimination and, where appropriate, for managing diversity	4.1. We have a committed team	88 and 91	GRI 3-3
RESPECT FOR HUMAN RIGHTS			
Application of human rights due diligence procedures	5.1. Guided by ethics and responsibility	110 to 112	GRI 2-22 GRI 2-23 GRI 2-24
Preventing risks of human rights violations and, where appropriate, measures to mitigate, manage and redress possible abuses	5.1. Guided by ethics and responsibility	110 to 112	GRI 2-22 GRI 2-23 GRI 2-24
Complaints about cases of human rights violations	5.1. Guided by ethics and responsibility	112	GRI 2-25
Promotion and enforcement of the provisions of the fundamental conventions of the International Labour Organization related to respect for freedom of association and the right to collective bargaining	5.1. Guided by ethics and responsibility	111	GRI 2-30
Elimination of discrimination in employment and occupation	4.1. We have a committed team	110 and 111	GRI 2-23

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Elimination of forced or compulsory labour	4.3. We promote a sustainable value chain	110 and 111	409-1
Effective abolition of child labour	4.3. We promote a sustainable value chain	110 and 111	408-1
FIGHT AGAINST CORRUPTION AND BRIBERY			
Measures taken to prevent corruption and bribery	5.1. Guided by ethics and responsibility	113 and 114	GRI 2-24 GRI 2-26 GRI 2-27 GRI 205-2
Measures to combat money laundering	5.1. Guided by ethics and responsibility	113 and 114	GRI 2-24 GRI 2-26 GRI 2-27
Contributions to foundations and non-profit organizations	4.2. We grow together with our communities	104	GRI 2-28 GRI 201-1
SOCIETY			
The company's commitment to sustainable development			
Impact of society's activity on employment and local development	4.1. We have a committed team 4.2. We grow together with our communities	81 and 82 101	GRI 203-2 GRI 413-1 GRI 413-2
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Partnership or sponsorship actions	4.2. We grow together with our communities	103 and 104	GRI 2-28 GRI 413-1
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Inclusion in purchasing policy of social, gender equality and environmental issues	4.3. We promote a sustainable value chain	106 to 108	GRI 308-2
Consideration in relations with suppliers and subcontractors of their social and environmental responsibility	4.3. We promote a sustainable value chain	106 to 108	GRI 308-2
Supervisory and auditing systems and their results	4.3. We promote a sustainable value chain	106 to 108	GRI 308-2
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Measures for consumer health and safety	1.3. Quality and food safety in everything we do	31 and 32	GRI 416-1 GRI 417-1
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Benefits achieved country by country	5.3. We seek economic-financial balance	124 and 125	GRI 201-1
Taxes on benefits paid	5.3. We seek economic-financial balance	124 and 125	GRI 201-1
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