



## 2019–2020 Sustainability Report





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# Letter from the Chairman



**D. Mariano Lacasa**

The intention of this letter was to refer to our performance in the 2019–2020 financial year, but the events preceding and succeeding our closing date of 31 March 2020 have led me to focus on them instead. The Covid-19 health crisis has struck our society hard, however, Grupo Chocolates Lacasa, as part of the food supply chain, has managed to ensure stocks of our products throughout this period, in addition to guaranteeing the health of our employees and collaborators.

In light of what was happening in countries such as Italy and China, we were able to anticipate the need for preventive measures at all the group's work sites in Spain, Morocco, Portugal and France. We carried out disinfection treatments in production areas, offices and common spaces, and reinforced the cleaning services during all shifts and at weekends. Employees of both our production facilities and sales network were provided with personal protective equipment, social distancing was implemented and protective screens were installed in the different workspaces. Communication was smooth, with the opening of additional communication channels with employees (posters, displays, instant messaging groups) and coordination of on-site and distance working in order to provide greater flexibility, particularly so that employees in hazardous situations could perform their duties safely. We are proud of our collaboration with community groups and health agencies through donating products and the sincere and public expressions of gratitude we received from them, which goes to show the importance our products have in the lives of so many people.

Grupo Chocolates Lacasa is passionate about making chocolate. With close to 170 years of experience, we have more than consolidated our brand in the sector, with our legendary Lacasitos and Conguitos – a company we acquired in 1987 – and a vast array of other products. We currently employ 721 people on a permanent basis and provide more than 1,000 jobs at peak times in the year.

Our export activity plays a very important role, evidenced by the fact that our brands are present in such important and diverse countries as Angola, Chile, China, Colombia, the United Arab Emirates, France, Guatemala, Italy, Morocco, Mexico, Qatar, Russia and Yemen. In the previous year, we exported our products to 62 countries throughout the world for a total value of 23.4 million euros. In 2019–2020, we exported to 75 countries and our sales increased by 51 per cent to 44.8 million euros.

This report has identified and prioritised our stakeholders and communication channels according to their importance to each of the companies of Grupo Chocolates Lacasa. Our dialogue with stakeholders, which relies on direct communication, enables us to get to know their needs and to meet our strategic targets. Worthy of mention is the fact that we have more than 1.7 million followers on social media, showing 11 per cent growth on the previous period.

I would like to thank all of you for directly or indirectly contributing with your enthusiasm and sense of responsibility to making sure that the children of tomorrow will continue to enjoy a world filled with joy.

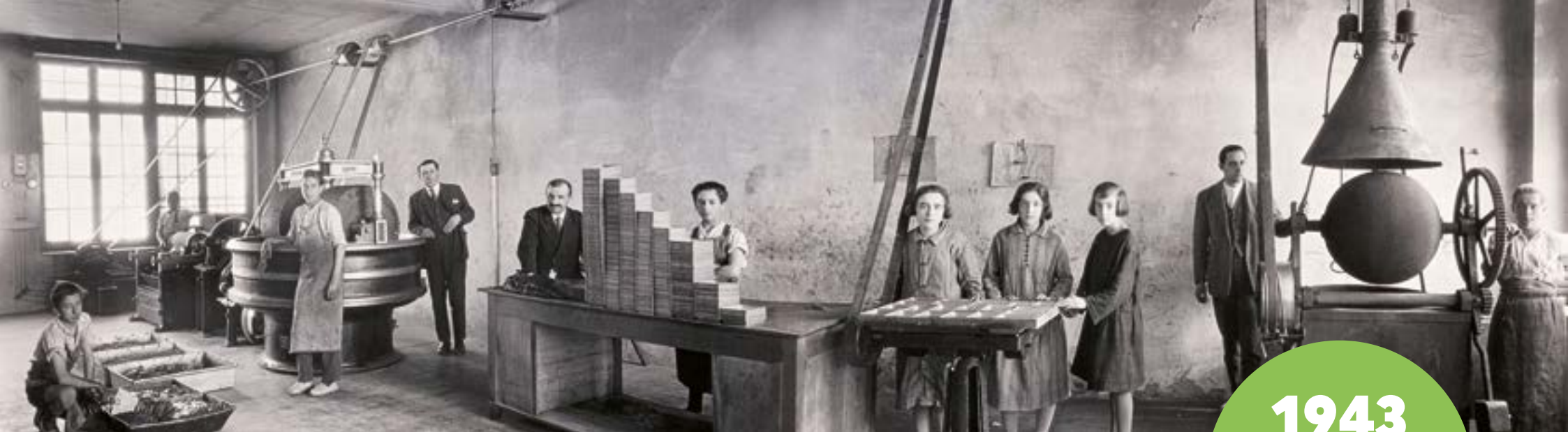
For this year especially, I wish you and all your loved ones the best of health.

**Mariano Lacasa**  
Chairman and CEO



# *About Us*





# Our History

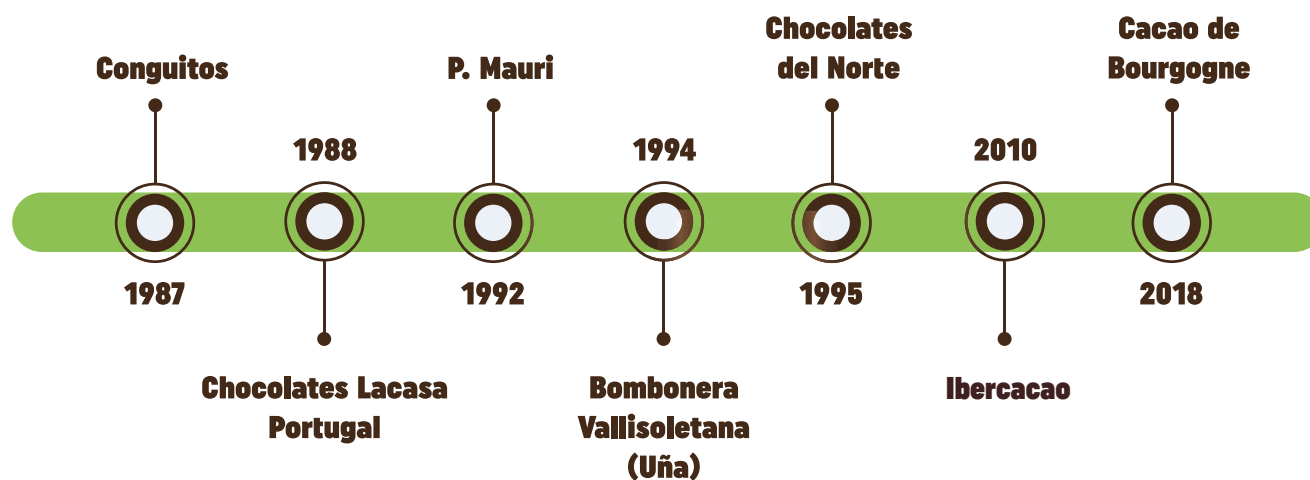
Chocolates Lacasa was founded in 1852 in the Pyrenean town of Jaca. That year, Antonio Lacasa opened a small shop that sold cloth and pulses, as well as the chocolate that he made himself.

His work was successfully carried on by José Lacasa, his son, and José María Lacasa, the third generation. After the death of José María, his widow, Carmen, took over the reins of the business. Through her great effort, sacrifice and courage, she succeeded in developing and expanding the company. Then came the fourth and fifth generations, whose members are at present fully involved in the company's management, preserving its legacy as a family-owned business and its passion for excellence.

Over the years, Grupo Chocolates Lacasa has gradually been consolidated with the acquisition of different companies that have expanded its range of products to include turrón (nougat and nut brittles), chocolate truffles, chocolate blocks, chocolate-covered confectionery (nuts, fruit and cereal), coloured sugar-coated chocolate, cocoa powder, wafers, chocolate spreads, filled chocolates, snack bars, sweets, chocolate umbrella pops and chocolate bars.

## 1943

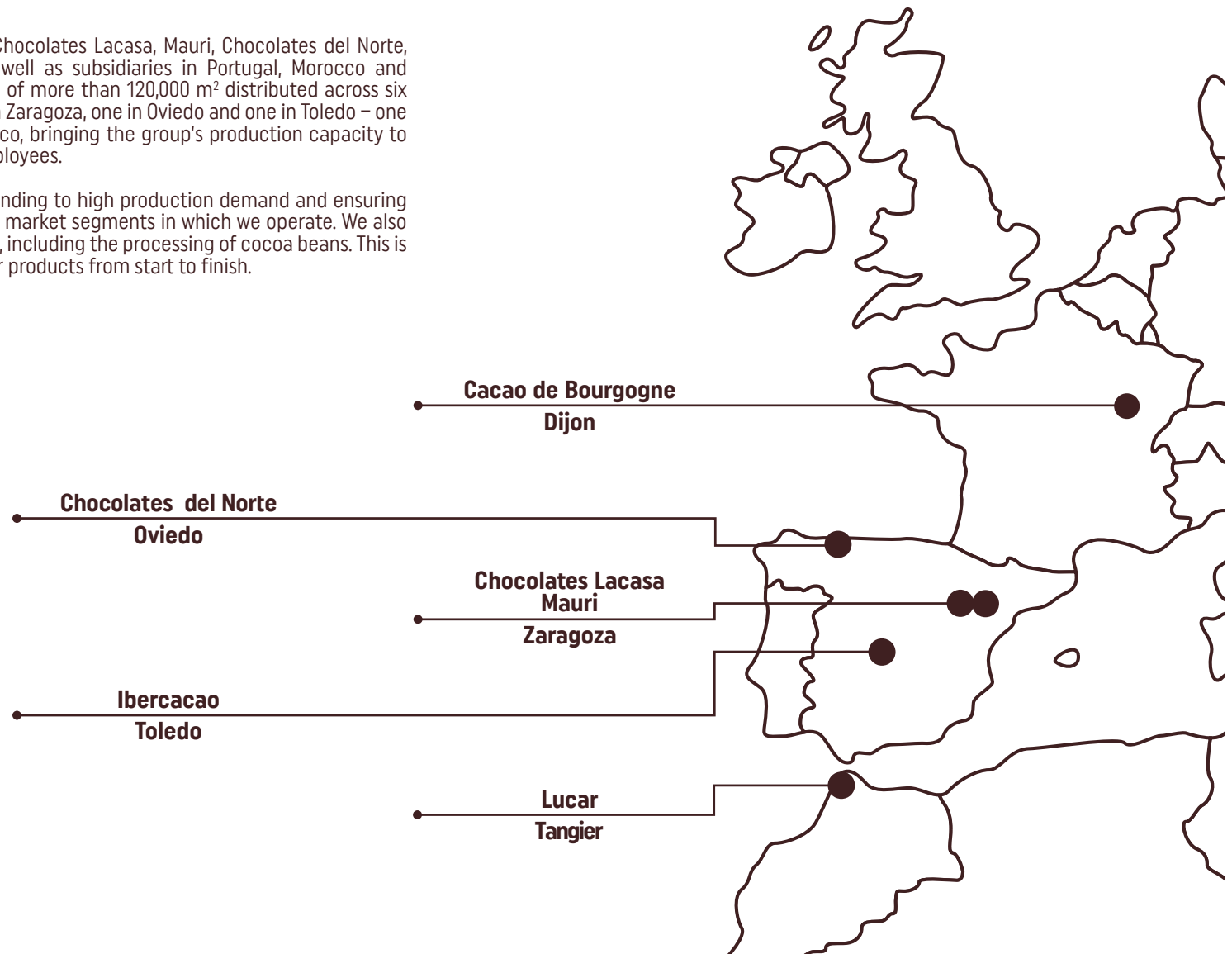
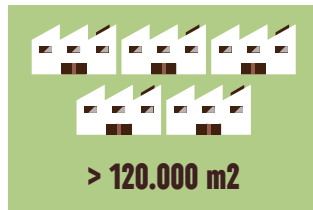
José María Lacasa was the first to make chocolate and almond turrón nougat-style confectionary



# Today

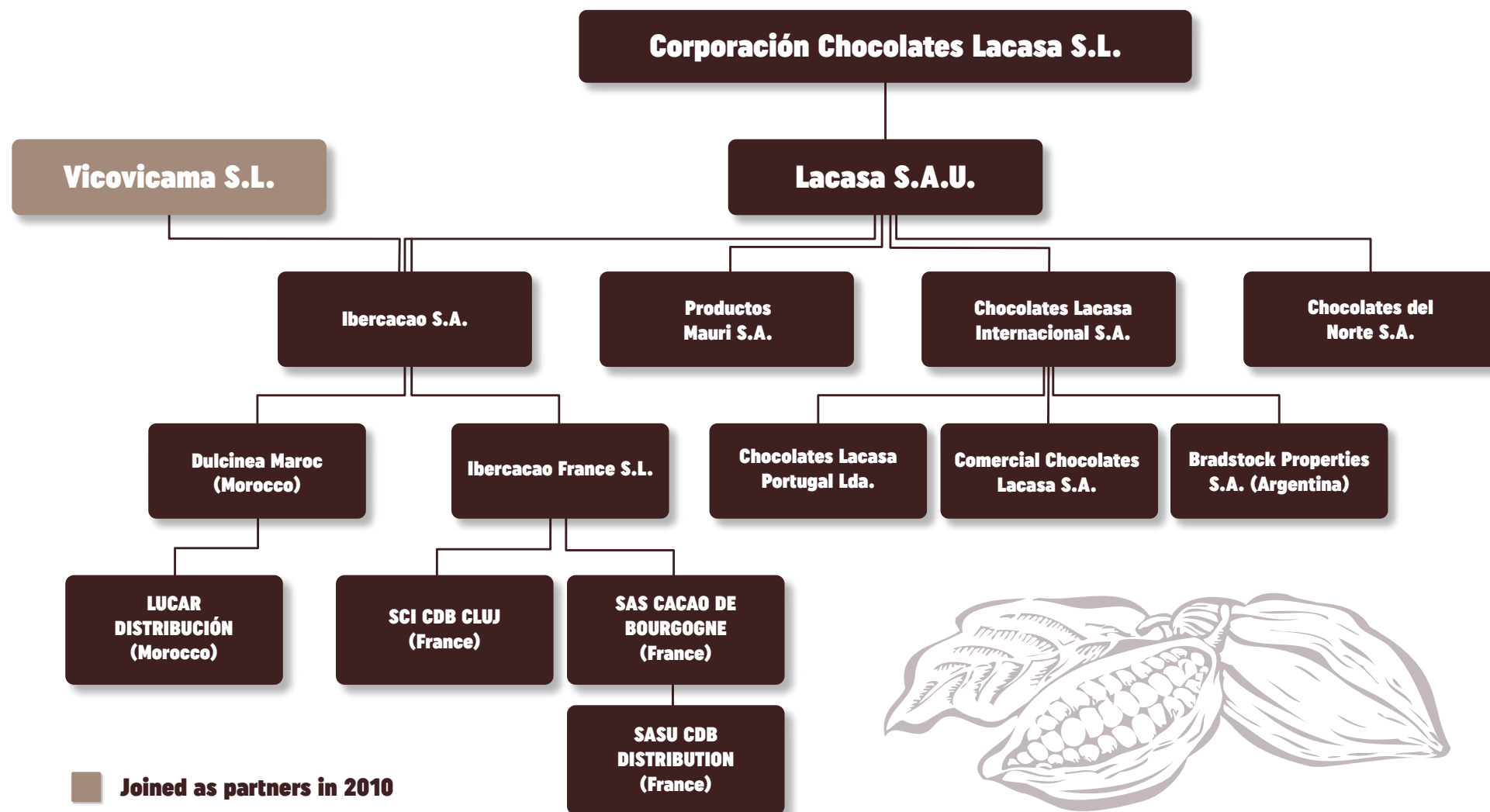
Grupo Chocolates Lacasa is made up of Chocolates Lacasa, Mauri, Chocolates del Norte, IBERCACAO and Cacao de Bourgogne, as well as subsidiaries in Portugal, Morocco and Argentina. We operate with a surface area of more than 120,000 m<sup>2</sup> distributed across six facilities, of which four are in Spain – two in Zaragoza, one in Oviedo and one in Toledo – one in Dijon, France, and one in Tangier, Morocco, bringing the group's production capacity to 172,500 tonnes, with an average of 721 employees.

Our modern facilities are capable of responding to high production demand and ensuring efficiency and quality of service for all the market segments in which we operate. We also carry out the complete production process, including the processing of cocoa beans. This is how we ensure full quality control of all our products from start to finish.





# Corporate Structure



# Corporate Governance

Grupo Chocolates Lacasa is a family-owned business with share capital that is 100% Spanish. Its Board of Directors, of which the fifth generation of the Lacasa family are members, sets out the rules for the company's actions in different meetings held throughout the year.

These rules are aimed at identifying the main risks and opportunities within both the sector and the organisation. Action plans are formulated and supervisors assigned to manage their execution, while guidelines are set to manage the way in which proposed targets are met, including the corrective actions to be implemented in the event of any deviation.

Board of Directors: **Mariano Lacasa**, Chairman and CEO of Corporación Chocolates Lacasa; **Fernando Lacasa**, Director and Secretary; **Asunción Lacasa**, Director; **Carmen Lacasa**, Director; and **María Lacasa**, Director. Shareholders: Asunción Lacasa, José Carlos Lacasa, Mariano Lacasa, Carmen Lacasa, Fernando Lacasa, María Lacasa, Beatriz Lacasa, Carla Lacasa, Lucas Lacasa, Pablo Lacasa, Tatiana Lacasa and Macarena Lacasa.

## Human Rights

Human rights are a concern that is shared by our stakeholders, from our customers to our employees, including the shareholders of the group and the company. In keeping with our corporate culture, we are committed to the respect and promotion of human rights wherever we operate, and to prevent or mitigate, as the case may be, any violation directly caused by our activity.

Among the risks to which our organisation is prone are reputational risks resulting from cases in which the mechanisms of due diligence in human rights may fail, or in cases where adequate and timely response is not provided to the growing demand for action from our stakeholders.

There is a protocol in place to prevent bullying and harassment, which ensures the prevention, handling and removal of any type of bullying or harassment in any workplace within the organisation.

### Policies and commitments

Grupo Chocolates Lacasa is committed to creating a Code of Ethics and Conduct, for compliance by all employees, that is based on the values of quality, trust and social commitment and promotes the following principles of action.

- Compliance with the laws and regulations in force.
- Respect for individuals, cultures, institutions and the environment.
- Integrity.
- Transparency.
- Confidentiality.
- Personal data protection.
- Excellence and professionalism.
- Social responsibility.

Respect for the dignity of individuals and their rights is an essential part of the conduct of Grupo Chocolates Lacasa.

Our commitment aims for the conduct of all our collaborators to be respectful of human, social and occupational rights according to international standards, which include the Universal Declaration of Human Rights, the United Nations Global Compact and the principles of action and guidelines for conducting business activities published by the United Nations, the Organisation for Economic Co-operation and Development (OECD) and the International Labour Organization (ILO).

### Outcome of the application of policies and indicators

- No cases of discrimination in the field of human rights have been detected, and therefore no corrective actions have been taken.
- No operations or suppliers have been detected whose right to freedom of association and collective bargaining may be at risk.
- No operations or suppliers have been detected where there is a significant risk of child labour.
- No operations or suppliers have been detected where there is a significant risk of forced or compulsory labour.
- No complaints have been brought against us regarding the freedom of association and the right to collective bargaining, the elimination of discrimination in employment and occupation, the elimination of forced or compulsory labour, or the effective abolition of child labour.



# Our Brands



Our brands are extremely valuable assets through which we connect with our consumers and grow with them throughout their lives.



One example of Lacasa's pioneering and innovative spirit was in 1943 when the brand launched its first praline-filled nougat: Chocolate Praline with Almonds. This revolutionised the market for turrón (traditional Spanish nougat and nut brittle products), and since that time Lacasa's exquisite turrón, from the most traditional, such as Guirlache de Aragón (almond brittle), to the most innovative, such as our Turrón Coulant de Chocolate (chocolate fondant nougat) has been a part of every Spanish Christmas. Also at Christmas, Lacasa brings joy to homes through its delicious chocolate truffles, filled chocolates and chocolate-covered nuts and fruit.

And beyond Christmas, Lacasa products, from chocolate blocks and drinking chocolate to chocolate-covered nuts, can be enjoyed throughout the year.







Outright leader in confectionery. The Lacasitos brand was created in 1982 in the belief that kids should always have fun being kids. And for this very reason, the joy brought by Lacasitos stays with consumers throughout their lives. There's something for everybody in every Lacasitos format: in a tube, in a block of chocolate, in a chocolate bar, in a surprise egg, in a chocolate umbrella... The possibilities are endless.



Since its creation in 1961, the Conguitos brand has preserved its essence of quality and flavour, coupled with its easily recognisable package design and, of course, its famous jingle.

Culture, art and sport are the fields in which the brand has developed its values that are constantly associated with joy, fun and optimism.







The Mentolin brand was created in 1933, and over the years it has become a leading brand in the mint and natural confectionery sector.

The sweets were initially only flavoured with peppermint, the most refreshing and popular variety of mint.



Consumer lifestyles are shifting towards an increasingly healthier and more balanced diet. The importance given to nutrition is reflected in the snack market, where Lacasa Nature offers its new cereal snack bars with an irresistible chocolate base – made without palm oil, colourings or genetically modified organisms – that are suitable for vegetarians.



# Crossing Borders

Our export activity plays a very important role, evidenced by the fact that our brands are present in such important and diverse countries as China, the United Arab Emirates, Qatar, Yemen, France, Italy, Russia, Morocco, Angola, Mexico, Guatemala, Colombia and Chile.

	COUNTRIES	EXPORT
2017	55	23,4 M€
2018	62	29,7 M€
2019	75	44,8 M€

In the previous year, we exported our products to 62 countries throughout the world for a total value of 23.4 million euros. In 2019–2020, we exported to 75 countries and our sales increased by 51 per cent to 44.8 million euros.

2018  
**+27%**  
GROWTH

2019  
**+51%**  
GROWTH







Moreover, our participation in international trade shows has helped us to improve our relationship with our customers and has offered us the chance to discover new trends and products, in addition to new markets. These are some of the trade fairs in which we took part in 2019–2020:

#### **ANUGA - Germany**

This fair, together with SIAL Paris, is the leading international food show.

#### **ISM - Germany**

Considered the most important business and communications platform for the sector. For this reason, small and large-scale suppliers come together with multinational companies and investors.

#### **PRIVATE LABEL MANUFACTURERS ASSOCIATION - The Netherlands**

The PLMA brings together wholesalers and manufacturers to help them find new products and make new contacts.

#### **SIAL PARIS - France**

The world's food sector on display at an event that joins professional producers and buyers with the leading global food trends.

#### **WORLDFOOD MOSCOW - Russia**

For the Spanish food and beverage industry, the World Food Moscow trade fair is one of the most important events held in Russia.

#### **GULFOOD - United Arab Emirates**

An outstanding meeting place for the global food industry. Gulfood is a lively and busy event that draws more than 100,000 visitors from 200 countries every year.

#### **YUMMEX MIDDLE EAST - United Arab Emirates**

This is currently the most successful international exhibition for confectionery and snack manufacturers in the Middle East and North Africa region.

#### **CIIE - China International Import Expo**

This is a platform for cooperation open to the whole world, encouraging economic globalisation and contributing to the construction of the Silk Road Economic Belt.

#### **SIAL CHINA**

This is the leading exhibition for the food and beverage industry in Asia that draws the leading names in food distribution.

#### **YIWU - China**

The Yiwu Commodities Fair is one of the largest and most influential and productive consumer goods shows in China.

#### **SUMMER FANCY FOOD SHOW NEW YORK - United States**

This is the largest and most important speciality food show on the East Coast of the United States.





## Highlights



### La Boutique

Chocolates Lacasa opened its first store in Barcelona, the company's sixth overall, close to the former Mauri factory where the first Mentolin sweets were made.



### Lacasitos and Conguitos... Now available as drinks!

Central Lechera Asturiana and Lacasa have joined forces to create two milk shake products with the flavours of the traditional afternoon snack. This product launch was the result of both brands' desire to satisfy the demands of consumers eager for innovations.



### Yiwu Imported Commodities Fair

Together with Aragón Exterior, the Aragonese export promotion agency, and the Government of Aragon, Chocolates Lacasa travelled to China to take part in the Yiwu Imported Commodities Fair for the purpose of expanding its presence in the Asian market.



### Visit by Ángel García, the mayor of Siero, to the Chocolates Lacasa factory in Meres, Asturias

During his visit to the Chocolates del Norte factory, Ángel García was shown the process of manufacturing chocolate blocks, from the extraction of cocoa from the beans to its transformation into the finished product.



### Lacasitos, in fashion with Pull & Bear

Chocolates Lacasa and Inditex, two of Spain's largest groups, brought their leading brands together to launch the summer's most fun t-shirt. This collaboration resulted in a youthful t-shirt printed with the iconic Lacasitos logo.

# Highlights



## Chocolates Lacasa celebrates the 30th anniversary of its Portuguese subsidiary.

Founded in 1989, Chocolates Lacasa's Lisbon subsidiary has become a leader in Portugal's chocolate sector.



## Food safety

Chocolates Lacasa obtained the top grade of AA in the BRC food safety certification audit of its factory in Utebo in the province of Zaragoza.



## Visit by Nadia Calviño to Lacasa Chocolates

The Spanish Minister of Economy, Nadia Calviño, joined the President of Aragon, Javier Lambán, and the Aragonese Minister of Economy, Planning and Employment, Marta Gastón, on a visit to the Chocolates Lacasa factory in Utebo, in Zaragoza province.



## Partnership with YumEarth

Production began of Giggles, the first eco-friendly and organic product for sale online through the American YumEarth company, the world leader in organic confectionery.



## Leading Brands of Spain Forum

Grupo Chocolates Lacasa joined the Leading Brands of Spain Forum, a strategic public-private partnership of major Spanish companies with leading brands in their respective sectors and international projection.



## Dulcinea Maroc

As Morocco is one of our main and closest international markets, Ibercacao has acquired a new manufacturing facility in Tangier, the country's second most important industrial hub.



## Launch of organic products

The factory in Meres-Serio, Asturias, began producing the first organic chocolate blocks under the Lacasa NATURE brand, dark chocolate with 72% cocoa nibs and 82% cocoa dark chocolate.



## A makeover for the Lacasa image in Argentina

Lacasa updated its image to boost the positioning of its brands in the Argentine market. As a result, the company's different varieties of pralines, turón duro and blando (nut brittle and nougat), jams and cakes now have a more modern and appealing image.



## Food safety

Ibercacao renewed its IFS and BRC certifications with the top grades: IFS Higher Level and BRC AA. It was one of the first food companies to be certified in the special circumstances brought about Covid-19.



## Cre100do

Grupo Chocolates Lacasa continues to take part in the Cre100do programme (its name a play on the Spanish word creciendo – 'growing'), which was started in 2014 in order to help Spanish middle market companies to grow and to invigorate the business fabric and the economy at large.

# Risk Management

## Purchasing

Finding suppliers with the same sustainability philosophy.

Difficulty in travelling to countries of origin.

## IT

Complexity of the current business environment and businesses that are starting out.

Technical implications of teleworking.

Compulsory change from SAP R/3 to SAP HANA before 2027.

Cyber-attacks.

## Sales

Falling consumption.

Difficulty of holding face-to-face meetings and/or in-person visits with customers.

## Exports

Higher estimated travel costs.

Future perception of the Spain brand as a result of Coronavirus.

Cancellation of local and international trade events.

Difficulty of holding face-to-face meetings and/or in-person visits with customers.

External factors such as a pandemic, natural catastrophe or high-level accident in our factory that limits the capacity and freedom of customers and consumers, and our own as manufacturers.

Volatility of raw materials: cocoa, sugar, dairy products.

Supplier saturation: auxiliary materials and ingredients, resulting in delayed delivery times.

Changes in the law, banning of ingredients, taxes on sugar, health alerts, etc.

## Financial

Risks from suppliers and customers regarding continuity.

Lack of import finance and current terms.

Foreign exchange risk

Change in tax laws.

## RD&I

Changes in the law that impact contents and certain raw materials.

Impact of Coronavirus on quality management and food safety in the manufacture of products.

Market uncertainty regarding availability and increasing costs of bulk raw materials.

Changes in the law that imply changes to products.

Changes in the law that imply changes to packaging.

## Quality

Laws and consumer pressure that obligate us to constantly change, implying adjustments to ingredients, processes, recipes and packaging.

## Logistics

Increase in transport costs compensated by lower diesel fuel costs.

Less local and international shipping.






# Stakeholder Dialogue

Our dialogue with stakeholders, which relies on direct communication, enables us to get to know their needs and to meet our strategic targets. This report has identified and prioritised our stakeholders according to their importance to our organisation. The communication channels put into place may vary according to each of the companies in Grupo Chocolates Lacasa.

Society	End consumer	Customers	Employees	Shareholders	Suppliers/Banks
Corporate website Partnership agreements Alliances Sponsorships Interviews and reports Social media E-mail Telephone Event attendance Associations	Corporate website Social media Complaint management Retail panels Tasting panel Sales channels Customer satisfaction surveys	Corporate website Trade shows Social media Customer meetings Sales visits Sector forums CSR report	E-mail Notice board Suggestion box Meetings with trade unions Listening directly Intranet Comprehensive employee engagement survey Motivation Complaints channel	Boards of Directors Management Committees Family board Family board meeting	Corporate website E-mail Surveys Meetings Listening directly Telephone number

**Grupo Chocolates Lacasa focuses on consumers in order to satisfy their needs, and one of the channels that allows us to remain in constant contact with them, allowing us to gauge future lines of actions, are digital platforms.**

				Total
<b>Lacasitos</b>	962.601	84.959	37.342	1.084.902
<b>Conguitos</b>	453.685	32.456	14.900	501.041
<b>Lacasa</b>	84.090	17.961	10.254	112.305
<b>Mentolin</b>	42.302	10.155	3.985	56.442
				1.754.690

**1,529,041  
followers  
April 2018**

**1,718,024  
followers  
April 2019**

**+11%**

**1,754,690  
followers  
April 2020**

**+2%**

# Alliances

We are aware of our social impact and have always understood the collaborative economy to be one of the strategic cornerstones of sustainable businesses. To this end, we enter into alliances with companies, associations, NGOs and academic institutions and collaborate with them in order to overcome challenges and create new business opportunities.

Grupo Chocolates Lacasa aims to build a networking system that will enable us to share our expertise and reputation for the benefit of our stakeholders, creating an ecosystem that will contribute to promoting corporate social responsibility policies in Spain.





**Evidence of this are the different alliances that have been forged by our leading brands with other recognised brands.**





## Strategic alliances help us to access new markets and incorporate new technologies.

### AIAA

AIAA, the Food Industries Association of Aragon, represents companies in the food industry of this region. The AIAA comprises 160 food companies from all the agri-food subsectors, quality labels and protected denominations of origin in Aragon.

### AEFA

AEFA, the Family-Owned Businesses Association of Aragon, is an independent, not-for-profit association created on the initiative of family-owned business in this region to represent their interests.

### AECOC

AECOC, the Spanish Association of Manufacturers and Distributors, is one of the country's largest business associations and the only one to bring together all players in the value chain, from producers and manufacturers to logistics operators and distributors.

### ECOEMBALAJES ESPAÑA

This not-for-profit organisation cares for the environment by recycling and through the environmentally friendly design of packaging in Spain. This organisation makes it possible for plastic packaging, tins and paper-cardboard composite packaging to have a second life.

### ADEA

ADEA, the Association of Directors and Executives of Aragon, was founded by a group of entrepreneurs and company directors in this region with concerns and great commitment. The overriding aim of ADEA is to inform and debate on the issues affecting the present and the future.

### PRODULCE

The Spanish Association of Sweet Products was founded with the specific mission of representing and defending the interests of a sector comprising the categories of confectionery and chewing gum, chocolate and cocoa derivatives, biscuits, turrón and marzipan, and baked goods.

### AINIA

AINIA is a technological research centre founded in 1987 as a private, not-for-profit association. With 33 years' experience, it works to enhance the competitiveness of business through innovation.

### CALIDALIA

Calidalia is a company that was founded in 2000 as a platform for the main food, beverage and consumer product companies in Spain.

### CHAMBER OF COMMERCE

The Chamber of Commerce, Industry and Services of Zaragoza is a statutory corporation whose mission is to represent, promote and defend the general interests of commerce, industry and services.

### LA CHAMBRE

La Chambre, the French-Spanish Chamber of Commerce and Industry, is the most influential Franco-Spanish business association in Spain.

### APD

APD has the goal of building up the common good through the professional and personal development of executives and entrepreneurs, together with companies and their employees who believe in the need for a society that is stronger, more dynamic and better prepared to face present and future challenges.

### EDEM

EDEM is a business school with more than 15 years' experience in training executives and entrepreneurs with the same goal: to strengthen the enterprising spirit and the culture of effort and leadership in society.

### LEADING BRANDS OF SPAIN FORUM

The Leading Brands of Spain Forum is a public-private partnership that was founded to defend the importance of brands and internationalisation for companies and the Spanish economy.

### CRE100DO

CRE100DO (a play on the Spanish word *creciendo* – 'growing') is a programme that aims to contribute to the development of a Spanish productive model based on businesses that bring greater added value and that are more innovative and competitive, with a greater international presence.

### LES SPAIN & PORTUGAL

The Licensing Executives Society of Spain and Portugal is an association that promotes high professional standards in business and includes among its members executives, scientists, engineers, academics, lawyers, patent and trademark attorneys, civil servants and other professionals from large, medium and small enterprises, both public and private.



We use the services of different organisations that arrange job placements with our company through the employment schemes of the regional government's employment service, INAEM.

We continue to collaborate, as we have for a number of years, with different organisations and schools for work placements in our different departments, such as the human resources, quality, export, R&D, marketing, administration and logistics departments, among others.

- University of Castilla-La Mancha (UCLM)
- Alonso Quijano Secondary School and Vocational College (Quintanar de la Orden, province of Toledo)
- Fray Luis de León Secondary School and Vocational College (Las Pedroñeras, province of Cuenca)
- Leonardo Da Vinci Secondary School and Vocational College (Puertollano, province of Ciudad Real)
- Río Gallego Secondary School and Vocational College (Zaragoza)
- Miguel Catalán Secondary School and Vocational College (Zaragoza)
- EDEM Business School (Valencia)

# Industry Trends

## New customer profile

In response to new customer preferences, IBERCACHAO has developed:

- Palm oil-free chocolate spreads
- Sugar-free cocoa products
- A range of gluten-free products: chocolate blocks, drinking chocolate powder, chocolate spreads, filled chocolate, chocolate truffles, turrón, baked goods and processed products.

## New international markets

We are opening up markets in Europe, the Middle East and South-East Asia.

## Exports

### New potential distribution channels

In markets, such as China, we entered the online market a year ago. We have many B2B projects underway in France, the United States and other countries.

### New products

New products resulting from new trends, such as organic and home baking products. We have just had a factory certified for organic products and have begun to take our first steps by contacting specialist customers and responding to their requests.

### Traceability in the value chain

Origin of our raw materials. We are adapting to demand by continuing the process of UTZ mass balance certification for fair trade which is recognised and accepted internationally by our customers.

## Emerging trends

Organic, non-GMO, high-protein, clean label, etc. We are developing high-protein, palm oil-free, gluten-free and nut-free products.

## Environment

Because IBERCACHAO is aware of its responsibility towards the environment, and in compliance with the European Commission's request to reduce the use of plastic and that all plastic packaging be recyclable by 2030, the following strategies have been implemented for the reduction of plastic packaging:

- Recyclability
- Use of recycled material
- Reduction in the use of plastic

### Flow-wrapping strategy

Recyclability

### Designs for non-plastic material

Samples with a non-plastic material will be received in 2020 for approval.





# Socially responsible



*Sweet moments with social return on investment*

Pre-tax profit	Corporation tax payable	Tax effectively payable	Corporation tax rate	Tax effectively paid	Percentage of profits
España	5.578.030 €	1.296.044 €	25%	1.091.460 €	21%
Portugal	53.979 €	12.212 €	21%	24.872 €	43%
Argentina	34.338 €	13.386 €	39%	13.386 €	39%
Francia	-5.280.872 €	-118.965 €	16%	-118.965 €	16%
Marruecos	17.092 €	9.602 €	15%	9.602 €	15%
<b>Total</b>	<b>402.567 €</b>	<b>1.212.279 €</b>	<b>26%</b>	<b>1.020.355 €</b>	<b>22%</b>



# *Environment*





Grupo Chocolates Lacasa is committed to protecting the environment. The group promotes the optimisation of resources, both energy and raw materials, in order to minimise our main environmental aspects in compliance with legal requirements and to cause the least impact we can on our surroundings.

The group's Environmental Policy, to which all our member companies are highly committed, focuses on the sustainable use of resources, the use of environmental criteria in the selection of suppliers, achieving more efficient production processes and raising environmental awareness in all employees.



## Pollution

### Air pollution

We control our emissions sources by adapting them to comply with the established parameters, and we perform regulatory measures according to the emission source and yearly self-monitoring to verify compliance with the parameters in accordance with the stipulations of the authorisations we have been granted.

Particulate matter emission sources are equipped with filters inside exhaust flues in order to reduce the amount emitted into the atmosphere. These filters are regularly cleaned and/or changed by the maintenance department to ensure their correct operation.

Periodic maintenance is carried out on combustion installations by authorised companies to verify the proper operation of burners and the entire installation. In the event of non-compliance with the legally established limit of any of our emission sources, corrective actions will be taken, such as the installation of more efficient filters in flues.

One of our production facilities is equipped with a boiler that runs on biomass, a renewable and environmentally friendly energy source that allows us to considerably reduce air pollution. We purchase the fuel from local suppliers, giving priority to those in close proximity in order to reduce travelling and to help create employment in the area.

### Noise pollution

We are concerned about the well-being of the localities in the vicinity of our production facilities and as such work to minimise any possible impacts we may cause, for which we invest all the resources within reach. We regularly take noise level readings in order to comply with the regulations set by the competent local council owing to our factories being located close to populated areas.

## Circular economy and waste prevention and management

### Non-hazardous waste

Grupo Chocolates Lacasa works to minimise the generation of waste during the different stages of our processes by encouraging recycling and reuse. We have plans for waste minimisation focusing on all our processes. We separate waste according to type, giving priority to recycling, reuse by other types of businesses and its possible upcycling.

In 2019–2020, we implemented in our facilities a plan for separating all the waste from the packaging areas, whose main component is plastic. This has allowed us to considerably minimise the amount of waste destined for landfill, resulting in 70% of waste material being repurposed. One of our facilities stood out by having 90% of its waste upcycled. Our aim is to increase this percentage in the coming year to allow us to achieve zero waste. We are working towards this goal together with our waste disposal services contractors, who have also put very ambitious plans into practice for this purpose.

### Waste as subproducts

We earmark a significant part of our waste and the substandard products discarded by our factories for use as subproducts by other types of industries, which contributes to promoting the circular economy and the efficient use of resources. We have put reduction plans into place through which we transform what was one once of our main waste products into a subproduct, which is currently being used for anaerobic processes or for turning into compost.

### Hazardous waste

We separate and correctly store all hazardous waste generated at our production facilities, mainly by laboratories, the IT department and from maintenance interventions. We manage hazardous waste through the use of authorised hazardous waste disposal services, giving those in close proximity to our facilities priority in our selection processes. We reduced the amount of hazardous waste generated by 33% on the previous year, mainly such waste produced by maintenance tasks owing to the optimisation of preventive maintenance for machinery, leading to reduced amounts of used oil and, consequently, the amount of containers used to hold it.

## Measures to combat food waste

We carry out an efficient control of defective products resulting from the different processes, with improvement plans and targets to reduce the amount of substandard products generated in our factories and to reduce food waste as a result of this. We manage substandard products by turning them into subproducts for other types of industries in order to give them a new use and to prevent them from being sent to landfill sites. We are also committed to collaborating with different organisations to which we donate any products with a short usable life cycle so further use can be made of them.





## Sustainable use of resources

We are committed to the efficient use of resources and we monitor the electricity, fuel, water, raw material and auxiliary material consumption of all our facilities, actions that we have been able to implement through the incorporation of Industry 4.0 technologies into our processes, which enables us to identify a large number of opportunities for improvement.

In 2019–2020, we conducted energy audits for the purpose of optimising our main uses and to reduce them even more, and in order to optimise our resources through actions such as replacing inefficient equipment with higher-efficiency equipment. We had previously done this through the replacement of part of the factory lighting with LEDs, the positive impact of which was evident in our reduced electricity use. These audits are also meant to correct deviations in equipment during operation so that they work at an optimum level.

Through the implementation of a reverse osmosis system to feed the steam boiler, reducing dissolved solids that lead to incrustations, we were able to improve its performance while cutting down on water and thermal energy use. This, together with the use of renewable energy in the biomass-fired boiler and the replacement of one of the main fuels in our energy-producing combustion boilers, also led to the reduction of the thermal energy used by the generator.

Water use was also reduced by replacing and improving feeding lines and through the exhaustive control of consumption, which allowed us to identify and quantify losses and to optimise and streamline its use in our processes.

We also carried out awareness-raising actions for employees on the efficient use of resources for the purpose of eliminating excess use of both raw and auxiliary materials in our production processes.

## Climate change

Scope 1 and 2 emission levels per tonne of manufactured product were reduced at our facilities by 17.5%, most notably as a result of decreased electricity use, the replacement of HVAC systems for high-efficiency ones, optimising the use of thermal energy and of effective interventions in our cooling equipment, where we were able to significantly reduce the amount of CO<sub>2</sub> emitted through leaking refrigerant gases.

As regards vehicular emissions, we began to replace our fleet of commercial vehicles in 2018 with hybrid Toyota vehicles, reaching a total of 53 in 2019. This has had a considerable impact, not only on the reduction of diesel consumed, but on the amount of CO<sub>2</sub> emitted into the atmosphere. This plan, which we aim to continue in the coming years in order to replace current vehicles with other more efficient ones with better fuel performance, is not only producing environmental benefits but also important economic savings.

## Protection of biodiversity

The location of our production facilities in industrial estates has not caused significant impact on biodiversity. However, Grupo Chocolates Lacasa is committed to environmental protection and development throughout its value chain through the promotion of economically viable, ethical and sustainable commercial decision-making.

We work with paper and cardboard suppliers certified by FSC and PEFC, which ensures that the raw material they use to produce packaging comes from forests whose management is environmentally adequate, socially beneficial and economically viable.



## Packaging

We have entered into an agreement with Ecoembes to ensure the proper recycling of all the packaging of the products we market. In 2019-2020, the different companies in the group contributed a sum of 421,000 euros to this organisation, in addition to considerably reducing both plastic and cardboard packaging.

We are implementing plans to reduce the weight and dimensions of some of our packaging, in order to make significant savings on auxiliary materials and reduce the impact of our packaging on the environment.

All our wholesale packaging boxes are made from 100% recycled material.

## Organic products

In 2019-2020, we initiated important projects for the manufacture of organic products. Two of these are under our name – 72% cocoa chocolate filled with cocoa nibs and 82% cocoa chocolate – and another two with USDA Organic and Non-GMO certification.

These products are characterised by their sustainable production and the absence of artificial substances or genetically modified organisms. They have also been subjected to approval by certification agencies.

(1) MITECO online calculator

<https://www.miteco.gob.es/es/cambio-climatico/temas/mitigacion-politicas-y-medidas/calculadoras.aspx>

Source: Calculator provided by the Spanish Ministry for Energy Transition (MITECO) for calculating the carbon footprint of an organisation and estimating CO<sub>2</sub> capture for a carbon-capture project.

## SUMMARY OF GRUPO CHOCOLATES LACASA INDICATORS

NON-HAZARDOUS WASTE GENERATION	2018-2019 (kg/kg)	2019-2020 (kg/kg)	difference
	0.0345	0.0357	3.2%
HAZARDOUS WASTE GENERATION	2018-2019 (kg/kg)	2019-2020 (kg/kg)	difference
	0.000206	0.000138	-33.0%
SUBPRODUCT GENERATION	2018-2019 (kg/kg)	2019-2020 (kg/kg)	difference
	0.0279	0.0292	4.8%
ELECTRICITY CONSUMPTION	2018-2019 (kWh/kg)	2019-2020 (kWh/kg)	difference
	0.6957	0.6932	-0.4%
THERMAL ENERGY CONSUMPTION	2018-2019 (kWh/kg)	2019-2020 (kWh/kg)	difference
	0.5256	0.5154	-2.0%
WATER CONSUMPTION	2018-2019 (m <sup>3</sup> /kg)	2019-2020 (m <sup>3</sup> /kg)	difference
	0.0017	0.0016	-3.0%
FUEL CONSUMPTION IN VEHICLES ASSOCIATED WITH THE GROUP	2018-2019 (l/kg)	2019-2020 (l/kg)	difference
	0.0040	0.0037	-7.5%
ATMOSPHERIC EMISSIONS (SCOPES 1 + 2) <sup>(1)</sup>	2018-2019 (t CO <sub>2</sub> /kg)	2019-2020 (t CO <sub>2</sub> /kg)	difference
	0.0004	0.0004	-17.5%
RAW MATERIAL CONSUMPTION	2018-2019 (kg/kg)	2019-2020 (kg/kg)	difference
	1.0439	1.0670	2.2%



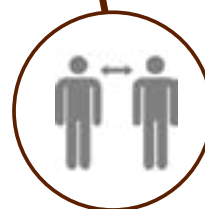
# COVID-19

## GOALS

- ✓ To protect **PEOPLE'S HEALTH**
- ✓ To guarantee **CUSTOMER SERVICE**



## CLEANING AND DISINFECTION



## CONTAINING THE SPREAD



## ORGANISATIONAL MEASURES

This year we have experienced the Covid-19 health crisis first hand. The companies in our groups, as part of the food supply chain, have guaranteed the supply of our products throughout the period. We have reinforced preventive actions in our facilities with:

- Disinfection treatments to guarantee the elimination of Coronavirus in production areas, offices and interior and exterior common spaces.

- Reinforcement of cleaning services for all shifts and at weekends.

- Progressive introduction of PPE for all employees of both our production facilities and sales network, and the reinforcement of social distancing measures and placement of protective screens in the different workspaces.

- Opening of communication channels with employees through posters and displays and the creation of a WhatsApp group informing all group employees of news and forthcoming actions.

- Collaboration with community groups and donation of products.

- Promotion of teleworking and flexibility for individuals at risk.

# *An Outstanding Team*





# An Outstanding Team

Our employees are our company's most valuable resource. At present, with technology and information are within reach of all companies, the only competitive advantage that can differentiate one from another is the ability of the individuals within the organisation.

## Values

We treat individuals with trust, dignity and respect.

We have created a working environment where individuals of different cultures and beliefs can work together effectively.

We are making every effort to attract, identify, hire and retain the ideal individual for each position.

We have created healthy and safe working conditions in which to carry out our activity and we aim to instil safe and healthy practices in our day-to-day.

We actively collaborate in order to improve on a daily basis.

We strive for excellence as we conduct our daily business.

We work for and encourage our staff because this is the best way to achieve our common goals.

We promote training for our employees in order to develop personally and professionally within the company.

## Commitment

In addition to ensuring the safety of each employee and the quality of each product, Grupo Chocolates Lacasa is committed to our policies for equality, work-life balance, the environment, road safety and healthy lifestyles. We also have in-house and external training plans.





# Health and safety

Our employees are regularly informed of different safety guidelines that help to improve personal habits and working conditions.

The company's communication campaign was presented to the Health and Safety Committee at the start of the year for its approval, although it may be modified depending on how the year develops, whether out of general interest or as events unfold.

## Health

Ergonomic tips.

Promotion of healthy habits.

Daily medical service at our Utebo facilities.

Annual medical examination for all employees.

Flu vaccination campaign.

Where gel insoles are medically indicated for staff, special safety footwear adapted to their needs is provided.

Provision of defibrillators in certain areas and training in their use, as well as first aid and resuscitation courses.

Information campaigns on heat and skin cancer.

Our corporate culture recognises the right to disconnect from work and promotes the work-life balance, times for effective work and breaks, as well as employee health and safety (stress, fatigue, posture issues, burnout, etc.).

After a number of years taking part in the Carrera de Empresas, a running race for companies organised by the ESIC business school in Zaragoza, the company saw the start of a new initiative in 2019 led by three employees who created a running group to train for the race. They met several times a week to strengthen their shared values of effort, sacrifice, self-improvement and teamwork, among others.

A plan was set up at those training sessions for three levels – beginners (no running experience), intermediate and advanced.

The result was a complete success, and no year had previously seen such a high level of participation. The best thing is that the members still keep in contact via WhatsApp to train or set challenges for one other. One example during the lockdown period was where they challenged each other to "take part in" Olympic events and send in photos to complete the challenge. It was a great success.

## Safety

Studies to improve the evacuation system.

Zero accidents policy.

Fire extinction training provided by professional firefighters.

Improved training and special training in the use of fork-lifts and overhead cranes, working at heights and/or in confined spaces, platform lifts, etc.

Information campaigns on PPE use and procedures, entrapment and the use of PPE, safety, prevention of traffic accidents, handling loads, first aid, etc.

## Orientation

The aim of this training course is to provide the basic notions of occupational health and food safety to all new employees.

## Safety

This training session introduces the company and facilities and informs employees of the general risks in the company, educating them on the specific regulations regarding safety for certain jobs in the factory. The aim is for employees to understand that preventive actions are not rules that are established haphazardly, but instead that they are justified and can help to create a safer workplace.

## Food safety

Employees are made familiar with the basic rules of hygiene and good practices of food production and are shown the correct way to handle food at our facilities.

# Occupational well-being

The group has a culture of organising working hours (shifts, overtime management, flexible working hours, etc.) that includes measures to facilitate the work-life balance and to encourage shared parental responsibility.

Employees receive a gift when they have been with the company for more than 25 years and when they retire.

Financial incentives in order to reward worker productivity.

Monthly financial contributions for workers with children in school up to six years of age and a gift to celebrate the birth of employees' children

Discounts for employees in collaboration with other companies. Once again, the employees of Cefa Toys were given the opportunity to purchase our products last Christmas at a very good price in a space provided by DFA. Likewise Cefa Toys came to our Utebo facility to enable all our employees to purchase toys conveniently and at exceptional prices.

All our employees are covered by collective bargaining agreements.

## Equal opportunities plan

Grupo Chocolates Lacasa wishes to guarantee equal treatment and opportunities between men and women and to ensure a workplace free of discrimination.

In order to fulfil this fundamental goal, the Equality Plan aims to ensure the absence of direct or indirect discrimination in procedures, tools and actions regarding selection, hiring, career advancement and professional development, communication, remuneration and occupational health, in keeping with the principles and policies of the company.

These stipulated **goals** will be accomplished to the extent that employees become aware of the need to break with antiquated sexist paradigms, which will be achieved through unceasing work to provide training and awareness in the field of equal opportunities:

- Guaranteeing equal opportunities in selection processes.

- Promoting equal opportunities in the process of developing skills for all employees.

- Guaranteeing equal opportunities for and non-discrimination between men and women in terms of career advancement.

- Guaranteeing the effective implementation of the principle of equal pay for work of equal value and the absence of gender pay gaps in particular.

- Dissemination of the measures established to ensure the work-life balance.

- Notification of the implementation of the Equality Plan.

- Avoiding any situation of sexual or gender-based harassment in the company and knowing how to act should harassment occur.

- Guaranteeing effective prevention of occupational risks in the workplace for both men and women in the company.



## Harassment protocol

No cases of harassment or bullying, including sexist bullying, have been reported. Nonetheless, we have implemented a protocol for action in order to prevent sexual and gender-based harassment, consisting of a code of good practices for the prevention, detection and resolution of any type of gender-based harassment as a requisite to guarantee the dignity, integrity and equal treatment and opportunities of all employees. Grupo Chocolates Lacasa is committed to:

Informing the entire workforce of the content of the harassment protocol and to raising awareness of the values of respect for dignity on which it is based.

Incorporating actions for prevention and resolution of situations of bullying and harassment into human resources management, and to placing the required means at the department's disposal in order to avoid situations of harassment and bullying in the workplace.

Investigating with total confidentiality any situations where harassment may take place and to processing any complaints that may be lodged with due consideration and in a serious and timely manner.

Establishing channels by which any individual who may suffer from bullying or harassment in the workplace will be able to report such behaviour and to providing suitable procedures for dealing with problems, should they occur, and preventing them from occurring again, while guaranteeing the right to resort to such procedures.

Protecting individuals from possible retaliation for having lodged a complaint against bullying or harassment or having served as a witness. Providing the necessary assistance for the victim.

Adopting disciplinary measures against the instigator of the bullying or harassment, those who carry out this practice and against any individual who brings false allegations.



**STYLEPACK**

## Accessibility

We are in constant collaboration with a number of companies with which we provide employment for people with disabilities through work involving the handling of pre-packaged products.

We also gave our support to the incorporation of people with disabilities into the workforce through an awareness campaign conducted by Fundación Adecco, taking advantage of the commemoration of the International Day of Persons with Disabilities, 3 December 2019.



**Día Internacional  
de las  
Personas con  
Discapacidad**

Participation in Más Capaces ('More Able'), a programme created by Fundación Adecco for people with disabilities which empowers students by providing them with specific knowledge for a particular sector. This involves collaboration with different companies who receive groups of people on work placements after theoretical training provided by Fundación Adecco. In July 2019, two participants were selected to complete a 120-hour work placement in a Lacasa facility. Those two individuals were later hired for the Christmas season.





# Intrapreneurship Programme

This programme is the first of several that we have planned to boost innovation from within our organisation.

Our intention is to identify certain novel and disruptive business challenges within our organisation and to resolve them by combining the experience of our teams with external entrepreneurial talent.

Through this initial initiative, in addition to dealing with disruptive challenges found in our organisation, we assist our teams to work differently, innovating in order to improve our value chain.

By way of an internal competition, our teams are invited to identify and propose innovative challenges with the intention of resolving them with the help of the entrepreneurial community. Of all the challenges presented by our teams, the three most disruptive ones that we considered had helped improve the organisation and our way of doing things were selected. With support from TheHop team, the challenges presented were given shape and presented to the entrepreneurial community so that they could contribute its own ideas for how to solve them.

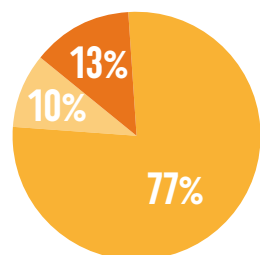
After receiving proposals from the entrepreneurial community, we selected a start-up for each challenge. For the following three weeks, the selected entrepreneurs worked with support from Lacasa teams to conceptualise the challenges put forward and make them tangible. Finally, the three teams presented the proposed solution to our Management Committee together with a viability and development plan.



# Our Workforce

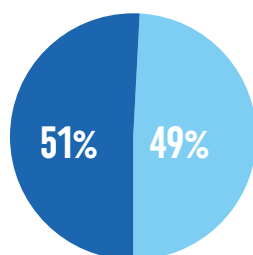
The information provided refers to the average workforce of our different facilities in Spain. It does not include France, Portugal or Morocco.

## CONTRACT



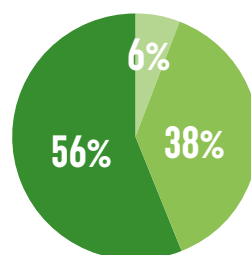
- Temporary
- Permanent
- Permanent seasonal contracts

## GENDER



- Women
- Men

## AGE



- <25
- 26-40
- >40

## PERMANENT

## PERMANENT SEASONAL CONTRACT

## TEMPORARY

<b>Men</b>	308	12	36
	87%	3%	10%
<b>Women</b>	248	57	60
	68%	16%	16%

## PERMANENT

## PERMANENT SEASONAL CONTRACT

## TEMPORARY

<b>&lt;25</b>	5	2	15
<b>26-40</b>	174	20	53
<b>&gt;40</b>	377	47	28

## AVERAGE REMUNERATION

<b>Management</b>	65.762 €
<b>Technicians</b>	26.563 €
<b>Others</b>	15.339 €

## JOB CATEGORY

<b>Management</b>	41
<b>Technicians</b>	224
<b>Others</b>	456

## PERMANENT REDUNDANCIES

<b>Men</b>	6
<b>Women</b>	5

## EMPLOYEES WITH DISABILITIES 11

All the member companies of Grupo Chocolates Lacasa comply with the Spanish General Law on the Rights of Persons with Disabilities and their Social Inclusion (LGD) 1/2013 of 29 November.

Information provided for workforce active on 31 March. This does not include possible redundancy pay for employees no longer on the payroll on 31 March 2020.

	1 April 2019–31 March 2020			1 April 2018–31 March 2019		
Training hours	Total	Men	Women	Total	Men	Women
Employees	16,600	9,060	7,540	13,300	7,372	5,928
<25	256	143	113	50	25	25
26–40	7,373	4,530	2,843	7,576	4,215	3,361
>40	8,971	4,387	4,584	5,674	3,132	2,542

## Health and Safety

The parameters given below are compiled from the information provided by the human resources department related to work performed and the information submitted to DELTA (electronic statement sent to the Spanish Ministry of Labour and Social Affairs regarding employees involved in work-related accidents).

These status indicators are also compiled unitarily by the external risk prevention services used by each of the companies.



Accident frequency rate	Total	Men	Women
	11.9	14.16	9.91

The frequency rate represents the number of accidents involving sick leave that occurred during working hours for every million hours worked by employees exposed to the risk. This rate and the accident severity rate are the most representative figures as they allow us to compare our company with others in the country or in the sector with similar risks or a similar make-up.

Severity rate	Total	Men	Women
	0.61	0.51	0.71

This indicator expresses the severity of accidents. The figure represents the number of working days lost for every 1,000 hours worked.

Sick leave taken for work-related illness	Total	Men	Women
	1	1	0

Number of work-related illnesses resulting from the work performed as part of the activities specified in the list published by the Spanish Ministry of Labour and Social Affairs.

Number of accidents	Total	Men	Women
	14	8	6

The figure presented in this and any other indicator refers to the total number of incidents resulting in corresponding sick leave (authorised by the health services), without taking into consideration any accidents occurring on the way to or from work or those unrelated to the company.

Absenteeism in hours (or days, or rate)	Total
	3.51%

The absenteeism rate percentage includes all contingencies that involve absence from work (temporary incapacity or work-related accident and leave with pay).



# *Committed to Our Consumers*



# Suppliers

In 2019, we worked together with Calidalia to establish the process for approving our suppliers of raw materials and packaging material. This document is applicable to the following companies:

LACASA, S.A.U (A50025519)  
CORPORACIÓN CHOCOLATES LACASA, S.L  
(B50067586)

COMERCIAL CHOCOLATES LACASA S.A. (A08350845)

## Rules governing contracting and relationships with suppliers:

### The Ten Principals of the UN Global Compact

We are in agreement with the contents of the Global Compact and undertake to comply with its ten binding principles, which are based on respect for human and labour rights, the elimination of discrimination in respect of employment and occupation, the fight against corruption, and environmental protection.

Suppliers, as part of their production activity, are bound to set up mechanisms with which to regularly verify the absence of practices that do not uphold any of the ten principles of the Global Compact. This also covers subcontractors, particularly when such companies are located in parts of the world where there the risk of non-compliance with social responsibility criteria is high.

### Product quality and safety

Supplies and services must be delivered or provided in full compliance with the specified and agreed characteristics (described, as the case may be, in the Technical Specifications, Quality Plan, bid specifications or RFQ, among others) and always in compliance with the applicable laws.

### Continuous improvement

Suppliers must promote work based on the best practices existing in the industry at their facilities in order to be efficient and offer a good service to our customers and all our stakeholders. Likewise, suppliers must cooperate in improving the supplies delivered or services provided, based on the transfer of knowledge that allows the improvement of production processes, formulations, services, etc.

### Animal welfare

Suppliers of agricultural and livestock products must agree to be subjected to an evaluation process of the aspects related to animal welfare and implement the improvements arising from this process. Means of support will be made available to them to help accomplish these goals.

### Verification of agreements and contracts

Upon prior agreement of the parties, suppliers must allow evaluators (or subcontractor companies hired for this purpose) to access their installations in order to conduct audits and/or the taking of samples of the supplied products, as well as quality inspections. They must also provide any documentary evidence (certificates, analytical reports, product and process inspection records, etc.) that may be required of them. In the case of irregularities being found, they will be required to implement corrective measures.

### Environment

Grupo Chocolates Lacasa suppliers must work constantly on environmental improvement, for which they must agree to comply with the proper management of environmental aspects and the applicable legal requirements.





## Code of Supplier Conduct

The aim of this code is to strengthen the sustainability and competitiveness of the company's value chain by inviting suppliers to guarantee equal opportunities and to show their commitment to a number of basic ethics and professional conduct principles.

Specifically, we ask our suppliers to observe the following principles:

### Integrity

Integrity implies acting in good faith and establishing professional relationships based on transparency and ethics. Among other attitudes, this involves:

Acting with respect for and in compliance with the applicable laws and regulations in force in countries where the business activity takes place.

Not taking part in any activity with the intention of restricting trade.

Not taking part in bribes to authorities and/or civil servants, or offering or giving benefits or advantages of any nature not considered legitimate market practices to them or the executives, employees or collaborators of any organisation.

Always providing true and faithful information and maintaining clear communication and loyal, respectful, diligent and honest conduct.

Endeavouring to avoid all contact with dishonest individuals who intend to, or may potentially, harm companies.

### Quality

Quality and sanitary conditions are particularly important variables when creating value for our stakeholders. This implies:

Strict compliance with the quality parameters contained in the technical specification or bid specifications.

Actively collaborating to improve the services provided or supplies delivered in terms of quality and sanitary conditions.

Promoting the continuous improvement of the products or services that impact our value chain.

Sharing best existing practices with regard to the products or services provided.

### Respect

Respect entails an attitude that recognises the value of individuals and of their work, in addition to that of the local communities and environment. This means:

Treating employees fairly, respecting and constantly promoting the principles of equal opportunities, diversity, respect for people and non-discrimination, whether based on race, gender, language, religion, disability, sexual orientation, opinion, origin, economic status, birth, trade union membership or any other personal or social circumstance.

Caring for the environment and identifying, dealing with and mitigating the environmental impact of any activity.

Protecting health, preventing occupational risks and ensuring the welfare of employees in all activities.

Protecting and maintaining the tangible and intangible assets of our company and using them efficiently in order to contribute to achieving the aims of the business, not for personal benefit.

### Professionalism

Professionalism is understood to be a proactive attitude aimed at attaining excellence in performance and implies fully meeting the highest quality standards while taking into consideration the interest of our company in all transactions, and acting based on and in accordance with our established policies.

No confidential information regarding our processes, methods, strategies, plans, projects, technical information, market information or information of any kind will be disclosed.

Gifts must not be accepted.

### Relationship

In order to form part of our supplier portfolio, consideration shall only be given to those who demonstrably share our ethical values and possess a solid reputation for fairness and integrity in their dealings. In this respect, priority will be given to suppliers whose management processes have been certified.

When negotiating the acquisition of goods and services, we offer to and require of suppliers fair and honest treatment in each transaction while always seeking to serve the best interests of the company.

We do not disclose the problems or weaknesses observed in a supplier to another supplier or any persons unassociated with the company.

When considering the advantages of an ongoing relationship with suppliers, any agreement that hinders competitive management must be avoided.

If any of the parties detects any infringement of the code, it must be brought to our attention through one of the habitual mechanisms of communication with the company.



# Quality

Ensuring and constantly improving the quality of processes, products and services is essential for the sustainable development of Grupo Chocolates Lacasa. Therefore, and as a demonstration of our public commitment in this regard, all employees, regardless of their position, are to identify with these principles and become engaged in achieving the established objectives.

## Quality policy

Grupo Chocolates Lacasa is aware of the need to meet the needs and expectations of our customers and consumers. We manufacture our products and fulfil the services we offer in accordance with their specific requirements.

### Core principles

- Compliance with legal requirements.
- Compliance with food safety requirements during the entire process.
- Protecting the environment.

### Commitments

- Continuous improvement to processes and products in order to increase the competitiveness and quality of existing processes, products and/or services by monitoring the production indicators that affect product quality.
- Continuous improvement of employees and their motivation by providing them with the training they need at all levels.
- Food safety is one of Grupo Chocolates Lacasa's core principles, leading us to bring in one of the strictest management systems in the sector and to take on the commitment to comply with all legal and regulatory requirements applicable to our products and processes.
- Upholding honest relationships with our customers and altruistically collaborating with organisations and NGOs.
- Manufacturing products using approved suppliers.

- Reducing waste generation, particularly packaging and emissions.
- Not using ingredients and/or additives containing or made from genetically modified organisms (GMOs) and managing allergens in a transparent manner.

### Aim

To achieve customer satisfaction through continuous improvements in product quality, innovation and service, while offering competitive prices.



# Certifications

Chocolates Lacasa has a quality and food safety management system based on the strictest international standards – IFS Food Standard, BRC Global Standard for Food Safety and ISO 9001:2015. These systems have been endorsed by recognised certification agencies and by customers who conduct unannounced audits of the company. We also boast specific certifications for our products, with them being organic, kosher, halal, gluten-free, Fair Trade, RSPO and UTZ-certified. We are also members of Sedex.

We monitor raw materials from the place of origin in order to guarantee food safety and the quality of our products. In this sense, we have solid approval and assessment systems to analyse whether our suppliers are suitable or not for a specific product. Likewise, we require them to be registered with the Sedex platform and to observe our Code of Supplier Conduct, which contains criteria regarding human rights, labour rights, quality and environment, anticorruption and ethical management. At present, 70–80% of our raw material suppliers around the world have at least one quality and food safety certificate (IFS/BRC or similar).

In 2019, we joined forces with Calidalia to begin developing a platform for approving and managing suppliers, which came into service in the first quarter of 2020.

We conduct inspections and testing of raw materials, semi-finished products and finished products according to the established quality and scheduling plans, and the quality team constantly monitors the manufacturing process. They are also responsible for continuously controlling, validating and monitoring all processes through the hazard analysis and critical control points (HACCP) system. We provide continuous training to our production and maintenance personnel in quality, hygiene and food safety.

Moreover, we are continuing to work on a paper-free system for traceability and control, and a project for controlling traceability and the variables of the manufacturing process that ensures and improves product quality.

**In 1994, Chocolates Lacasa became the FIRST manufacturer of chocolates, confectionery (Conguitos, Lacasitos, etc.), nougat, nut brittles and pralines to gain certification in the ISO 9001 quality standard, one of the strictest international standards in this field.**



FAIRTRADE



Sustainable cocoa



Products allowed by Islamic law



Responsible environmental practices



Products that conform to Jewish dietary regulations



Gluten-free products



Certified for export to the United States



Organic foods



Non-GMO products



Organically produced in the EU



Supply chain transparency



Vegan products

# Customer Service

Customer service and complaint management are priorities for us. For this reason, we have different communication channels that make it easy for our customers and consumers to notify us of incidents while guaranteeing privacy in compliance with the Spanish Data Protection Act.

## Labelling

We are working to update all our packaging to include a freephone number to make communication with us easier.

## Freephone number (+34) 900 10 73 85

Calls are attended from Monday to Friday by our own staff with the necessary skill and knowledge to handle any queries quickly, effectively and in a pleasant and polite manner. We also have a voicemail system that allows consumers to leave their details.

## atencionalcliente@lacasa.es

An automatic acknowledgement of receipt is sent whenever we receive an e-mail.

## Contact form

[www.grupo.lacasa.es](http://www.grupo.lacasa.es)

## Complaint forms

Customer complaint forms are available at all our physical stores.

### Number of complaints per year

<b>2017</b>	296
<b>2018</b>	256
<b>2019</b>	216

**2019**  
**-16%**  
**Incidents**

## Incident management process

All complaints received through any channel are recorded by a system we have implemented that allows us to effectively follow them up and assists us in achieving a prompt resolution.

- Receipt and registration of the complaint
- Rapid analysis of the situation
- Proposal for resolution
- Reply to consumer/customer
- Analysis and proposal of improvement opportunities





# Social Impact

Our companies have a **direct impact** on the localities where they are situated given that most of our employees, whether permanent or on seasonal or temporary contracts, reside in the vicinity of the facilities in Utebo, Quintanar de la Orden, Meres and Dijon.

Twice a year we make our facilities in Utebo available to the **Donantes de Sangre de Zaragoza** (Brotherhood of Blood Donors of Zaragoza) where our employees can donate blood. Through these actions we do our part for hospitals.

Grupo Chocolates Lacasa is regularly involved with the community through **donating** our products to organisations that perform charitable works and charitable associations who help the most underprivileged and vulnerable groups. To a lesser extent, we also take part in sporting activities in our local areas by donating our products.

**In 2019 we donated a total of 4.9 tonnes of products.**



Our most popular and requested activity is the **school visits** we hold of our Chocolates del Norte factory in Meres, Asturias, and of the Chocolates Lacasa factory in Utebo, Zaragoza.

The visit takes in some of the different processes in the manufacture of our chocolate bars and blocks and of Lacasitos and Conguitos. This activity, which is free of charge, makes use of different educational resources to immerse our visitors in the world of chocolate.

Both the children and their teachers leave very happy and learn that chocolate is a good complement to our diet, but that it should be eaten in moderation. Chocolate is a prize and a reward!

This year we had planned for 177 schools and more than 9,800 children and teachers to visit us; however, we were forced to suspend this activity because of the pandemic.

We are currently working on a new project in light of the fact that it may be impossible to hold these visits on site in the coming school year.



All our companies have endeavoured to bring moments of joy, however small, to our health workers and other individuals who have been on the front lines in the daily fight against Covid-19. Donations of our products have been made to hospitals in Spain, Portugal and France, as well as to different institutions and community groups.

Likewise, given the precarious situation in which thousands of people find themselves, we have also collaborated through the donation of our products to different institutions and associations, such as local food banks, churches, Caritas and the Red Cross, among others.

### Total products donated: MORE THAN 10 TONNES

#### List of recipients:

**Aragon:** 061 Aragón, El Portazgo ambulances, Casetas public health centre, Asociación Food Truck Aragón, Banco de Alimentos Zaragoza food bank, Banco de Sangre Aragón blood bank, La Almozara public health centre, Valdefierro public health centre, Committee of Representatives of Persons with Disabilities (CERMI) Aragón for: Plena Inclusión Aragón, Fundación DFA and Atadi Teruel; Cuartel de Palafox, DYA Zaragoza, Spanish Air Force Air Deployment Support Squadron (EADA), Fundación Ozanam. Guardia Civil Casetas, Hospital Clínico Universitario, Miguel Servet Hospital, Hospital Militar, Provincial Hospital, Quirón Hospital Zaragoza, Royo Villanova Hospital, San Juan de Dios Hospital, San Jorge Hospital (Huesca), MAZ Hospital. SALUD (Health Service of Aragon) logistics platform, municipal police forces, Spanish National Police Force Underground and Environmental Protection Unit, Residencia Los Maizales care home (Casetas), Residencia Santa Teresa – Cáritas care home, Solidaríonline. Zaragoza City Council: **#VamosaGanar** solidarity platform destined for municipal homeless shelters, Hermandad del Santo Refugio, Hijas de la Caridad, Comedor Social Hijas de la Caridad de San Vicente de Paúl, San Antonio, El Carmen and La Caridad soup kitchens; Proyecto Hombre, Casa de Acogida, Fundación San Eugenio and Casa de Amparo; Fondo de Alimentos food bank (Utebo). Red Cross (Alagón), Asociación de Comerciantes (Casetas Business Association), Virgen de Sancho Abarca care home (Tauste), Residencia Municipal de Mayores Santa María de Cabañas care home (La Almunia de Doña Godina). **Castile and León:** La Casa Grande de Martiherrero (Ávila), Centro Residencial Infantas Elena y Cristina care home (Ávila), Boadilla town council (Salamanca), Río Hortega Hospital (Valladolid). **Castile-La Mancha:** Care homes, Cáritas, Red Cross, Guardia Civil, municipal police forces, Protección Civil emergency services, Hermanas Trinitarias, Parroquia Quintanar, sheltered housing for people with disabilities (Asprodiq), health centres, Quintanar ambulance and medical emergencies service, Limpiezas Muper, Alcázar de San Juan Hospital haemodialysis unit, Valdepeñas Hospital, UCIPN Alcázar, CEDT Ocaña, a care home in Corral de Almaguer, La Mancha Centro Hospital (Alcázar de San Juan), Residencia Dulcinea care home (Alcázar de San Juan), José Luis Ballesteros, a funeral service in Quintanar de la Orden, Protección Civil emergency services (Quintanar de la Orden), Limpieza Ayuntamiento (Quintanar de la Orden), Residencia Nuestra Señora del Socorro care

home (Miguel Esteban), Industria Pantalonesa (Quintanar de la Orden), ASPRODIQ sheltered housing for people with disabilities, Ambulancia Cruz Roja, Guardia Civil Ocaña, Guardia Civil Villacañas, Guardia Civil La Puebla de Almoradiel, Lillo town council for homeless families, Ambulancias Alcázar de San Juan, Alcázar de San Juan Hospital. Toledo food bank, Residencias de Ávila care homes, Ambulancias Miguel Esteban, Residencia Seller care home (Villarobledo). **Madrid:** Gregorio Marañón Hospital, Fundación Altius, Fundación Bocatas. **Galicia:** University Clinical Hospital of Santiago de Compostela. **Canary Islands:** Red Cross. **Basque Country:** Urduliz Alfredo Espinosa Hospital (Vizcaya). **Community of Valencia:** Banco de Alimentos Valencia food bank. **Asturias:** Asturias Central University Hospital (Oviedo), Cabueñes Hospital (Gijón), San Agustín Hospital (Avilés), Siero town council, Asociación de Festejos de Lugones. **Cantabria:** Sierrallana Hospital. **Outside of Spain:** Beatriz Angelo Hospital (Loures, Portugal) and Ramsay Santé Hospital (Dijon, France).



# Appendices

## Basis for the formulation of the non-financial information statement

This is the second Non-Financial Information Statement (NFIS) of Corporación Chocolates Lacasa SL and its subsidiaries (hereinafter, Grupo Lacasa), which comprehensively reports on the financial, social and environmental results obtained in the 2019/2020 financial year. It was written up and approved by the Board of Directors and was externally verified. It can also be accessed through the corporate website [www.lacasa.es](http://www.lacasa.es) together with the consolidated annual accounts.

The NFIS was prepared according to the requirements of Spanish Law 11/2018 of 28 December, which amends the Commercial Code; the Consolidated Text of the Spanish Corporate Enterprises Act approved by Royal Legislative Decree 1/2010 of 2 July; and the Spanish Financial Auditing Act 22/2015 of 20 July as regards non-financial and diversity reporting.

It is our public commitment to measure, disclose and be held accountable to our internal and external stakeholders in terms of the United Nations Sustainable Development Goals (SDGs).

Grupo Lacasa prepares the information contained in the statement in accordance with Global Reporting Initiative (GRI) standards, based on the group's commitments, strategy and management approach.

Grupo Lacasa has taken into account the principles relating to the definition of the content and quality of our CSR report according to the GRI Sustainability Reporting Guidelines, in its GRI Standards version.

The indicators provided come from the information management systems of the different departments in Grupo Lacasa. These systems are rigorously managed and subjected to a series of verification processes as well as internal and external audits.

After the publication of our first CSR report, we have continued to advance in our efforts to ensure that the information contained in this report takes into account the GRI principles of balance, comparability, accuracy, timeliness, clarity and reliability. Likewise, we have worked on the report guidelines in terms of the content of the document and the principles relating to materiality, stakeholder engagement, the context of sustainability and comprehensiveness.

Our report compiles the most important actions and results during 2019/2020 and is structured according to our stakeholders: Shareholders, Employees, Customers, Society and Suppliers.

The report covers all companies in the group, where information is available, as well as existing alliances. Other than those expressly stated in the report, there are no limitations on its scope or coverage.

We see trends in the sector as opportunities and not as risks.

No direct public grants were received.

No provisions or guarantees on environmental risks were entered.

No solid indicator exists for the calculation of pay gaps. Work is being done to include it in the forthcoming NFISs.

No monetary contributions were made to foundations and not-for-profit organisations.

## Available policies

### Quality Policy

List of the organisation's principles and commitment to sustainable development.

Scope: Environment

Link: intranet

### Purchasing Policy

Standards applied to any purchasing process that reflect the values, principles and code of conduct in any customer-supplier relationship.

Scope: Suppliers

Link: intranet

### Equality Plan

Set of measures adopted after an equality diagnosis, aimed at achieving equal treatment and opportunities for women and men and at eliminating gender-based discrimination.

Scope: Employees

Link: intranet

### Quality and Food Safety Manual

Created for the purpose of achieving the goals derived from the Quality and Food Safety Policy and to ensure compliance with the applicable legal and regulatory requirements and to achieve food safety and customer satisfaction.

Link: intranet



## Table of contents of Spanish Law 11/2018

## GRI reporting criteria

## Pages in the Grupo Lacasa 2019/2020 NFIS

### General matters

Business model	Brief description of the group's business model	GRI 102-2	5-6
		GRI 102-7	
	Markets served	GRI 102-3	13-14
		GRI 102-4	
		GRI 102-6	
	Goals and strategies of the organisation	GRI 102-14	3
General	Main factors and trends that may affect its future development	GRI 102-14	22
		GRI 102-15	
	Reporting framework	GRI 102-54	47
Management approach	Materiality principle	GRI 102-47	47
	Description of applicable policies	GRI 103-2	47
	The outcome of these policies	GRI 103-2	47
	The main risks related to those issues linked to group activities	GRI 102-15	17

### Environmental issues

Environmental management	Current and foreseeable effects of the company's activities on the environment and, where applicable, on health and safety	GRI 102-15	25-29
	Environmental assessment and certification procedures	GRI 103-2	25-29
	Resources dedicated to the prevention of environmental risks	GRI 103-2	25-29
	Application of the precautionary principle	GRI 102-11	25-29
	Amount of provisions and guarantees for environmental risks	GRI 103-2	47

## Table of contents of Spanish Law 11/2018

		GRI reporting criteria	Pages in the Grupo Lacasa 2019/2020 NFIS
Pollution	Measures to prevent, reduce or remediate carbon emissions (also including noise and light pollution)	GRI 102-46	25–26, 29
Circular economy and waste prevention and management	Measures for prevention, recycling, reuse, other forms of recovery and waste disposal	GRI 103-2	27, 29
		GRI 306-2	
	Measures to combat food waste	GRI 103-2	27, 29
		GRI 306-2	
Sustainable use of resources	Water consumption and supply according to local constraints	GRI 303-5	28–29
		(2018 version)	
	Consumption of raw materials and measures taken to improve the efficiency of their use	GRI 102-46	28–29
	Direct and indirect energy consumption	GRI 302-1	28–29
	Measures taken to improve energy efficiency	GRI 103-2	28–29
		GRI 302-4	
Climate change	Important aspects of the greenhouse gas emissions produced as a result of the company's activities	GRI 302-1	28–29
		GRI 305-1	
		GRI 305-2	
	Measures taken to adapt to the consequences of climate change	GRI 305-3	
		GRI 103-2	28–29
		GRI 305-4	28–29
Protection of biodiversity	Voluntary medium and long-term reduction targets set to reduce greenhouse gas emissions and the measures implemented for this purpose	GRI 305-5	
	Measures taken to preserve or restore biodiversity	GRI 102-46	28
	Impacts caused by activities or operations in protected areas	GRI 102-46	28

## Table of contents of Spanish Law 11/2018

## GRI reporting criteria

## Pages in the Grupo Lacasa 2019/2020 NFIS

### Social and personnel issues

Employment	Total number and breakdown of employees by country, sex, age and job category	GRI 102-8 GRI 405-1	31–38
	Total number and breakdown of work contracts	GRI 102-8	31–38
	Annual average by contract type (permanent, temporary and part-time) by sex, age and job classification	GRI 102-9	31–38
	Number of redundancies by sex, age and job classification	GRI 103-2	
	Pay gap	GRI 103-2 GRI 405-2	There is no solid indicator for its calculation
	Average remuneration and its evolution, broken down by sex, age and job classification or equal value	GRI 103-2 GRI 405-2	31–38
	Average remuneration of directors and executives, including variable remuneration, expense allowances, compensation paid to long-term savings schemes and any other item broken down by gender	GRI 103-2 GRI 405-2	31–38
	Implementation of policies that promote disconnecting from work	GRI 103-2	31–38
	Employees with disabilities	GRI 405-1	37
	How work is organised		
	Organisation of working hours	GRI 103-1	31–38
	Number of hours of absenteeism	GRI 403-9 (GRI 2018 version)	38
	Measures to facilitate the work-life balance and encourage shared parental responsibility	GRI 401-2	38



## Table of contents of Spanish Law 11/2018

		GRI reporting criteria	Pages in the Grupo Lacasa 2019/2020 NFIS
Health and safety	Health and safety conditions in the workplace	GRI 403-1	30–34
		GRI 403-2	
		GRI 403-3	
		GRI 403-7	
		(GRI 2018 version)	
	Occupational accidents, in particular their frequency and severity, broken down by gender	GRI 403-9	38
		GRI 403-10	
		(GRI 2018 version)	
	Work-related illnesses, broken down by gender	GRI 403-9	38
		GRI 403-10	
		(GRI 2018 version)	
Social relations	Organisation of social dialogue, including procedures for informing, consulting and negotiating with employees	GRI 103-1	33–34
	Percentage of employees covered by collective bargaining agreements, by country	GRI 102-40	100%
	The balance of the collective agreements, particularly in the field of occupational health and safety	GRI 403-3	All agreements are endorsed by works councils
Training	Implemented training policies	GRI 103-2	38
		GRI 404-2	
	Total number of training hours by job category	GRI 404-1	38
Accessibility	Universal accessibility for people with disabilities	GRI 103-2	35
Equality	Measures taken to promote equal treatment and opportunities for women and men	GRI 103-2	34–35
	Equality plans (Chapter 3 of Spanish Constitutional Act 3/2007 of 22 March for effective equality between women and men)	GRI 103-2	34–35
	Measures adopted to promote employment, protocols against sexual and gender-based harassment, and the incorporation of and universal accessibility for people with disabilities.	GRI 103-3	34–35
	Policy against all forms of discrimination and, where appropriate, diversity management	GRI 103-4	34–35

## Table of contents of Spanish Law 11/2018

## GRI reporting criteria

## Pages in the Grupo Lacasa 2019/2020 NFIS

### Information on respect for human rights

Human rights	Application of due diligence procedures in the field of human rights, prevention of risks of violation of human rights and, where appropriate, measures to mitigate, manage and remediate possible abuses committed	GRI 102-16	8
		GRI 102-17	
		GRI 412-1	
	Allegations of human rights violations	GRI 103-2	8
		GRI 406-1	
	Promotion of and compliance with the provisions of the International Labour Organization's fundamental conventions relating to respect for freedom of association and the right to collective bargaining, the elimination of discrimination in employment and occupation, the elimination of forced or compulsory labour, and the effective abolition of child labour	GRI 103-2	8
		GRI 406-1	
		GRI 407-1	
		GRI 408-1	
		GRI 409-1	

### Information regarding the fight against corruption and bribery

Corruption and bribery	Measures taken to prevent corruption and bribery	GRI 103-2	8
		GRI 102-16	
		GRI 102-17	
		GRI 205-2	
	Measures to combat money laundering	GRI 103-2	8
		GRI 102-16	
		GRI 102-17	
		GRI 205-2	
	Contributions to foundations and not-for-profit organisations	GRI 102-13	45
		GRI 201-1	

## Table of contents of Spanish Law 11/2018

## GRI reporting criteria

## Pages in the Grupo Lacasa 2019/2020 NFIS

### Information about the company

Company commitments to sustainable development	Impact on employment and local development.	GRI 103-2 GRI 203-2	36, 45–46
	Impact of company activity on local communities and the region	GRI 413-1 GRI 413-2	45–46
	Relationships maintained and the forms of dialogue with local community stakeholders	GRI 102-43 GRI 413-1	1
	Partnership or sponsorship actions	GRI 103-2 GRI 201-1	These are included in our marketing policy and are dealt with in our Financial Report
Subcontractors and suppliers	Inclusion of social, gender equality and environmental issues in the purchasing policy	GRI 103-2	40–41
	Consideration of social and environmental responsibility in our relations with suppliers and subcontractors	GRI 102-9 GRI 308-1	40–41
	Monitoring and auditing systems and their results	GRI 102-9 GRI 308-2	40–41
Consumers	Measures for consumer health and safety	GRI 103-2	42–44
	Complaint systems, complaints received and complaint resolution	GRI 103-2 GRI 418-1	42–44
Tax information	Country-by-country profits	GRI 201-1	24
	Income tax paid	GRI 201-1	24
	Public grants received	GRI 201-4	47





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## Independent Assurance Statement on the Consolidated Non-Financial Information Statement of Grupo Lacasa for 2019/2020

To Grupo Lacasa shareholders and subsidiaries,

The assurance was carried out on the consolidated Non-Financial Information Statement (NFIS) for the financial year ending 30 March 2020 of Corporación Lacasa and its subsidiaries (hereinafter, Grupo Lacasa), which forms part of the attached 2019/2020 consolidated Management Report of the group. The content of the consolidated Management Report includes additional information beyond that required by current commercial regulations on non-financial information.

### Responsibility of Directors

The formulation of the NFIS included in the group's consolidated Management Report, as well as its content, is the responsibility of the Directors of Grupo Lacasa. The NFIS was prepared according to the contents of current commercial regulations and following the contents of the selected Sustainability Reporting Standards of the Global Reporting Initiative (GRI standards). This responsibility also includes the design, implementation and maintenance of the internal monitoring required to ensure that the NFIS is free of any inaccuracies due to fraud or error. Grupo Lacasa's Directors are also responsible for defining, implementing, adapting and maintaining the management systems from which the information necessary for the preparation of the NFIS is obtained.

### Responsibility of the independent assurance provider

The independent assurance provider is a professional with expertise in reviewing non-financial information and, specifically, information related to economic, social and environmental performance.

The responsibility of the independent assurance provider is to express his/her conclusions in an independent limited assurance statement based on the work performed, which relates exclusively to the 2019/2020 financial year.

The procedures performed for a limited assurance statement vary both in nature and timing and are less extensive than those performed for a reasonable assurance statement, and therefore the assurance provided is also limited.

The work of the independent assurance provider consisted in formulating questions for Management, as well as for the group's different business units and departments that participated in the preparation of the NFIS, reviewing the processes for collecting and validating the information presented in the NFIS and applying the analytical procedures and sample review tests described below:

- Meetings with group executives and employee representatives to learn about the business model, policies and management approaches applied, the main risks relating to these issues and to obtain the information required for the external review.
- Analysis of the scope, relevance and integrity of the contents included in the NFIS for the 2019/2020 financial year based on the analysis conducted by the group.
- Analysis of the processes for compiling and validating the information presented in the NFIS for the 2019/2020 financial year.



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### **Basis of the conclusion with proviso**

The NFIS included in the attached consolidated Management Report does not break down the information relating to all the contents established by current commercial regulations and which is detailed in Appendix 1 of this report.

- No solid indicator exists for the calculation of pay gaps.

### **Conclusion**

Based on the procedures carried out during the assurance process and the evidence obtained, except for the effect of the question described in the section 'Basis for the conclusion with proviso', no aspect has been found that leads me to believe that the Grupo Lacasa NFIS for the financial year ending on 30 March 2020 was not prepared, in its significant aspects, in accordance with the contents included in current commercial law and following the criteria of the GRI standards selected in accordance with that mentioned for each subject in the table in Appendix 1. Table of the contents required in consolidated management reports by Spanish Law 11/2018.

### **Use and distribution**

This report has been prepared in compliance with the requirement of Spanish commercial law and may not be suitable for other purposes or jurisdictions.

Juan Miguel Royo Abenia  
ECONOMIST  
Zaragoza, 27 October 2020