



GRUPO LACASA
SUSTAINABILITY AND
CORPORATE GOVERNANCE
REPORT
2022–2023



GUIDELINES FOR DRAFTING THE SUSTAINABILITY AND CORPORATE GOVERNANCE REPORT

This is the fifth report of Corporación Chocolates Lacasa, S.L. and subsidiaries. This document has been written using the Global Reporting Initiative Standards (GRI Standards) as a reference.

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ABOUT US

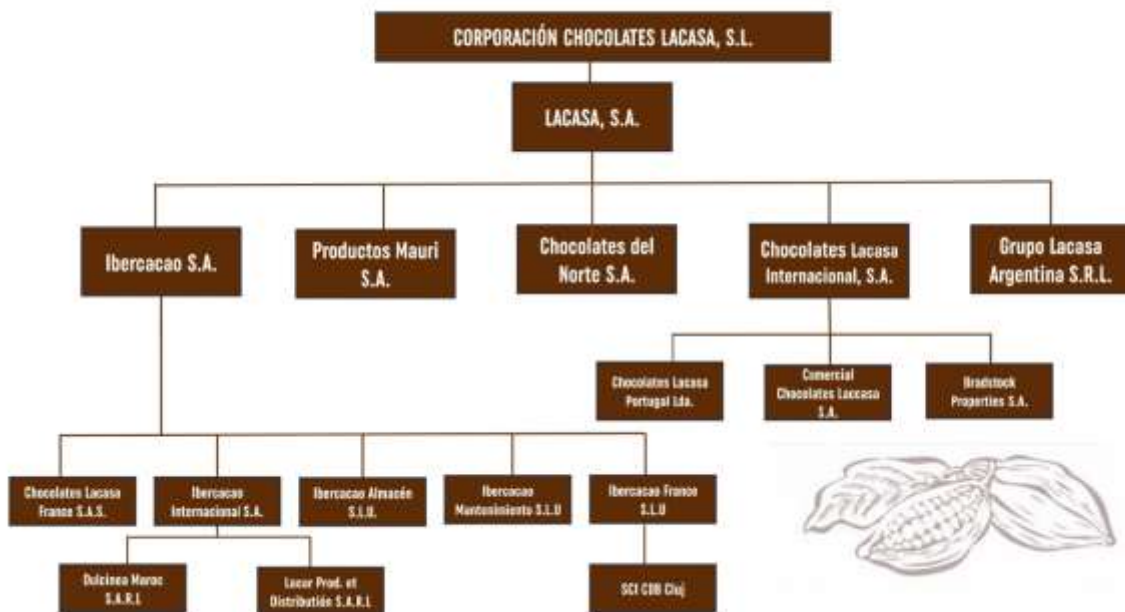
Corporación Chocolates Lacasa, S.L. (hereinafter, the Parent Company) was founded on 20 November 1981. Its headquarters are located in Utebo (Zaragoza).

The corporate purpose of the group companies included in the scope of consolidation is the production and sale of all types of chocolates, nougat, sweets and other consumer goods. In turn, the corporate purpose of Corporación Chocolates Lacasa, S.L. includes the administration and management of all its subsidiaries' business activities.

The fiscal year-end for the Parent Company is 31 March, with this fiscal year ending on 31 March 2023 (hereinafter, fiscal year 2023) and referring to the twelve-month period from 1 April 2022 to 31 March 2023.

The shares and/or holdings of each of the group companies included in the scope of consolidation are not listed on the stock exchange.

Corporate structure



An extensive 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. José Lacasa, the second generation of the business, and José María Lacasa, the third, successfully carried on Antonio's work. After the death of José María, his widow, Carmen, took up the reins of the business. She succeeded in growing the company through tremendous effort, sacrifice and courage. Then came the fourth and fifth generations, which are today fully involved in the company's management, preserving its legacy as a family-owned business and its passion for excellence.

GRUPO LACASA SUSTAINABILITY AND CORPORATE GOVERNANCE REPORT 2022–2023



Over the years, Grupo Lacasa has grown through the acquisition of several companies and it currently manufactures a wide range of products at the group's different production plants: chocolate and nougat, cocoa powder, sugar-coated chocolate, chocolate spreads, filled chocolates, sweets, truffles, chocolate chips, biscuits and snack bars.

The brands are extremely valuable assets that connect with the group's consumers, growing with them at every stage of their lives: Lacasa, Lacasitos, Conguitos, Mentolin, Bombón Sport, La Cibeles, Uña, Dulcinea, Darlet, Prestige de Bourgogne, Kranch, Nolena, Cratch and Nice, as well as private label brands including Dulciora (Pikotas and Gummy Jelly), Lutti and Ritter, among others.

Grupo Lacasa currently boasts facilities measuring over 93,000 m² distributed across five sites: two plants in Utebo (Zaragoza), one in Meres-Siero (Asturias), one in Quintanar de la Orden (Toledo) and another in Tangier (Morocco), in addition to three commercial subsidiaries in Lisbon (Portugal), Dijon (France) and Buenos Aires (Argentina).

Its modern facilities, designed to handle a 114,000-tonne production capacity, coupled with an average workforce of 789 employees, ensure efficiency and quality of service across all the segments in which it operates. The entire production process, starting with the processing of cocoa beans, is also handled entirely in-house. This is how the company ensures full quality control from beginning to end.

Value chain

Grupo Lacasa, understanding the value chain as everything a company does to provide the greatest possible value for the customer, pursues a clear objective: to offer high-quality products with safety and satisfaction guaranteed, as well as to build honest, respectful and long-lasting customer relationships and provide a personalised, friendly service.

In the retail channel (wholesale), Grupo Lacasa's products are available at practically all points of sale through its work with all distributors throughout this channel, covering approximately 20,000 points of sale, including superstores and supermarkets.

In terms of the out-of-home (OOH) channel, according to the latest estimates, with more than 400 distributors throughout the country, its reach extends to over 40,000 points of sale.

By adapting to current consumer trends, Grupo Lacasa products are also consistently available online through their online shop, on the most popular marketplaces and at all major home delivery companies.

Our export activity plays a very important role, evidenced by the fact that the group's brands are present in such important and diverse countries as China, the United Arab Emirates, Qatar, France, Italy, Morocco, Mexico, Guatemala, Colombia, Chile, the United States, Saudi Arabia and Vietnam.



Footprint

HEADQUARTERS

Autovía de Logroño, Km 14 - 50180 Utebo (Zaragoza) Spain Tel. +34 976 462 111

lacasa@lacasa.es

SUBSIDIARIES OF CORPORACIÓN CHOCOLATES LACASA, S.L.

<u>Name</u>	<u>Address</u>
Lacasa, S.A.	Utebo (Zaragoza - Spain)
Productos Mauri, S.A.	Utebo (Zaragoza - Spain)
Chocolates Lacasa Internacional, S.A.	Utebo (Zaragoza - Spain)
Comercial Chocolates Lacasa, S.A.	Utebo (Zaragoza - Spain)
Chocolates del Norte, S.A.	Meres-Siero (Asturias - Spain)
Ibercacao, S.A.	Quintanar de la Orden (Toledo - Spain)
Ibercacao France, S.L.U.	Quintanar de la Orden (Toledo - Spain)
Ibercacao Mantenimiento, S.L.U.	Quintanar de la Orden (Toledo - Spain)
Ibercacao Almacén, S.L.U.	Quintanar de la Orden (Toledo - Spain)
Bradstock Properties, S.A.	Buenos Aires (Argentina)
Grupo Lacasa Argentina, S.R.L	Buenos Aires (Argentina)
Chocolates Lacasa Portugal, Lda.	Lisbon (Portugal)
Ibercacao Internacional, S.A.	Tangier (Morocco)
Dulcinea Maroc, S.A.R.L.	Tangier (Morocco)
Lucar produccion y distribution, S.A.R.L	Gzenaya (Morocco)
Chocolate Lacasa France, S.A.S.	Lyon (France)
SCI CDB Cluj	Dijon (France)

Highlights

The major highlights of the 2022–2023 fiscal year are:



SDG 8: DECENT WORK AND ECONOMIC GROWTH

THIRD EDITION OF CREAIDEAS LACASA (LACASA CREATEIDEAS)

The competition for undergraduate and master's degree students enrolled in universities was launched for the third consecutive year. This is an experience designed to bridge the gap between university and the business world. The goal of the competition is to encourage the development of creative and innovative product ideas that can be incorporated into the range of products the group sells. The winner received a cash prize and was assigned a mentor and given an internship to develop the winning idea at the company's facilities.



TALENTO ARAGÓN JOVEN (YOUNG TALENT ARAGON)

Grupo Lacasa once again participated in the "Talento Aragón Joven" programme sponsored by ESIC Aragón and Heraldo de Aragón newspaper, which seeks to attract professional candidates who meet the company's needs. This programme prioritises the skills of the candidates over their professional experience, offering recent graduates an opportunity to find a job in the company. There were over 400 young people who applied for this programme and the candidate hired by Grupo Lacasa joined the export department.

INDUSTRIAL VILLE

Grupo Lacasa joined the project organised by the Instituto Tecnológico Aragonés (Aragonese Technological Institute) in December 2022 called "Industrial Ville".

A virtual space for pupils between the ages of 10 and 12 to introduce them to the industry and show them how it has changed and how they can help to make it more sustainable in five different areas: mobility, health, culture, agri-food and construction.

The 40 participants were split into eight teams that were given different challenges set by the collaborating companies over the course of ten sessions, culminating in a tour of each of the five companies.

A VISIT FROM JOSÉ LUIS MARTÍNEZ GUIJARRO, VICE PRESIDENT OF THE REGIONAL GOVERNMENT OF CASTILE-LA MANCHA

José Luis Martínez Guijarro, Vice President of the Regional Government of Castile-La Mancha, visited the town of Quintanar de la Orden in Toledo in August to learn about the needs of the municipality first-hand. He took advantage of the occasion to visit Ibercacao's facilities, joined by the town's mayor, Juan Carlos Navalón, the regional government's delegate in Toledo, Javier Úbeda, and Ibercacao's general manager, Joan Romagosa.

The regional vice-president noted the tremendous effort that companies like Ibercacao have made in recent years to establish themselves as one of the leading food companies in Spain. He also noted the approval of measures in terms of economic aid to stimulate business activity and boost the employability figures of local companies.

THE VALUE OF ITS BRANDS

Lacasitos celebrated its 40th anniversary on 13 June 2022 with a product that has been recognised generation after generation for its seven colours and its unique trademark. Over 10 million Lacasitos are made every day at the plant in Utebo (Zaragoza), which are sold in shops and supermarkets on all five continents.

Grupo Lacasa also celebrated its 170th anniversary of filling special moments with joy this year. The Lacasa family has been passionate about making delicious chocolates and nougats from the start, always using the best recipes and carefully selected ingredients.

Conguitos Cups was awarded Flavour of the Year 2023 in the cream-filled chocolate category.

Thanks to the rigorous and impartial methodology applied, the Flavour of the Year label has become the leading and most highly valued flavour quality benchmark in these markets, earning the trust of industry consumers, manufacturers, professionals and distributors.



SDG 13: CLIMATE ACTION

A MORE SUSTAINABLE WORLD

To raise employee awareness of the importance of making the world a more sustainable place, Grupo Lacasa continues to run its awareness campaign that involves sending emails and projecting messages on the various screens located throughout its production plants to provide information about steps that can be taken daily, collaborating with the #PorElClima (#ForTheClimate) community platform.

CHEP SPAIN SUSTAINABILITY CERTIFICATE

CHEP Spain certifies Grupo Lacasa for the use of its pooling services that help to protect the environment and promote a sustainable logistics model.

This pooling business model is based on sharing and reusing. By tapping into this model, Grupo Lacasa has helped save 800-plus wood pallets in 2022, which translates into a reduction in CO₂ emissions equal to two round-the-world trips by lorry and a 7,759-kilo reduction in waste.

CROSS DOCKING

Grupo Lacasa has optimised merchandise shipping by analysing costs and implementing centralised shipping and cross-docking to lower its carbon footprint and enhance supply chain efficiency. It has reduced the number of shipments and eliminated midstream processes to optimise merchandise loading and unloading, reducing costs and improving the company's reputation in terms of sustainability and environmental responsibility. Benefits include a reduction in CO₂ emissions and lower fossil fuel consumption.

ENVIRONMENTAL DAY

As part of its commitment to **environmental protection**, Ibercacao organised an outdoor event called the "Baile de Conguitos" (Conguitos Dance) led by a team of professional dancers, who taught participants a corporate choreography. Participants were also given a seed to take home with them. This eco-friendly and original gift conveys the company's commitment to the environment.

FLEET OF HYBRID CARS AND ELECTRIC VEHICLE CHARGING POINTS

Grupo Lacasa started replacing its commercial vehicles with Toyota hybrids in 2018 and now has a fleet of 50 hybrid cars. This commitment to acquiring more efficient models has had a substantial impact on the reduction of CO₂ emissions.

It has also joined the electric mobility movement this year with the installation of electric vehicle charging points at all of its plants, making it possible for all company employees to charge their vehicles free of charge.



SDG 17: PARTNERSHIPS FOR THE GOALS

Partnerships are part of Grupo Lacasa's strategy to support the integration of social responsibility into company initiatives and activities.

ENDORSEMENT OF THE DECLARATION FOR THE SOCIAL ECONOMY IN ARAGÓN

With this endorsement, Grupo Lacasa is committed to combating demographic decline through efforts that include developing the social economy in rural areas, boosting the professional qualifications of the sector through training, promoting mentoring and talent among these organisations, fostering a network of cooperation, designing innovative training projects, and promoting generational change, innovation and the use of digital tools.

ENDORSEMENT OF ARAGÓN CIRCULAR

The Government of Aragón is driving forward this Declaration for the Circular Economy through its Economy, Planning and Employment, and Agriculture, Livestock and Environment departments. The declaration seeks to encourage the region's major economic and social stakeholders as well as the government to back the transition towards this new model through commitment and joint responsibility.

MEMBER OF THE UN GLOBAL COMPACT

This initiative has a history that goes back over 20 years and boasts more than 70 local networks worldwide, including the one in Spain, which was one of the first Global Compact networks to be created and is the local network with the most members.

DIVERSITY CHARTER

Lacasa signed the Diversity Charter on 17 March 2023, pledging to comply with current equal opportunities and non-discrimination laws and regulations.

BIG, THE NEW PARTNERSHIP BETWEEN LACASITOS AND CONQUITOS

Lacasitos and Conguitos have landed in the sports nutrition market with a bang.

Five new products have been developed jointly as a result of the partnership with Universal McGregor and its brand Big, leaders in sports nutrition, combining protein products with the Lacasitos and Conguitos brands.

The new Caseína Micelar, CFM Iso Zero and Only Whey Zero products capitalise on the values of Grupo Lacasa's most iconic brands to promote healthy lifestyles.

Corporate identity

MISSION

Grupo Lacasa strives to produce premium products while respecting the environment and taking an ethical and responsible approach to its work. Crafting exquisite chocolates from the start, the group always uses the best recipes and carefully selected ingredients to set itself apart, making the world a better place through chocolate.



VISION

To create a relationship with partners and consumers by offering high-quality products through a more sustainable approach to business, building a better future that sets us apart.

VALUES

Our values are the principles that define Grupo Lacasa and serve as guidelines for achieving our mission and vision:

> Long-term approach

As a family-owned company, Grupo Lacasa takes a long-term approach to the future, passing its values down from generation to generation.

> Quality

A firm commitment to the quality of its products, using the finest raw materials and the most cutting-edge technology to make them. Compliance with the strictest international certifications.

> Innovation

Commitment to continuous improvement and technological innovation as a way to create unique products, stand out from the crowd and ensure management excellence.

> Experience

Grupo Lacasa has over 170 years of experience working passionately with chocolate. Through the acquisition of diverse companies, it has expanded its expertise in a full range of cocoa-derived products.

> Employment

Grupo Lacasa is committed to offering a comfortable and motivating work environment in which professionals can feel proud of their work and of being part of the organisation, facilitating and promoting professional and personal development, equal opportunities and work-life balance, and enhancing its performance in occupational health.

> Adaptation

Faced with the need to adapt to global changes, Grupo Lacasa is constantly monitoring the environment to respond to society's demands in the most agile way possible. Sustainability, along with other trends, represent the set of issues that need to be taken into consideration when it comes to present and future developments.

> Added value

Grupo Lacasa operates in a variety of categories in the food sector, offering value propositions for both consumers and society as a whole.



Materiality analysis

Grupo Lacasa is in the process of completing the materiality matrix that will provide the information it needs to identify the most significant environmental, social, governance and economic issues. The results will be available in the next Sustainability Report.

This report has identified and prioritised stakeholders according to their importance to the organisation. Ongoing and fluid dialogue provides an insight into their needs and allows us to specify the measures, plans and projects required to incorporate them into the company's global strategy.

CUSTOMERS AND CONSUMERS

This includes both customers and end consumers. Dialogue with customers and consumers can be established through a variety of channels: active listening via customer service; complaint management; email; attendance at trade fairs and sector forums; access to the non-financial information statement (NFIS); communication campaigns in the press, television and digital media; tastings to evaluate and improve products; social media, meetings; sales visits; the whistleblower channel and the group's websites.

SUPPLIERS

Dialogue with the supply chain is done by email, active listening, attendance at trade fairs, the whistleblower channel, sectoral forums, provision of the Sustainability Report, access to the procurement website platform, meetings and sales visits.

EMPLOYEES

Communication channels may vary at each Grupo Lacasa company: suggestion box for all employees set up in different locations that facilitate anonymity, email, access to the intranet and employee portal, whistleblower channel, meetings with employee representatives, internal meetings and events, company magazine, health and safety committee, screens and notice boards.

SOCIETY

Dialogue with society makes it possible to pursue a number of partnerships and sponsorships and helps the group have a better understanding of current trends and needs. Communication is established through attendance at events, email, social media, forums, the whistleblower channel, telephone calls and the corporate website.

REGULATORY BODIES

Fluid communication is maintained through newsletters, emails and industry meetings.

SOURCES OF FUNDING

Active listening is promoted through dialogue and regular in-person meetings.

SHAREHOLDERS

The established relationship with shareholders is based on trust, transparency of information and the sharing of knowledge and experience to achieve common goals. As a 100% family-owned business, priority is given to direct listening, dialogue through regular meetings and communication via a range of channels.



Turnover

The company recorded a profit in fiscal years 2022 and 2023, reflecting the successful execution of the operating budget for Grupo Lacasa and its subsidiaries.

Net turnover	2022	2023
Spain	€137,760,741	€153,733,506
European Union	€20,487,369	€34,207,298
Rest of the world	€18,992,189	€20,419,689
	€177,240,299	€208,360,493

CORPORATE GOVERNANCE

Grupo Lacasa is a family-owned business with share capital that is 100% Spanish. Members of the family's fourth and fifth generations sit on the company's several Boards of Directors, which set performance policies for the group's subsidiaries with an aim to identify the main risks and opportunities that both the sector and its company face.

Mariano Lacasa Echeverría
Group chair through Corporación Chocolates Lacasa



Lucas Lacasa Horno
CEO

BOARDS OF DIRECTORS

This is the highest governing body and its members are elected at the general shareholders' meeting. Their duties include:

- > Analysis of the income statement.
- > Approval of the company's strategic plan and oversight of its execution and the achievement of the targets set.
- > Make decisions about investments, financial operations and budget supervision.
- > Budget management supervision.



Corporación Chocolates Lacasa Board of Directors

Mariano Lacasa, Carmen Lacasa, Fernando Lacasa, María Lacasa and Lucas Lacasa.

Lacasa Board of Directors

José Luis Santacruz, María Lacasa, Beatriz Lacasa, Carla Lacasa, Lucas Lacasa, Pablo Lacasa, Tatiana Lacasa, Macarena Lacasa and Fernando Lacasa.

MANAGEMENT COMMITTEES

The group has two executive Management Committees that work hand in hand to ensure that the companies run smoothly and comply with the policies established by the Grupo Lacasa Board of Directors.

Code of Ethics

We are currently working on Grupo Lacasa's Compliance programme, reviewing the right policies and procedures to ensure that the company conducts its business and operations in compliance with current regulations and internal policies and procedures, promoting a culture of compliance among its employees, managers and other stakeholders.

WHISTLEBLOWER CHANNEL

Implementing an outsourced Whistleblower Channel, also called an Ethical Channel, guarantees the confidentiality and anonymity of whistleblowers, preventing any potential retaliation while complying with both personal data protection regulations and the European regulations that regulate them.

This channel is hosted on Grupo Lacasa's website and provides a way for any employee or any other third party who may have knowledge of unethical, fraudulent or illicit conduct committed inside the company to file a complaint.





ESTABLISHED POLICIES

Code of Conduct

It specifically determines which conduct is acceptable or prohibited in the company and which conduct aligns with the values set out in the Code of Ethics.

Code of Ethics

Guidelines for good conduct that, together with the work rules and procedures in place at Grupo Lacasa, are intended to ensure that all members of the organisation build healthy relationships with one other.

At the same time, this code also expresses Grupo Lacasa's commitment to its stakeholders, that is, its own employees, suppliers and external collaborators, shareholders, public and private institutions and society as a whole, with respect to the ethical model that guides its management and its efforts.

Anti-fraud Policy

Set of measures and controls designed to prevent and detect fraudulent conduct that could cause harm to the organisation, both financially and in terms of reputation.

Compliance Policy

A working group called the Compliance Committee has been created to address compliance management in a coordinated and centralised way; the committee is formed by staff members from subsidiaries and is supervised and advised by a member of Aragonesa de Tecnologías de la Información (ARTICO S.L.L.) to guarantee the committee's maximum objectivity and independence in terms of compliance.

This Compliance Committee is responsible for the supervision, monitoring and oversight of the effective implementation of the Compliance Management System at every level of the organisation, coordinating and supervising the compliance teams **at the group's subsidiaries.**

The Compliance Committee reports to the Board of Directors.

Conflict of Interest Policy

The purpose of this policy is to define situations that might be considered a conflict of interest and the steps that should be taken in the event that such a situation occurs.

The main goal is to avoid any type of situation that could jeopardise the company's business and its ethical values, as well as to strengthen the culture of compliance that the company is pursuing.

Gift Policy

This policy sets out the provisions of the company's Code of Ethics in relation to the acceptance of gifts by any of the stakeholders identified as such within the organisation and in the Compliance Management System that the company has in place. This policy is designed to instil particular caution when accepting or offering gifts.



LEGAL COMPLIANCE

The follow-up and review plan for the Criminal Compliance and Compliance Officer programme has been established, with the following objectives:

- › Preparation of the risk analysis.
- › Choice of controls and tasks to reduce risks.
- › Compliance Manual. Includes protocols on the controls chosen to mitigate risk and disciplinary regulations.
- › Creation of policies based on the controls chosen.
- › Communication plan for customers and suppliers.
- › Audit.

Objectives and strategies

The Board of Directors leads the strategic planning, establishing a series of ambitious objectives and strategies in terms of sustainability through concrete actions across different areas. The balanced scorecard makes it possible to monitor the objectives that have been set. The following initiatives are particularly noteworthy:

- › Development of food products using organic or vegan and locally sourced ingredients.
- › Reduction of food waste through the use of conservation techniques.
- › Reduction of the levels of sugar in products while preserving quality and flavour, evaluating the impact on customer satisfaction and sales.
- › Expansion of the installation of photovoltaic panels and electric chargers in all plants and logistics warehouses to reduce greenhouse gas emissions and electricity costs.
- › Reduction and reuse of plastic materials in favour of sustainable and biodegradable materials, promoting circularity and providing a solution to the generation of waste.
- › Purchase of sustainable raw materials such as sustainable palm fats and cocoa, as well as certified organic products.
- › A new chilled water generation plant with heat recovery for the manufacturing processes at the main plant in Utebo (Zaragoza) is scheduled to be launched in late 2023.

Significant energy and heating savings are expected to be made as a result of the implementation of this project.



GLOBAL COMPACT

Grupo Lacasa is a member of the Spanish Global Compact Network and is committed to incorporating the SDGs into its strategy.

SDG 8 - Decent work and economic growth

Goal: promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

SDG 13 - Climate action

Goal: take urgent action to combat climate change and its impacts.

SDG 17 - Partnerships for the goals

Goal: revitalise the Global Partnership for Sustainable Development.

Industry trends

Today's consumers are more practical and have switched from eating between-meal snacks at home to on the go opting for simpler food choices both inside and outside the home. Recipes have also shifted toward more budget-friendly ingredients.

Food wastage as a cost-saving method is at a record low, which has, in turn, reduced purchasing volumes.

Nutritional values play a role in diets and are becoming a more important factor in today's consumer's decisions.

Risk management

Grupo Lacasa has identified the risk factors that could impact its business objectives, getting ahead of potential threats through proactive control and forecasting.

SUSTAINABILITY, JUSTICE, EQUALITY AND ETHICS

Financial institutions and insurance companies are placing increasing importance on sustainability, not only with interest rate subsidies, but also in terms of the growing possibility that certain sources of financing may only be made available to companies that are environmentally sustainable, and that respect ethical and equality principles. This could lead to situations that could limit the speed of growth if a series of characteristics are not met.

Consumers are clearly paying more attention to sustainability when it comes to making purchasing decisions. Although cost still plays an influential role, major distribution chains could be key to building a more sustainable culture among consumers. This is why Grupo Lacasa has taken steps forward regarding sustainability certification and requires that its suppliers comply with certain ethical standards.

However, much remains to be done in terms of reducing the company's carbon footprint, reducing the use of plastics and cutting down on the waste its products generate. This drives the group to focus efforts on implementing measures that minimise energy consumption without compromising product quality. These measures include using more efficient



technologies, optimising production processes and raising staff awareness about how important energy efficiency is. It also has to keep up with energy-related legislative changes to comply with any new requirements and standards that may arise. All this allows Grupo Lacasa to continue to make progress in its sustainability strategy and to meet the demands of customers who have incorporated sustainability issues into their requirements and demands.

CREDIT CRUNCH

A factor of instability is the credit crunch that may happen in the next few years along with interest rate hikes designed to control ongoing inflation.

Alternative financing options that can supplement funding are being considered to mitigate this risk.

CYBER-ATTACKS

Specifically, this risk includes the potential for incurring losses as a result of inadequate technology and information processes and a continuous increase in technological tools and applications that lack adequate security management. Adapting robust security systems and taking out cybersecurity insurance are crucial steps to mitigate any potential attacks.

SUPPLY CHAIN COST INCREASES AND SERVICE SHORTAGES

The recent rise in raw material prices, coupled with service shortages, has led to a need to source new approved suppliers to become more competitive in the manufacturing of finished products. To this end, it is important to note that the choice of new suppliers needs to comply with the high standards of quality and food safety that the company has established.

It is also important to note that, when developing the recipe for a finished product, there are many aspects that need to be taken into account in terms of regulatory changes and adjustments to the packaging in order to ensure safety, compliance with regulatory requirements and product quality.

LEGISLATIVE CHANGES

Legislative changes involving product reformulation and packaging redesign pose a significant threat to the group's companies. These changes are often mandated by government authorities in response to consumer demands and environmental, safety or product quality concerns, which means that they cannot be ignored. Product reformulation and packaging changes can require a significant investment in terms of both time and resources, and can affect product quality and performance. Moreover, incorporating recyclability and sustainability symbols can be a major logistical challenge for the supply chain and may require changing processes and suppliers.

These reformulations and packaging changes are required for regulatory compliance and to meet the demands of consumers who are increasingly aware of the safety, sustainability and environmental impact of the products they consume, which means that companies committed to quality and sustainability must be prepared to tackle and adapt to these changes. This involves investing in technology, employee training and a strong partnership with suppliers to ensure that it can comply with these new regulations while preserving the trust its customers place in the quality and sustainability of the products it manufactures.



DEGLOBALISATION

The worldwide globalisation trend of the last few decades is now being reversed, with a shift towards local suppliers and products, both because of the reliability of supply and the environmental footprint of importing products from overseas.

ARMED CONFLICTS

Current geopolitical instability is another risk. The war in Ukraine has led to a range of consequences, including energy crises, inflation surges and supply shortages. The ability to adapt quickly is crucial in this difficult and unpredictable climate.

LOGISTICAL OPERATIONS

The high price of petrol, the significant lack of transport vehicles, the shortage of professional drivers and the opening of new logistics operators directly impact Grupo Lacasa. These situations, which initially seemed to be one-off, are now dragging on.

FOOD SAFETY

Health alerts worldwide have increased significantly in recent years, which has led to higher standards of self-monitoring to ensure food safety. This increase in the level of self-monitoring has impacted costs, including changes in the packaging of certain products to signal the presence of allergens. Increasing prices for some raw materials have also created an environment conducive to fraud, which poses a risk to the safety and quality of these materials.

As a responsible company, it is important to continue improving processes and controls to ensure product quality and safety. The company also needs to be constantly vigilant of the supply chain to detect and prevent any possible fraud and ensure the quality of raw materials. With this approach, Grupo Lacasa will continue to be an industry leader and ensure the continued trust of its customers and consumers.

ENVIRONMENT

By placing sustainability and environmental responsibility issues in the spotlight, Grupo Lacasa signals how important these issues are not only for the future development of its business but also in terms of helping to create a more sustainable environment. To this end, it adopts the relevant environmental measures into its operations to comply with current environmental legislation.

To minimise the impact of our work, Grupo Lacasa has implemented an environmental policy that includes responsible behaviour in terms of protecting the environment and optimising how it manages the waste it generates, committing to promote awareness raising and training in best environmental practices for its employees.

Policies and commitments

Well aware of both the importance of sustainability and its duty to protect the environment, Grupo Lacasa works to make a positive impact on its surroundings.



Its key environmental objectives focus on complying with current legislation and adapting to changes, using resources in a sustainable way, using water responsibly, using energy wisely by committing to the use of renewables, preventing pollution, minimising greenhouse gas emissions, and promoting actions to boost the circular economy in its production processes. The environmental impacts resulting from its operations are identified and assessed, and staff awareness of environmental issues is promoted by encouraging sustainable habits.

ENVIRONMENTAL POLICY

Grupo Lacasa's Environmental Policy is based on the following commitments:

- › To develop and encourage the use of environmentally friendly materials in production processes and other activities. Such environmentally friendly criteria must encompass the effective, sustainable use of renewable resources, reducing environmental impact and waste production, as well as reusing materials and safely disposing of waste materials.
- › To demonstrate that all activities are carried out in compliance with legislation and other company environmental standards.
- › To prevent pollution and assess potential risks.
- › To promote energy saving, encouraging rational use of different energy sources and efficient production projects.
- › To encourage environmental awareness, participation, communication and learning among all employees, and to extend this to customers, suppliers and subcontractors, in order to achieve a deeper environmental commitment from all, and encouraging the active integration thereof, not only on an individual level but also in teams.

PROVISIONS AND GUARANTEES

As detailed in the Financial Report, there are no environment-related liabilities, expenses, assets, provisions or contingencies that could be significant in relation to the group's equity, financial position and results, given the business activity of Grupo Lacasa. Therefore, no specific disclosures on specific environmental provisions or safeguards are included in this report.

Pollution

Taking into account any form of activity-specific air pollution, including noise and light pollution, no risks of emissions that would seriously impact the environment have been detected.

Annual self-monitoring and mandatory measurements are taken at the company's different sources of atmospheric emissions, both of gases and particles, and have detected levels that are below those established by law.

WASTE MANAGEMENT

Different production processes generate wastewater, most of which is the result of cleaning the production lines. This water is treated in a treatment plant to bring its parameters into compliance with legislation, before being released into the municipal sewage network.

Regular controls of the different legal parameters are conducted both internally and by accredited external bodies.

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NOISE POLLUTION

The company continues to implement actions that help reduce acoustic impact without affecting processes. A multi-year investment has been earmarked to achieve this objective.

Circular economy

Grupo Lacasa remains firmly committed to efficient waste management in all its production plants. The result is a focus on reducing waste production whenever possible, shifting the focus to recycling and reuse whenever it is not. Specific plans are in place for correctly separating and sorting the waste it produces.

Updating auxiliary materials following new legislation, such as removing the ingredient E171 and switching from soy lecithin to sunflower lecithin, has a direct impact on the percentage of waste, since these "obsolete" materials must be destroyed and replaced by new designs.

NON-HAZARDOUS WASTE:	2022	2023
Consumption kg	1486060	1677419
kg/Tn	30.0417	34.9432
Difference		16.32%

The percentage is calculated based on the kilos invoiced by the plants in Meres-Siero (Asturias), Utebo (Zaragoza) and Quintanar de la Orden (Toledo). It does not include Argentina, France, Portugal or Morocco.

HAZARDOUS WASTE	2022	2023
Consumption kg	7,140	3,117
kg/Tn	0.1443	0.0649
Difference		-55.01%

The percentage is calculated based on the kilos invoiced by the plants in Meres-Siero (Asturias), Utebo (Zaragoza) and Quintanar de la Orden (Toledo). It does not include Argentina, France, Portugal or Morocco.

BY-PRODUCTS	2022	2023
Consumption kg	1,289,020	1,269,201
kg/Tn	26.0584	26.4394
Difference		1.46%

The percentage is calculated based on the kilos invoiced by the plants in Meres-Siero (Asturias), Utebo (Zaragoza) and Quintanar de la Orden (Toledo). It does not include Argentina, France, Portugal or Morocco.

RESOURCE USE

Preventing food and raw material waste is another essential waste management objective. To this end, the group thoroughly tracks the waste produced in the manufacturing processes, promoting the circular economy and its subsequent use for other purposes.



The company is seeking out different alternatives for disposing of waste and products with an approaching use-by date. It currently collaborates with the Too Good to Go platform and donates to several charities and sports and cultural events. This makes a significant contribution to the reduction of food waste and consequently to the environmental impact.

CONTINUOUS IMPROVEMENT IN CONTAINERS AND PACKAGING

Plans are being implemented to reduce the amount of plastic used in some items. One of these plans is to reduce the **grammage of one of the group's main products, which has led to seven fewer tonnes of plastic being placed on the market each year.** Efforts are also being made to replace existing plastic materials with 100% recyclable alternatives and the company is evaluating whether to change the current Lacasitos tube to a more environmentally sustainable cardboard tube.

Several Grupo Lacasa companies have entered into an agreement with Ecoembes to use recyclable packages and packaging, **with the group paying the corresponding fees according to the established system.** Group Lacasa invested €775,771 in promoting recycling in the 2023 fiscal year.

Sustainable use of resources

The group is committed to the efficiency of its processes with several measures for improvement:

- › Best practices in water consumption for machine cleaning.
- › Training and awareness-raising of staff in the rational use of this resource.
- › Analysis of consumption in each of the manufacturing lines so that plans can subsequently be made to reduce consumption.
- › Sustainable water consumption is promoted at all group companies via posters displayed at key points.

WATER	2022	2023
Consumption m ³	50,450	54,493.00
m ³ /Tn	1.0199	1.1352
Difference		11.30%

The percentage is calculated based on the kilos invoiced by the plants in Meres-Siero (Asturias), Utebo (Zaragoza) and Quintanar de la Orden (Toledo). It does not include Argentina, France, Portugal or Morocco

The company continues to focus on using water wisely; however, because of climate change and a warmer-than-usual summer, consumption has increased by 11.30% compared to 2022. This increase is explained by the fact that to keep products and raw materials at the right temperature for preservation, there has been an increased use of cooling equipment that draws water from the mains.

RAW MATERIAL CONSUMPTION

Implementing plans in each production plant and rationally using raw materials is vital for improving process efficiency and reducing production-related waste.

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To achieve these objectives, each line is closely monitored and analysed, and the rational use of resources is also encouraged among its stakeholders.

RAW MATERIAL CONSUMPTION	2022	2023
kg/kg	1.0766	1.0622
Difference		-1.34%

The percentage is calculated based on the kilos invoiced by the plants in Meres-Siero (Asturias), Utebo (Zaragoza) and Quintanar de la Orden (Toledo). It does not include Argentina, France, Portugal or Morocco.

Grupo Lacasa's goal is to reduce the consumption of raw materials by improving waste management.

DIRECT AND INDIRECT ENERGY CONSUMPTION

Mindful of the impact of high energy use, electricity is guaranteed to be 100% sourced from renewable sources as of January 2022. Plans were implemented over the past year to reduce the use of energy and heat in offices and production plants.

100% of the electric energy is renewable, certified by Axpo Iberia.

TOTAL ENERGY USE	2022	2023
Electricity kWh	25,946,666	26,023,410
Thermal energy kWh	15,363,748	16,409,468
Biomass kWh	1,145,683	1,787,969
Natural gas kWh	14,193,408	14,602,564
Gasoil - Plants kWh	24,657	18,636
Total	41,310,414	42,432,878

ELECTRIC POWER	2022	2023
kWh/kg	0.5245	0.5421
Difference		3.36%

THERMAL POWER	2022	2023
kWh/kg	0.3106	0.3418
Difference		10.05%

The percentage is calculated based on the kilos invoiced by the plants in Meres-Siero (Asturias), Utebo (Zaragoza) and Quintanar de la Orden (Toledo). It does not include Argentina, France, Portugal or Morocco.



ENERGY EFFICIENCY

Grupo Lacasa is in the process of developing a plan to enhance energy efficiency, incorporating measuring and monitoring equipment for each of the resources used in the production lines to identify the points of highest consumption and develop plans to reduce them.

Some of the measures to improve energy efficiency include replacing air conditioning and refrigeration equipment with more efficient options, as well as replacing lighting with energy-saving bulbs.

Using aerothermal energy with the free-cooling system at the Utebo (Zaragoza) offices has helped to lower energy consumption while allowing natural ventilation of various spaces, even improving indoor air quality.

OPTIMISATION OF THE CHILLED WATER MANUFACTURING PROCESS AT THE ZARAGOZA PLANT

Efforts are being made to centralise the chilled water that supplies the plants with air for each of the coating drums and to optimise the drying of this air via heat recovery.

Furthermore, because this improvement makes it possible to recover all the heat that is generated in this process, the company aims to use the pipes and chocolate tanks located throughout the plant to heat the water.

By implementing this project, Grupo Lacasa expects to save 1,273 MWh/year of energy and 2,477 MWh/year of thermal savings in its cold production process.

REPLACEMENT OF COATING TUMBLERS

Replacement of five coating tumblers with two more energy-efficient machines, with better control of process parameters and higher production output.

The automatic coating process consumes electricity, cooling water and steam, regardless of the machine used. The goal is to minimise consumption while sustaining production by making the machines more efficient. The major improvements in energy efficiency that are expected are a result of controlling the temperature of this regenerated air according to the humidity of the air used in the process and equipping the installation with a frequency inverter on the induction and extraction fans.

The main purpose of this project is to test the new technology installed with the existing one and to evaluate it after a year so as that it can be implemented throughout the rest of the plant.

IMPROVEMENT IN STEAM GENERATION AT THE ZARAGOZA PLANT

Incorporation of a new tank for storing condensed steam, which will reduce the consumption of water and natural gas used to produce steam by 9.75%.

Additionally, 34 steam traps have been replaced to prevent leaks in the return lines.

SOLAR PANEL INSTALLATION

The first phase of the solar photovoltaic installation at the Ibercacao plant was launched in late March as part of the Energy Transformation Plan for 2022–2025.

A total of 1,028.7 KWp have been installed over the past three months using 144-cell double-sided monocrystalline photovoltaic panels with an output of 635 W and a production guarantee of 80% for the first 35 years.



The panels, a no-drilling design installed flush with the roof for enhanced wind resistance and to optimise the available space, provide more installed power per square metre and prevent leaks.

This installation, designed for self-consumption, will cover 15% of the plant's energy needs, reducing power consumption by more than 2,000 kWh per year.

Photovoltaic panels are also being installed at the Oviedo and Zaragoza plants, as described below.

RENEWABLE ENERGIES

Projects for the coming year include the installation of solar panels at all production centres and logistics warehouses. This reinforces the group's commitment to sustainability by switching to renewable resources.

There are currently 50 hybrid vehicles in the commercial fleet and the group remains committed to replacing them with even more efficient models.

FUEL	2022	2023
l	192,758	208,936
l/kg	0.0039	0.0044
Difference		11.70%

The percentage is calculated based on the kilos invoiced by the plants in Meres-Siero (Asturias), Utebo (Zaragoza) and Quintanar de la Orden (Toledo). It does not include Argentina, France, Portugal or Morocco.

Climate change

A carbon footprint refers to the amount of greenhouse gas (GHG) emissions, whether direct or indirect, that result from an individual, product, company or organisation's activities. Grupo Lacasa strives to ensure that its manufacturing processes are increasingly efficient and cause the least possible damage to the environment. To this end, it measures and evaluates the impact of each of its production plants to reduce the amount of greenhouse gases they emit.

With the measures implemented to reduce emissions, the company's carbon footprint has been reduced by 52.46% in Scopes 1 and 2.

- > Use of biomass at the Quintanar de la Orden plant (Toledo).
- > Electricity from 100% renewable sources guaranteed as of January 2022.
- > Installation of more efficient refrigeration equipment, which has reduced emissions due to the reduction in the consumption of fluorinated gases.
- > Commercial fleet of hybrid vehicles.
- > Self-monitoring of regulatory sources to ensure that emissions are below the permitted levels.
- > Commitment to local suppliers and waste managers.
- > Promotion of sustainable mobility among employees.



ATMOSPHERIC EMISSIONS (SCOPES 1 + 2)		2022	2023
t/Tn		0.0002	0.0001
Difference			-52.46%

GHG emissions		2022	2023
Scope 1	t CO ₂ -eq	4,390	4,850
Scope 2	t CO ₂ -eq	6,121	0
Total		10512	4,850

Scope 1 includes emissions from permanent installations, refrigerant gas use and emissions associated with vehicles owned by Grupo Lacasa.

Scope 2 includes emissions from energy use in buildings.

Figures obtained using the tool provided by the Ministry for Ecological Transition to calculate the carbon footprint and estimate the amount of carbon dioxide absorbed as a result of a capture project.

The percentage is calculated based on the kilos invoiced by the plants in Meres-Siero (Asturias), Utebo (Zaragoza) and Quintanar de la Orden (Toledo). It does not include Argentina, France, Portugal or Morocco.

Protection of biodiversity

Since the production plants are located in industrial areas, there is no impact from their operations that could affect biodiversity.

PEOPLE

Policies and commitments

Grupo Lacasa is committed to offering a motivating work environment in which professionals can feel proud of their work and of being part of the organisation, facilitating and promoting professional and personal development, equal opportunities and work-life balance, and enhancing its performance in occupational health.

No one will be discriminated against, nor will any form of abuse or harassment be permitted based on race, disability, religion, ideology, sexual orientation, age, nationality or gender.



RIGHT TO DISCONNECT POLICY

The group fosters a policy of disconnection from work that encourages its employees to:

- › Avoid scheduling training sessions, meetings, presentations, information, etc., outside employees' ordinary workday.
- › The sessions above are scheduled far enough in advance so that employees can plan their workday.
- › Include start and end times in session notifications as well as all the documents involved so that they can be reviewed and analysed in advance, ensuring that the meetings stick to the established time.

To ensure an effective "right to disconnect", we guarantee that those employees who exercise this right will not be sanctioned or penalised in their performance evaluations or in their promotion opportunities.

HOW WORK IS ORGANISED

Grupo Lacasa promotes the balance between the effort required to achieve success in the organisation's mission and its employees' personal needs, developing policies designed to facilitate work-life balance, taking into account the specific nature of each employee's role.

Based on the specific functions involved in each role, there is a culture of time organisation that implements measures to facilitate work-life balance and encourages parental co-responsibility.

Flexible work schedules were introduced in the offices in early 2023, giving employees the option to come in between 7:30 and 9:30 a.m., with a lunch break of 30 minutes to two hours. This flexibility helps employees to strike a balance between work, personal and family life.

Working hours at the production centres in Spain are structured into three rotating shifts from Monday to Friday. People with a specific timetable can choose the shift that works best for them.

Morning shift: 6 a.m. to 2:15 p.m.
Afternoon shift: 2:15 p.m. to 10:30 p.m.
Night shift: 10:30 p.m. to 6 a.m.

Social relations

Grupo Lacasa has five committees comprising a total of 29 workers elected every four years by a personal, confidential vote: Chocolates del Norte, Comercial Chocolates Lacasa, Ibercacao, Lacasa and Mauri. The committees hold regular meetings with the company's representatives.

One hundred percent of the employees in Spain are covered by their own collective bargaining agreement.



EMPLOYEE WEBSITE

The Employee Website was launched in April 2021 as a new management tool to facilitate internal communication, streamline processes and make it faster and more secure to access employment data.

This project was implemented in stages, with initial access for office staff, and is expected to be available to the entire workforce in 2023.

CORPORATE VOLUNTEERS

The first volunteer activity for the "Gran Recogida 2022" food drive organised by the Banco de Alimentos (Food Bank) in Zaragoza was held in November 2023 at the Alcampo hypermarket in Utebo. The initiative was enthusiastically embraced by employees, with the participation of 21 people and a total of 54 hours worked.

The aim is to promote more initiatives and extend them to employees at all group plants.

INTERNAL CAMPAIGNS

Sports and recreational activities are an excellent opportunity for team building and help employees from different areas to integrate into the company. These activities involving Ibercacao staff include a hike, a paddle tennis tournament, a bike ride and a fishing trip.

Things like the repeat participation in the ESIC Company Race in Zaragoza and the creation of the "Salasitos" indoor football team formed by the company's employees promote physical activity.

"ENTORNO IBERCACAO" NEWS BULLETIN

One of the company's most relevant channels of communication is the quarterly magazine published by Ibercacao. In it, departments provide insight into the most critical issues happening in their respective fields that quarter.

Employee benefits

A range of employee discounts and benefits when purchasing a variety of services reflects Grupo Lacasa's interest in the well-being of its staff.

SANITAS

Special conditions have been in place for years for employees and their families to take out private medical insurance.

DIVERCLICK

This app offers discounts on a selection of major brands, shows, cinema and culture in general.

PORT AVENTURA

Discount on theme park tickets, passes and hotels.

VINCCI HOTELS

Up to 25% off at its hotels in Spain, Portugal and Tunisia.

EAE BUSINESS SCHOOL

A number of scholarship spots are available so that employees and their families can pursue a postgraduate degree.



Equality Plan

Grupo Lacasa knows that its main asset is its employees and is therefore committed to ensuring sound, stable labour relations within a framework of equal opportunities that allow for professional growth, investing in employee training and promoting talent.

As mentioned, the average workforce is well-balanced, with 53% women and 47% men. Two women and three men sit on the Board of Directors of Corporación Chocolates Lacasa, S.L., and the Board of Directors of Lacasa S.A. has five women and four men.

The objectives set out in Grupo Lacasa's company equality plans are pursued through ongoing training and awareness-raising and are designed to guarantee equal access, participation and permanence in all recruitment, promotion, training, career development, remuneration, occupational risk prevention and work-life balance processes for all employees. To this end, the objectives of each of the areas covered are as follows:

RECRUITMENT

Guarantee equal treatment and opportunities in company recruiting, reviewing documentation, procedures and communication, and implementing positive measures to promote a balanced representation of women and men in the structure of the workforce at all levels.

PROMOTION AND PROFESSIONAL DEVELOPMENT

Promote and guarantee direct and indirect equal opportunities for men and women in promotion and professional development processes.

TRAINING

Improve staff awareness of training activities, increase their access to training geared towards professional development and implement training activities on equal treatment and opportunities.

REMUNERATION

Guarantee the transparency of the company's remuneration system and its compliance with the principles of equality according to job position and evaluation.

WORK-LIFE BALANCE

Promote equal opportunities for all people in the company at all stages of their professional life, guaranteeing access to and the use of measures to achieve a work-life balance.

COMMUNICATION

Ensure that internal and external communication promotes an equal representation of women and men and ensure that internal means of communication and their content are accessible for all employees.



SEXUAL HARASSMENT

Ensure that employees have a work environment that is free from all types of harassment and intimidation and in which personal dignity is a value that is defended and respected.

OCCUPATIONAL HEALTH AND SAFETY

Incorporate a gender-based perspective in occupational health and safety policies and tools in order to adapt them to employees' specific needs and requirements.

Protocol for bullying and sexual harassment

Based on the conviction that Grupo Lacasa's culture and values are focused on respect for employee dignity, there is an operating protocol for the prevention and treatment of harassment in the company, which defines the guidelines that should be followed to, on the one hand, prevent and, on the other hand, rectify, if necessary, this type of behaviour.

GRUPO LACASA BELIEVES

That dignity is an inalienable right of all and that any manifestation of harassment in the workplace is unacceptable.

That workplace harassment contaminates the work environment and can have a negative effect on victims' health, well-being, confidence, dignity and performance.

That all employees should do their part to ensure a work environment in which the dignity of individuals is respected.

That workplace harassment is inappropriate and that the company as a whole should take action against it, as it does against any other form of inappropriate behaviour, and that it is the responsibility of the entire workforce to comply with the provisions of this protocol.

That harassment and false allegations of workplace harassment are an unacceptable form of bullying.

GRUPO LACASA STATES

That all employees have the right to be treated with dignity and respect.

That it is expressly opposed to and will not tolerate harassment at work, regardless of who is the victim or the harasser in the situation reported.

That any staff member has the right to lodge a complaint if harassment occurs.

GRUPO LACASA ENCOURAGES

Management and others responsible for teams of people to apply these principles and adopt the measures required to comply with them, ensuring that the people under their charge do not become victims of workplace harassment.

All staff to comply with this code of conduct, to ensure that everyone is treated with respect and dignity and to use this protocol in a responsible way.

GRUPO LACASA IS COMMITTED TO

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

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

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

Establishing channels by which anyone who is a victim of bullying or harassment in the workplace will be able to report such behaviour and providing suitable procedures for dealing with problems, should they occur, and preventing them from occurring again, 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.

Workforce

All figures provided correspond to Spain. It does not include Argentina, France, Portugal or Morocco.

Temporary recruitment agency hiring figures are not included.

49% of the average workforce is employed in Zaragoza.

TOTAL WORKFORCE AT YEAR-END 31/03/2023

WORKFORCE AT YEAR-END	2021		2022		2023	
Women	360	50.00%	386	51.47%	392	53.04%
Men	360	50.00%	364	48.53%	347	46.96%
TOTAL WORKFORCE	720		750		739	

AVERAGE WORKFORCE

AVERAGE WORKFORCE	2021		2022		2023	
Women	355	49.17%	390	52.00%	418	52.98%
Men	367	50.83%	360	48.00%	371	47.02%
TOTAL AVERAGE WORKFORCE	722		750		789	

WORKFORCE BY AGE	2021		2022		2023	
<25	25	3.46%	24	3.20%	69	8.75%
26–40	240	33.24%	231	30.80%	226	28.64%
>40	457	63.30%	495	66.00%	494	62.61%

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JOB CATEGORY	2021		2022		2023	
Management	41	5.68%	35	4.67%	37	4.69%
Technicians	236	32.69%	231	30.80%	195	24.71%
Others	445	61.63%	484	64.53%	557	70.60%

Contracts

All figures provided correspond to Spain. It does not include Argentina, France, Portugal or Morocco.

Temporary recruitment agency hiring figures are not included.

The figures provided are averages due to the significant number of temporary contracts and the seasonal nature of the work.

BY CONTRACT TYPE AND GENDER

CONTRACTS	2021		2022		2023	
Permanent	558		536		657	
Women	237		235		317	
Men	321		332		340	
Permanent seasonal contract	85		86		87	
Women	68		68		73	
Men	17		10		14	
Temporary	79		128		45	
Women	50		91		28	
Men	29		14		17	

CONTRACTS BY AGE

CONTRACTS BY AGE	2021		2022		2023	
	Women	Men	Women	Men	Women	Men
<25	9	16	11	13	32	38
26–40	116	124	119	112	117	109
>40	230	227	264	231	269	224

CONTRACTS BY JOB CATEGORY

CONTRACTS BY JOB CATEGORY	2021		2022		2023	
	Women	Men	Women	Men	Women	Men
Management	6	35	6	29	6	31
Technicians	94	142	106	125	88	107
Others	255	190	282	202	324	233



Redundancies

All figures provided correspond to Spain. It does not include Argentina, France, Portugal or Morocco.

Temporary recruitment agency hiring figures are not included.

This includes objective and disciplinary dismissals.

REDUNDANCIES	2021	2022	2023
Women	4	3	6
Men	5	4	9
<25	0	0	0
26–40	1	1	3
>40	8	6	12
Management	0	0	0
Technicians	0	0	0
Others	9	7	15
TOTAL REDUNDANCIES	9	7	15

Average remuneration

All figures provided correspond to Spain. It does not include Argentina, France, Portugal or Morocco.

Remuneration for Senior Management is not included.

Both variable and fixed remuneration are included in the average remuneration.

Regarding variable compensation, it should be noted that the bonus received in 2023 includes the amount received that year and accrued during 2022, the previous year.

Fixed compensation includes salaries, payments in kind and the insurance premium.

AVERAGE REMUNERATION	2021	2022	2023
Women	€23,360	€23,390	€24,898
Men	€28,331	€27,850	€29,258
<25	€14,162	€15,306	€15,896
26–40	€18,783	€19,981	€21,233
>40	€22,556	€24,339	€25,873
Management	€81,139	€80,945	€89,904
Technicians	€27,220	€28,183	€30,662
Others	€15,796	€16,475	€16,663

Pay gap

	2021	2022	2023
Management	0.08	0.08	0.13
Technicians	0.23	0.23	0.19
Others	0.14	0.12	0.20



Health and safety

As established by Law 31/1995 of 8 November on the prevention of occupational risks, there is a Health and Safety Committee that meets every three months to regularly discuss the company's actions in the area of occupational health and safety. Committee members include the prevention delegate, company representatives and employee representatives.



Grupo Lacasa has stepped up its Health and Prevention campaign by offering employees the opportunity to do online workouts free of charge, choosing from among a range of different activities and the level that suits their physical fitness level best. This app lets the company reach all employees, allowing them to do their favourite workout from any device, by themselves or even as a family.

To this end, the group signed a contract with the Telegim Online Fitness platform to provide high-quality fitness content led by top trainers in each sport.

Beyond training activities and preventive campaigns, this year we are working on reinforcing employee safety and preventing the spread of fires. Several activities have been implemented for this purpose:

- > Two drills, one of them with real smoke, to improve coordination and to see the emergency team's action performance in action.
- > Installation of a fire door in the raw materials warehouse to prevent a fire from spreading to the plant.
- > Installation of dust extractors in specific sections to reduce the risk of an explosive atmosphere.
- > The company has started to update its fire prevention project, which will be developed throughout this year, implementing the measures required to improve the safety of its facilities.

OCCUPATIONAL HEALTH AND SAFETY POLICY

Grupo Lacasa has established an Occupational Health and Safety Policy to ensure its employees' fundamental right to the protection of their life, integrity and health, as well as the rights of the self-employed and those employees from other companies who perform work at a Grupo Lacasa workplace.

Occupational health and safety is incorporated into every hierarchical level of the company, so that both management and employees can fulfil their responsibilities in this regard, understanding that the perspective of safety must be taken into account to correctly perform their jobs.



This prevention policy affects 100% of the workforce and is implemented in the following ways:

- › Ensuring that employees are properly informed and trained on general and specific workplace risks through training courses on how to correctly do their job in their work environment.
- › When implementing preventive measures, consideration is given to technical developments to ensure that the best protection systems are in place for each circumstance. Physical aspects will be adapted to each employee's condition and provisions will be made for any distractions or carelessness that may occur.
- › The company provides its employees with the resources required to regularly monitor their health according to the risks inherent to their job.
- › The company will adopt the participatory prevention model based on employees' right to take an active part in everything that may affect their health at work and which allows the necessary measures to be implemented for their protection. To this end, the legally established representative channels and others created for this purpose will be available.
- › Working safely is a condition of employment, and any non-compliance with external or internal regulations that may result in damage to health is considered a serious offence.

HEALTH AND SAFETY CAMPAIGNS

Ongoing training and communication on health and safety are two cornerstones of a safe and healthy workplace.

The initiatives implemented in 2022 that have helped to improve personal and professional habits are continued and updated.

Health and safety campaigns

- › Information campaign on skin cancer.
- › Flu vaccination campaign.
- › Information campaign and practical courses on self-exams to prevent breast cancer.
- › Informative and hands-on cardiopulmonary resuscitation (CPR) campaign and team training on how to use the equipment correctly in the event of an emergency.
- › In compliance with regulations and in an effort to offer increased safety to employees, a new SAED (semi-automatic external defibrillator) has been installed in the sweets manufacturing plant (Utebo, Zaragoza).
- › Healthy back campaign. A physiotherapist is available free of charge for interested employees at headquarters in Utebo. Sessions are held from Monday to Friday, take half an hour, and include a medical history, diagnosis and treatment to follow.
- › Healthy habits campaign with weight monitoring and personalised diet.
- › Annual medical check-ups with confidential results by the company's medical service.



- › Ergonomics campaign: a review of the workstations at the Utebo (Zaragoza) plants was conducted in collaboration with MAS Prevención to produce an ergonomic report.
The following improvements are particularly noteworthy:
 - Regular postural check-ups in collaboration with the internal medical service.
 - Review of office workstations by installing screen supports to correctly adjust height.
 - Review of production workstations, correcting postures and analysing and reviewing the potential technical resources available. As an improvement, warm-up and stretching exercises are performed at some of the factory departments.

Safety campaigns

- › Fire extinction training provided by professional firefighters.
- › Improved training and special training in the use of overhead cranes, working at heights and/or in confined spaces, platform lifts, etc.
- › Annual theoretical and practical training in the use of forklifts and pallet trucks to reduce accidents and risks in warehouse operations.
- › Information campaigns on the procedures and use of personal protective equipment (PPE).
- › Information campaigns on load handling.
- › Road safety communication campaign prior to special operations or adverse weather conditions.
- › First aid training.
- › Occupational health and safety training for all departments.

Occupational accidents

To ensure that employees to perform their work safely, they need to be aware of occupational hazards and the consequences of their actions. To that end, before they join the company, concise and job-specific specific training is provided for each position according to the type of risks involved.

This Onboarding Plan introduces new employees to the company and provides information on general risks and specific safety rules, as well as the basic rules of hygiene, food handling and good practices.

The "zero accidents" policy to which Grupo Lacasa is fully committed remains in place.

NUMBER OF ACCIDENTS

This figure refers to the total number of incidents resulting in 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.



ACCIDENTS	2022	2023
Accidents with sick leave	32	25
Women	15	11
Men	17	14
Accidents on the way to and from work	6	5
Women		3
Men		2

FREQUENCY RATE

The frequency rate represents the number of accidents involving sick leave that occurred during working hours for every million hours worked. Consolidated data is provided for the first time this year.

FREQUENCY RATE	2023
Total	10.37
Women	7.68
Men	15.88

SEVERITY RATE

Indicator of the severity of accidents. It represents the number of working days lost for every thousand hours worked. Consolidated data is provided for the first time this year.

SEVERITY RATE	2023
Total	0.44
Women	0.39
Men	0.56

Absenteeism

Both non-work related and work-related sick leaves are taken into account.

	2021	2022	2023
Number of hours	36828	45288	40286

Training

Since it is vital that all employees have the knowledge they need to correctly perform their duties, the company encourages professional development through ongoing training programmes adapted to their roles. Grupo Lacasa allocated €470,000 for this purpose in the last fiscal year.



TRAINING HOURS	2022	2023
Total	13565	18298
Women	5883	8724
Men	7682	9574
<25	85	175
26–40	5642	7684
>40	7838	10439
Management	950	1205
Technicians	8547	11530
Others	4068	5563

Accessibility

There is a twofold objective in relation to disability: to increase the employability and visibility of people with disabilities and to increase our responsible procurement. There are people with disabilities who have worked at Grupo Lacasa for more than five years and hold positions in several company departments.

This year, the percentage reached 2.15 % of the workforce.

EMPLOYEES WITH DISABILITIES

WITH DISABILITIES	2021	2022	2023
Number of employees	15	18	17
Percentage	2.08%	2.40%	2.15%

WORKPLACE INTEGRATION

The partnership with job placement organisations continues to be a major source of resources to facilitate the incorporation of people with disabilities into the workplace. These are some of the most significant initiatives that have been implemented during this period:



Grupo Lacasa and Fundación Adecco work hand in hand on a daily basis, designing a corporate diversity management model centred on understanding the company's stakeholders, corporate talent and support for those people who have the most difficulty in entering the job market (job placement).

As a result of this relationship, for the second year and following a training process in cross-cutting skills, food handling and food safety provided in conjunction with Fundación Adecco, four people were recruited and hired at the Lacasa plant in Utebo (Zaragoza).



Grupo Lacasa continues to contract goods and services from special employment centres. As a result of this commitment to workplace inclusion, Grupo Lacasa has signed various collaboration agreements with social entities to promote the social and labour integration and employment of people with disabilities. Initiatives such as this one are designed to create an environment of equality and non-discrimination that encourages the attraction and retention of people with disabilities. Goods and services have been purchased for several years already from the Stylepack special employment centre and the Santo Angel de Atades special employment centre in Zaragoza.



Through the partnership agreement with ASPRODIO, which belongs to the national confederation of associations and provides services to people with intellectual disabilities (Plena Inclusión Castilla La Mancha), one of its students signed an employment contract to work at the Ibercacao store in Quintanar de la Orden (Toledo) over the Christmas holiday campaign. The experience was extremely rewarding.

HUMAN RIGHTS

The commitment of the companies that belong to Grupo Lacasa aims for the conduct of all employees 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).

Grupo Lacasa has not received any complaints regarding human rights in 2023. Likewise, no cases of discrimination in terms of human rights, operations and suppliers whose right to freedom of association and collective bargaining could be at risk, operations and suppliers with a significant risk of child labour and operations and suppliers with a significant risk of forced or compulsory labour have been detected.

Spanish Global Compact Network





Joining the Spanish Global Compact Network confirms the company's commitment to upholding the Ten Principles of the UN Global Compact in terms of human rights, labour, the environment and anti-corruption. It also pledges to incorporate its principles into the company's strategy, culture and daily operations, and to participate in collaborative projects that promote the broader development goals of the United Nations, especially the Sustainable Development Goals.

Certifications

Grupo Lacasa holds several certifications from international bodies to ensure that business practices throughout the supply chain are sustainable and aligned with its corporate values, enhancing its brands' credibility and transparency.

RAINFOREST ALLIANCE

Rainforest Alliance certification means that the product was produced using methods that support the three pillars of sustainability: social, economic and environmental.

FAIRTRADE

Fairtrade certification demonstrates a commitment to prioritising human rights, fair prices and sustainable agricultural practices that protect the environment.

RSPO (Roundtable on Sustainable Palm Oil)

RSPO is a sustainable oil certification standard that sets auditing criteria and systems that ensure palm oil production respects the labour rights and the rights of indigenous communities, that new areas of high environmental value are not encroached upon and that biodiversity is not threatened.

PREVENTION OF CORRUPTION AND BRIBERY

Grupo Lacasa has implemented the necessary measures to tackle corruption and excel in acting ethically, professionally and in good faith, complying with legal regulations and the principles of professional ethics.

No sanctions for corruption and/or bribery have been received to date.

There is no record of any contributions to political parties and/or political representatives.

Measures taken to prevent corruption and bribery

The economic and financial information given is an accurate reflection of the group's economic, financial and equity reality, in accordance with generally accepted accounting principles and applicable international standards.

One of the measures to combat money laundering is its financial management system, which has payment and collection processes by means of bank transfers and multi-signature registered payment methods that guarantee traceability.



SOCIETY

In compliance with its responsibility as a company, Grupo Lacasa implements initiatives that improve social cohesion, foster culture and boost the environmental sustainability of the regions and communities where it operates.

Commitments to sustainable development

Effectively incorporating ethical, social and environmental standards is the cornerstone of Grupo Lacasa's work. Therefore, one of its top priorities is to promote respectful and sustainable conduct towards people and the environment.



Grupo Lacasa employees once again participated in Healthy By Sanitas at the eighth edition of the event.

With a view to creating more sustainable cities and promoting healthy lifestyles, Sanitas launched a new edition that converts the steps taken by the employees of participating companies into trees.

More than 3.2 billion steps were taken thanks to the 11,000 participants, including both citizens and employees of the 200 companies registered in Spain, the equivalent of circling the globe 61 times. This environmental challenge saved the emission of 14.2 tonnes of CO₂, equal to the travel time of 162 flights between Madrid and Barcelona, and led to 11,000 trees being planted.



In December, the Conguitos brand sponsored the eighth edition of the charity flash fiction event organised by Fundación Ilumináfrica (<https://iluminafrika.com/>). This not-for-profit foundation was founded 15 years ago and is mainly composed of ophthalmologists from Aragon who aim to combat 'avoidable blindness' (blindness caused by simple cataracts, for example) in Africa's poorest countries.

Contest participants had to write a micro-story with a maximum of 1,500 characters about blindness, cooperation or Africa, and one of the prizes was a Conguitos pack valued at €500.

Impact on employment and local development

Sixty-five percent of the total raw and auxiliary material purchases were made from national suppliers, supporting local development and creating regional wealth. This also helps to further reduce transport costs and the company's environmental impact.

The outsourcing and subcontracting of auxiliary tasks to special employment centres represents a local turnover of €395,000.



Impact on local communities and the region

Grupo Lacasa remains involved with the community by donating products to organisations that perform charitable works as well as to charitable associations that help the most disadvantaged and vulnerable groups. Sports and culture are two other areas the group supports by donating products to participants in a range of events.

Over ten tonnes of different products valued at €69,000 were donated this year.

ASPANOA

Grupo Lacasa was one of the sponsors of Aspanoa's "Metamos un Gol al Cáncer" (Let's Score a Goal for Cancer) match this year. The association's flagship event, this is the largest charity event in Aragón with a turnout of close to 20,000 people.

The match was held in La Romareda municipal stadium (Zaragoza) on 13 November and raised €91,000, the second highest amount in the history of the association.

The Aspanoa match represents about 15% of the funds that Aspanoa needs to perform its social work in the fight against childhood cancer. With 28 years of history, it plays a key role in the launch of new projects, such as the recent refurbishment of the paediatric oncology examination rooms at Hospital Miguel Servet in Zaragoza.

A Solidarity Corner was created in November in Grupo Lacasa's "La Casa de Chocolate" store in Utebo (Zaragoza) to support Aspanoa through the sale of some of its products.

FOOD BANK

Regular deliveries to the Zaragoza Food Bank continue and are prioritised over other initiatives to help meet the needs of the most disadvantaged members of the community.

Deliveries have doubled in the past year, with an approximate donation of 5,000 kilos of food.

AT LACASA "SOMOS LA LECHE" (WE'RE THE BEST)

In response to the Zaragoza Food Bank's request for milk and baby food, Grupo Lacasa employees organised an in-house milk drive that brought in 91 litres of milk and 7 kilos of baby food.

TOO GOOD TO GO

Grupo Lacasa's brick-and-mortar and online stores are giving their products a second life by selling five packs per day and per location with similar best-before dates to help avoid food waste.

A total of 7,050 packs have been sold since this initiative was launched.

RED CROSS AND CÁRITAS

An in-house food drive was held in December for these two organisations to help cover the rising number of requests for help from the needy.

A large amount of food, from pulses, pasta and rice to tinned items, were brought in thanks to the efforts of Ibercacao staff.

OTHER INITIATIVES

The following is a non-exhaustive list of the many initiatives that have been implemented over the course of the year.



- > Atades charity race (Zaragoza)
- > IV Sesé bike tour (Teruel)
- > ITF Women's Futures Wheelchair international women's wheelchair tennis tournament (Alfaro- La Rioja)
- > Aspanoa Lighthouse Challenge (Zaragoza)
- > Atades charity paddle tennis tournament (Zaragoza)
- > Party at the Children's Hospital (Zaragoza)
- > 1st "Las Siete Palabras" (The Seven Words) paddle tennis tournament to benefit Fundación Aladina (Quintanar de la Orden)
- > Cancer charity race (Quintanar de la Orden)
- > "Valientes" paddle tennis tournament to raise funds for Aspanoa (Zaragoza)
- > Fundación Aladina "Xmas Weekend" street market (Madrid)
- > Asociación Bokatas: support for the homeless (Zaragoza)
- > Ayuda en Acción Christmas shop (Zaragoza)
- > "5 k contra la ELA" (5K against ALS) (Zaragoza)
- > Autismo Teruel: Christmas market (Teruel)
- > NGO Debra "butterfly skin" (Zaragoza)

CAMPAIGN TO SUPPORT LOCAL COMMERCE

Mindful of how important local commerce is as a driving force for the economy and a job creator, Quintanar de la Orden has launched a campaign to support small local businesses in order to boost and support local consumption while also providing company staff with discounts on purchases from collaborating organisations.

BANCO DE SANGRE Y TEJIDOS DE ARAGÓN (BLOOD AND TISSUE BANK OF ARAGON)

The facilities in Utebo (Zaragoza) regularly set up a space where local employees and volunteers can give blood at a mobile unit from the Banco de Sangre de Zaragoza (Zaragoza Blood Bank), helping to ensure that there is a sufficient supply of blood throughout the year.

There were 21 donors in April 2022, but the March event was cancelled due to lack of space as a result of ongoing construction work.

Partnership actions

Aware of its social impact, Grupo Lacasa has always understood the collaborative economy to be one of the strategic cornerstones of a sustainable business. To that end, it forges partnerships with companies, associations, NGOs and academic institutions, working together to overcome challenges and open up new business opportunities.

These are some of the partnerships with industry organisations and associations that help the group to access new markets and incorporate new technologies:

ADEA

ADEA, the Association of Directors and Executives of Aragon, was founded with the long-term goal of reporting on and debating present and future issues.



AECOC

With over 30,000 associated companies, AECOC 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.

AEFA

AEFA is an independent, not-for-profit association created on the initiative of family-owned businesses in the region to represent their interests in Aragon.

AIAA

Business association that represents companies in the food industry in Aragon. The AIAA comprises 160 food companies from all the agri-food subsectors, quality brands and protected designations of origin in Aragon.

AINIA

AINIA is a technological research centre founded in 1987 as a private, not-for-profit association that works to enhance business competitiveness through innovation.

APD

Global community of executives with a focus on training, networking and know-how in an exclusive ecosystem.

CALIDALIA

Calidalia brings together the main food, beverage and consumer product companies in Spain.

CHAMBER OF COMMERCE OF TOLEDO AND CHAMBER OF COMMERCE OF ZARAGOZA

Statutory corporations whose mission is to represent, promote and defend the general interests of commerce, industry and services.

CRE100DO

CRE100DO (a play on the Spanish word *creciendo* – 'growing') 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.

ECOEMBALAJES

This not-for-profit organisation cares for the environment by recycling and through environmentally friendly packaging design.

FORO DE MARCAS RENOMBRADAS

The Foro de Marcas Renombradas (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.

LES SPAIN & PORTUGAL

Association for the professional and business activities of public and private companies.



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, nougat and marzipan, and baked goods.

Job training and support

Grupo Lacasa, well aware of the importance of supporting job placement organisations and collaborations with universities and personal training centres, has entered into a number of partnership agreements.

JOB PLACEMENT THROUGH EMPLOYMENT PROGRAMMES

Job placement agencies help recruit people by contacting individuals searching for a job and matching them with vacant positions.

Grupo Lacasa currently works with the following centres:

INAEM

Collaboration in job placement for unemployed people, offering guidance on subsidies and employment programmes.

FUNDACIÓN EL TRANVÍA

Job placement services for the unemployed.

FUNDACIÓN EMPRESA UNIVERSIDAD ZARAGOZA

Bridge between companies, universities and institutions.

FUNDACIÓN FEDERICO OZANAM

Helps job seekers participate in selection processes.

FUNDACIÓN REY ARDID

Job placement services for the unemployed.

THINKING PEOPLE

Staff recruitment and selection.

TIEBEL

Social and solidarity initiative cooperative.

UNIVERSA

Bridge between companies, universities and institutions.

YMCA

Helps the unemployed join the job market.



PARTNERSHIPS WITH UNIVERSITIES AND VOCATIONAL TRAINING CENTRES

One of the company's core strategies is a commitment to young talent to drive development. Grupo Lacasa strives to attract young professional talent who share the values of a family business. It also helps to stimulate the job market by promoting employment and talent development.

Palestra training centre (Tarancón, Cuenca)
ESIC Business School (Zaragoza)
Aldonza Secondary School and Vocational College (Puebla de Almoradiel, Toledo)
Hervás Panduro Secondary School and Vocational College (Cuenca)
Miguel Catalán Secondary School and Vocational College (Zaragoza)
San Telmo Business School (Seville)
University of Castilla-La Mancha (Albacete)
University of Oviedo
EDEM Business School (Valencia)
Alonso Quijano Secondary School and Vocational College (Quintanar de la Orden, Toledo)
Fray Luis de León Secondary School and Vocational College (Las Pedroñeras, Cuenca)
Leonardo Da Vinci Secondary School and Vocational College (Puertollano, Ciudad Real)
Río Gallego Secondary School and Vocational College (Zaragoza)
University of San Jorge (Zaragoza)
University of Castilla-La Mancha (Toledo)
University of Zaragoza

CIEL BUSINESS SCHOOL (Tangier)

Ciel is one of the business schools in Tangier that works with Ibercacao on various initiatives to promote young talent. The school organised an educational visit to the Lucar manufacturing plant (Morocco) for all its students. The visit served as an opportunity to present practical business cases and production techniques to the young students-

Subcontractors and suppliers

Grupo Lacasa is firmly committed to the quality of its products and uses the finest raw materials and most cutting-edge technology to make them.

CERTIFICATION PLATFORM

In terms of traceability, Grupo Lacasa has a platform for supplier approval and management, which establish a series of requirements that include traceability, food safety, service and quality attributes. These requirements are audited by Grupo Lacasa's customers and the food safety regulations of the Global Food Safety Initiative. Global Food Safety (GSF) certification focuses on developing the skills and capacities needed to create standardised global food systems that produce safe foods throughout the food chain while ensuring operational efficiency.



RESPONSIBLE PURCHASING

Given the nature of its business, the main ingredient Grupo Lacasa uses is cocoa beans. Purchases of this raw material, used to make its wide range of products, totalled 13,672,478 kilos by the end of the fiscal year. The ingredient is procured through intermediaries and is sourced from major cocoa-producing countries in Africa, South America and Oceania.

The supplier certification platform is essential for setting up mechanisms with which to regularly verify the absence of practices that fail to 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 the risk of non-compliance with social responsibility criteria is high.

CODE OF ETHICS

The Code of Ethics for supplier relationships aims 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 principles of ethical and professional conduct: *integrity, quality, professionalism, respect and relationship*.

SUPPLIER RELATIONSHIPS

One of the targets the organisation set for this year was to strengthen its relationship with suppliers as a way to become a strategic client. To this end, visits to the different suppliers are encouraged to enhance compatibility and align the organisation's values, management and culture towards ensuring success.

A responsible purchasing policy is in the works as well to ensure a management approach based on objectivity, transparency and excellence.

Purchases made by origin	2022	2023
Spain	€73,272,559	€91,663,400
European Union	€34,901,486	€35,601,706
Rest of the world	€4,522,953	€5,719,299
TOTAL	€112,696,998	€132,984,405

MONITORING SYSTEMS AND AUDITS

Raw materials are controlled from the source to guarantee food safety and product quality. In this sense, robust approval and assessment systems are in place to analyse whether our suppliers are suitable for a specific product or not. Likewise, suppliers are required to register on the Sedex platform and to observe Grupo Lacasa's Code of Supplier Conduct, which contains criteria regarding human rights, labour rights, quality and environment, anti-corruption and ethical management.

Customers and consumers

Grupo Lacasa is a customer- and consumer-oriented company that aims to offer quality products that guarantee safety and satisfaction while establishing honest, respectful, long-lasting relationships with them, delivering a personalised, friendly service. To achieve these objectives, it has a Quality Policy that establishes basic principles and commitments.



The production process includes inspections and testing of raw materials, semi-finished products and finished products according to the established quality and schedule plans. The manufacturing process is also permanently monitored, and the group continuously controls, tests and monitors all processes through the hazard analysis and critical control points system.

The ongoing training of all its production and maintenance teams in quality, hygiene and food safety is vital for raising awareness and informing employees about the different aspects related to their job responsibilities.

Certifications

Grupo Lacasa currently holds several certifications in quality, food safety and sustainability that underpin its commitment to excellence in production and corporate social responsibility.

It is important to note that all the audits conducted, both planned and unscheduled, in the areas of quality, product, sustainability and food safety, have been successfully concluded. This is a major accomplishment for the company, demonstrating its commitment to excellence in all aspects of its business.

Grupo Lacasa conducts more than 50 audits a year at its plants, including production and pre-requisite audits, as well as customer and third-party audits. These audits are fundamental when it comes to guaranteeing product and service quality, as well as complying with customer requirements and industry standards.

FOOD SAFETY STANDARDS

Food safety standards include the BRC (British Retail Consortium), IFS (International Featured Standards) and IFS Global Market certifications, which are internationally recognised and guarantee that the products that Grupo Lacasa manufactures comply with the highest standards of quality and food safety. These standards establish the requirements for food safety at every stage of the supply chain and focus on aspects that include production management, process control, hygiene and cleanliness, and monitoring and traceability.

SUSTAINABILITY STANDARDS

Grupo Lacasa is also certified by UTZ, Rainforest Alliance, Fair Trade and RSPO (Roundtable on Sustainable Palm Oil), which are sustainability standards that aim to ensure that products are produced in a sustainable way, under ethical and socially responsible employment practices, while respecting the environment and local communities.

SMETA (Sedex Members Ethical Trade Audit) is an ethical and socially responsible auditing format used to assess labour, health and safety and environmental conditions and evaluate corporate social responsibility in the supply chain. Compliance with these standards can influence product quality and safety and is increasingly being required by retailers for their products. This certification enhances a company's brand image by demonstrating a commitment to social responsibility and supply chain transparency.

SMETA is not a certification standard, but an assessment approach that provides a robust and detailed evaluation of supplier and subcontractor conditions.

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QUALITY MANAGEMENT STANDARDS

Certified in ISO 9001, which lays down the requirements for an effective and efficient quality management system, focused on process and business management quality. It should be noted that in 1994, Chocolates Lacasa became the first manufacturer of chocolates, confectionery, nougat, nut brittles and pralines to gain certification in this standard.

PRODUCT REGULATIONS

These regulations are geared towards ensuring food product quality, such as Kosher (OK) or Halal certification, which establish requirements for producing food according to Jewish and Muslim religious precepts, respectively. They are therefore focused on meeting the specific religious requirements of certain consumer groups.

There are also certifications for organic products, such as the European CE and NOP certifications and group policies for non-GMO products.

All certifications reflect a commitment to quality, food safety, sustainability and corporate social responsibility. Through them, Grupo Lacasa is able to prove to its customers and consumers that it strives to comply with the highest standards of quality and ethics across every aspect of its operations. It is important to note that each of these regulations has its own specific features and requirements, but overall, they are all focused on guaranteeing the quality, safety and sustainability of the products that the group of companies produces and sells.

Systems for complaints received and their resolution

Grupo Lacasa prioritises customer service and complaint management. For this reason, it offers different communication channels that make it easy for customers, distributors and consumers to notify the group of incidents while guaranteeing privacy in compliance with the Spanish Data Protection Act.

COMMUNICATION CHANNELS

All complaints received through any channel are recorded by a system that allows for their effective follow-up and helps the group ensure a prompt resolution.

Calls are answered from Monday to Friday by our own staff who have the knowledge to provide a quick and efficient response to different questions.

Toll-free telephone number printed on most packaging and available on the corporate website: +34 900107385

Email address available on the corporate website: atencionalcliente@lacasa.es

Contact form on the company website: www.grupo.lacasa.es

Social media.



INCIDENT MANAGEMENT PROCESS

- > Receipt and registration of the notification.
- > Rapid analysis of the situation.
- > Resolution proposal.
- > Reply to consumer, customer or distributor.
- > Analysis and proposal of opportunities for improvement.

	2021	2022	2023
Number of complaints	251	659	672

All complaints received by the sales, industrial, distributor brand, distribution of other brands, B2B and international networks are taken into account.

The number of incidents remained stable with respect to the previous year, with 672 complaints received, mostly from consumers and customers in Spain, Portugal and Argentina.

- > No non-compliance with regulations or voluntary codes relating to product and service information has been detected.
- > No substantiated complaints regarding breaches of customer privacy or from third parties that have been corroborated by Lacasa or regulatory authorities have been detected.
- > The company is not aware of any cases of non-compliance with voluntary codes relating to product or service information that would have resulted in fines, sanctions or warnings.
- > The company is not aware of any identified cases of customer data leaks, theft or loss.
- > The company has not identified any cases of non-compliance with regulations or voluntary codes relating to marketing communications such as advertising, promotion and sponsorship.
- > No significant fines or non-monetary penalties for non-compliance with laws or regulations in terms of social or economic issues related to the following have been incurred.

CUSTOMER SATISFACTION

As a company fully committed to quality, teamwork is essential when it comes to streamlining processes, guaranteeing product safety and quality and, ultimately, exceeding the expectations of customers and consumers. This is the only way Grupo Lacasa will be able to retain the trust in its brand and continue to be an industry leader.

As a company, Grupo Lacasa is required to ensure it is always effective and efficient in resolving complaints and implementing corrective measures, building the trust it needs from its customers and consumers. To that end, ongoing efforts to enhance processes and increase transparency in complaint and incident management are essential.



Tax information

Grupo Lacasa has several sources of tax burden related to corporate income tax, with certain companies subject to tax consolidation and other companies that are independent in terms of corporate income taxation.

A tax consolidation group exists as from 1 April 2021 that consists of the following companies: Corporación Chocolates Lacasa S.A., Lacasa S.A., Comercial Chocolates Lacasa S.A., Chocolates del Norte S.A., Productos Mauri S.A., Chocolates Lacasa Internacional S.A., Ibercacao S.A. and Ibercacao France S.A. All these companies have a fiscal year that runs from 1 April to 31 March.

Moreover, there are companies with operations at the end of the fiscal year in other territories, all of which are taxed individually in their corresponding country, as detailed below:

- Bradstock Properties S.A. (Argentina)
- Grupo Lacasa Argentina SRL (Argentina)
- Chocolates Lacasa Portugal Lda. (Portugal)
- Dulcinea Maroc S.A.R.L. (Morocco)
- Lucar Distribución S.A.R.L. (Morocco)
- SCI CDB Cluj (France)
- Chocolates Lacasa France (France)

All these companies are taxed according to and respecting the regulations in force in each country and have obtained any advisory services needed from expert and independent third parties. We work together with tax experts in order to stay fully up-to-date with the latest regulatory developments. To meet market standards, Spanish companies share a transfer pricing dossier to ensure the correct application of criteria and prices between companies.

Country-by-country earnings

Grupo Lacasa currently has a series of grants that were awarded in previous years, which currently represent part of its net worth. According to accounting and tax regulations, these grants are recognised annually as a gain in the consolidated profit and loss statement. The total amount of grants reported in the 2022/23 profit and loss statement is €33,707, and the entities that awarded these grants are as follows:

Entity	Scope
Regional Government of Aragón	Autonomous Community
Spanish Ministry of Industry, Tourism and Trade	State
Institute of Economic Development of the Principado de Asturias (IDEPA)	Local
European Union (CDTI)	International

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To date, all companies that receive Grupo Lacasa grants have complied with all the necessary requirements for their concession and have committed to cooperating with any actions that the relevant inspection and auditing bodies may conduct.

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Independent Assurance Statement on the Consolidated Non-Financial Information Statement of Grupo Lacasa for 2022/2023

Zaragoza, 7 July 2023

To Grupo Lacasa shareholders and subsidiaries,

A limited assurance scope audit was conducted of the consolidated Non-Financial Information Statement (NFIS) for the fiscal year ending 31 March 2023 of Corporación Chocolates Lacasa, S.L. (hereinafter, Grupo Lacasa), which forms part of the attached 2020/2021 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 the directors

The preparation 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 has been prepared based on the standards of the Global Reporting Initiative (GRI Standards). Grupo Lacasa is responsible for complying with the dual materiality requirements and for compiling all the information included in the report, with a view towards making the NFIS increasingly relevant, credible and easy to use.

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 2022/2023 fiscal 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.

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The work of the independent assurance provider consisted of formulating questions for the group's management, as well as for its 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 employees 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 2022/2023 fiscal 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 2022/2023 fiscal year.

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.

Conclusion

Based on the procedures carried out during the verification and the evidence obtained, except for the effect of the question described in the paragraph "Basis for the conclusion with proviso", no aspect has been found that leads us to believe that Grupo Lacasa's NFIS for the fiscal year ending on 30 March 2023 has not been 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 contents required by Law 11/2018 on Consolidated Management Reports.

Use and distribution

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

A handwritten signature in black ink, appearing to read "Juan Miguel Royo Abenia".

Juan Miguel Royo Abenia
ECONOMIST, member of the Professional Association of Economists of Aragon, no. 2084