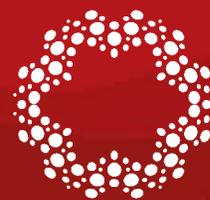


SUSTAINABILITY

Report 2024



Delaviuda
Confectionery Group



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MESSAGE

from the Chairman

Dear friend,

It is an honour to present our Company's 11th Annual Report, which reflects our commitment to transparency and the achievements made during the year 2023-2024 both at the strategy and management level, as well as in terms of governance.

At the business level, 2023-2024 has been a good year in which we have managed to meet the goals of internationalisation, deseasonalisation and innovation on which we base our growth. These achievements not only show our ability to adapt, but are also a reflection of our strategic vision and our commitment to value creation, which we keep alive since 1927.

During this year we have not only made progress in our management goals, but we have also carried out an exercise of reflection and medium-term vision that has resulted in the Strategic Plan 2024-2027. This Plan lays the foundation for our future growth. This is an ambitious project that I am optimistic about, as we face it with a solid financial position that will allow us to finance the potential growth.



In the area of governance, we have continued to strengthen our leadership and management model, promoting maximal separation of roles. This firm commitment is enabling us to implement best corporate governance practices and transparency at all levels of the company, thus consolidating our position as an example of good governance in the family business sector.

Our commitment to good governance will continue to be at the forefront in the coming years, as we are beginning to define the basis of the new family protocol and partners' pact, which will guide our actions over the coming years and seal our commitment to family continuity and cohesion, ensuring that future generations can continue to build on the solid foundations that previous generations have established so far.

I would like to take this opportunity to thank all our employees, partners and stakeholders for their efforts and dedication, as they are undoubtedly a fundamental part of driving our company towards new horizons, always keeping our values and principles as a guide.

Sincerely,

Manuel López Donaire
Non-Executive Chairman
Delaviuda Confectionery Group

from the CEO

I am pleased to present our Annual Report, corresponding to the financial year 2023-2024, which highlights our commitment to growth, innovation and the generation of a positive impact on our environment.

This year has been marked by the consolidation of our growth bases and the design of the new Company Business Plan, a 3-year plan, built around three strategic axes - growth, profitability and sustainability - which will continue to be based on the challenges of innovation, deseasonalisation and internationalisation.

During the year, innovation was once again a major focus. From our R&D centre, we have continued our commitment to revolutionise the way of consuming turrón and, in addition, we have developed new products with which to continue to tackle the 'all year round' categories. This is a commitment that is allowing us to strengthen the positioning of our brands in order to reach a wider audience.

In an increasingly connected and global world, internationalisation has also been high on our agendas. Our presence in key markets continues to grow with the ultimate aim of establishing ourselves as the global leader in Spanish Turrón and Marzipan and the European leader in the manufacture of bars.

People are a key lever when it comes to tackling our challenges. The projects undertaken contribute to strengthening our value proposition, attracting and retaining talent, and making DCG an attractive project in which people can find development, growth and well-being.

In terms of sustainability, we have taken an important step by designing a cross-dimension Sustainability plan. We have also activated the implementation of projects that, in addition to sealing our environmental commitment, contribute to reducing and managing our environmental impact without compromising the future.



The sum of all these advances has contributed to closing the year with a turnover of 140 million euros. This result represents a 3% increase over the previous year's turnover, as well as double-digit growth in terms of EBITDA. Undoubtedly, these figures are the reflection of good teamwork together with the dedication, passion and commitment of all those who make up the Delaviuda Confectionery Group.

As I said before, this 2023-2024 has also been dedicated to visioning our Strategy in the medium and long term, resulting in the new Strategic Plan. Thanks to this year, we look to the future with determination and enthusiasm to become the global leader in 'Spanish Turrón and Marzipan and the European leader in bars.

I want to take this opportunity to thank all our stakeholders for the trust placed in us throughout this time. Your involvement and support inspire us every day to continue to achieve the successes we have set for the future.

Hoping you enjoy reading this document, I greet you sincerely,

Isabel Sánchez
CEO
Delaviuda Confectionery Group

Delavinda

CONFECTI**ONER****RY**

Group



Delaviuda Confectionery Group is a family group, with 100% Spanish capital, specialising in food, and present in the turrón, marzipan, confectionery, bars and chocolate sector. We currently market our products in more than 65 countries.

From our plants located in Spain (Sonseca) and France (Artenay), we serve our traditional retail customers (hypermarkets, supermarkets and local shops), travel retail, as well as other companies and channels.

Delaviuda Confectionery Group, S.L.U. is the parent company of the Food Group and the subsidiaries through which the Group's different business units are articulated depend on it. Likewise, Delaviuda Confectionery Group, S.L.U. maintains a strategic collaboration relationship with Almendralia Ibérica, S.L.U. -dedicated to the exploitation of almond trees and subsequent marketing of almond- which is part of the same family business group.



Shareholder structure as of June 30th, 2024



**Almendralia Ibérica, SLU and Delaviuda Confectionery Group, SLU are part of the same family business group and maintain a collaboration/alliance relationship with each other.*

Delaviuda CG maintains its leadership in the turrón, marzipan and other traditional confectionery branding sector, making it one of the main guardians of Christmas.

The Group's activity is carried out mainly in the mass consumer food sector through two business units: the branded confectionery business unit (Delaviuda, El Almendro and Cacao Sampaka) and the private label business unit (MdD) and Business to Business B2B (Artenay Foods).

Branded confectionery business unit

Dedicated to the production of **turrón, marzipan, confectionery, chocolates and bars.**

Delaviuda and El Almendro

We are the leading manufacturer of Christmas confectionery in the sector. Through our two emblematic brands, **Delaviuda** and **El Almendro**, we market our products in the fast-moving consumer goods (fmcg), travel retail and direct consumer sectors.

Cacao Sampaka

Our premium brand, specialising in the highest quality chocolate, considered 'the quintessence of cocoa'. Cacao Sampaka was born with the aim of making cocoa reach its maximum expression, turning it into a jewel for the five senses. The brand offers its products through a network of own shops, franchises and our online shop.

During this year, a relevant milestone has been the work carried out on the new visual identity and definition of the philosophy of Cacao Sampaka:

*'We all have a purpose in life.
The best cocoa is born to be cared for,
respected and treated as necessary in order to
become a jewel for our five senses.'*

*'Thus, we were born more than 20 years ago
to realise the purpose of cocoa, discovering its
true essence and empowering it to become the
expression of something sublime and delicious.'*

**From Cocoa
to Sampaka Cocoa**

La Confiteria
Delaviuda

el **Almendro**

CACAO
SAMPAKA

artenay **foods**

MdD and B2B business unit

Dedicated to the production of **bars and snacks** for the main European distribution chains and B2B projects.

During this year, Cacao Sampaka has opened a new store on Madrid's golden mile in Calle Serrano 84. The store has a room for tastings, pairings and events. This establishment expands the brand's network of shops, which already had its own shop in Barcelona, as well as franchises in Madrid, Osaka, Tokyo and Kobe.



Milestones 2023-2024



Preparation of the **new Business Plan** for the next 5 years.



Review and redefinition of DCG's **Mission, Vision and Values.**



First financial year with the new configuration of the Advisory Board, which aims to advise and supervise the Group's strategy, as well as implement good corporate governance practices.



Review and update of the Delaviuda Confectionery Group **Code of Conduct**



For the second year in a row, we have seen double-digit growth in terms of EBITDA.



The Management Committee continues to consolidate its structure in order to integrate and promote all areas and business units.

Preparation of the **Double Materiality Analysis**, which has provided us with an initial diagnosis of the impacts, risks and opportunities of the business activities in terms of sustainability.



Cacao Sampaka: the factory has been integrated into the Sonseca facilities, and a new shop has been opened on Calle Serrano in Madrid.



Innovation in our core to offer new formats: **Turrón Finiísimo range and chocolate marquises**, among others.



Development of brand alliances with leading companies in the fast-moving consumer goods sector.



Launch of the '**Proyecto Secuoya**': our 2023-2025 training plan.



MásTalentos Senior seal of approval, Proactive level.



Halal certification at our Sonseca plant.



Growth, profitability and sustainability

Our business growth and expansion plan is based on leading innovation, ensuring the profitability and efficiency of our processes, and expanding our 'all year round' presence, through internationalisation, the opening of new channels and the commitment to new product categories.

This strategy is yielding positive results that allow us to consolidate our position as one of the leading manufacturers in the turrón and traditional confectionery sector in the branded business unit, and in the European market for bars through the business unit for third-party brands.

During this year, the Management Committee has been especially focused on the preparation of the new **Company Business Plan**. A 5-year plan that pivots on three strategic axes: **growth, profitability and sustainability**. This Plan is supported by the following cross-cutting levers: people and the new leadership model, innovation and marketing and, finally, the digitisation and management of information flows



Growth



Our strategic goals of internationalisation, 'all year round' presence and innovation, guide our actions and inspire us to work under the 'All in' approach, which ensures that all departments are aligned towards a common purpose: profitable and sustainable growth.

The management committee, together with their teams, have done a very important job in moving forward the ongoing projects, making it possible for us to close the year with such good results.

Our aim is to continue to develop products and formats that meet market trends and consumer needs. During this year, El Almendro and Delaviuda have opted for innovation in the core and for strategic alliances with leading brands in the fast moving consumer goods sector. Once again, El Almendro has revolutionised the way of consuming

turrón with the creation of the new Finíísimo range. In addition, El Almendro has also responded to trends such as chocolatisation through cobrandings such as El Almendro Donettes, El Almendro Monopoly and El Almendro Fábrica de Cervezas Estrella Galicia. Delaviuda has strengthened its core business, responding to chocolatisation with the development of chocolate marquises and partnering with Cacaolat for the development of Cacaolat praline and panettone.

Thanks to the alliance with Sabor a España, we have contributed to boosting the growth of the project, which already has more than 50 points of sale in which we are present with our Delaviuda and El Almendro brands.

At the international level, we have focused on the consolidation of those markets in which we were present and on making them grow, under the motto **'making great things great'**.

Profitability



It has been a very positive financial year, in which we have recorded a double-digit increase in results and EBITDA.

Sales in the national and international markets have recorded an increase in 'all year round' sales, thanks to innovations and

We believe in sustainability in two ways.

Firstly, economic sustainability in the long term, necessary to accompany the Group's growth and value creation.

Secondly, sustainability understood as the commitment to integrate environmental, social and governance (ESG)

the international market, thus fulfilling our goals of deseasonalisation, internationalisation and innovation.

In addition, the Group has continued to focus on efficiency and process optimisation, investing 1.6 million euros in technological improvement projects and innovative practices.

criteria as a way to create value in the Group and our stakeholders.

Our commitments to our stakeholders are reflected in the ESG Plan that is based on the pillars of People, Products, Planet and Progress.

Sustainability



'Making great things great'

Our Commitment to sustainability

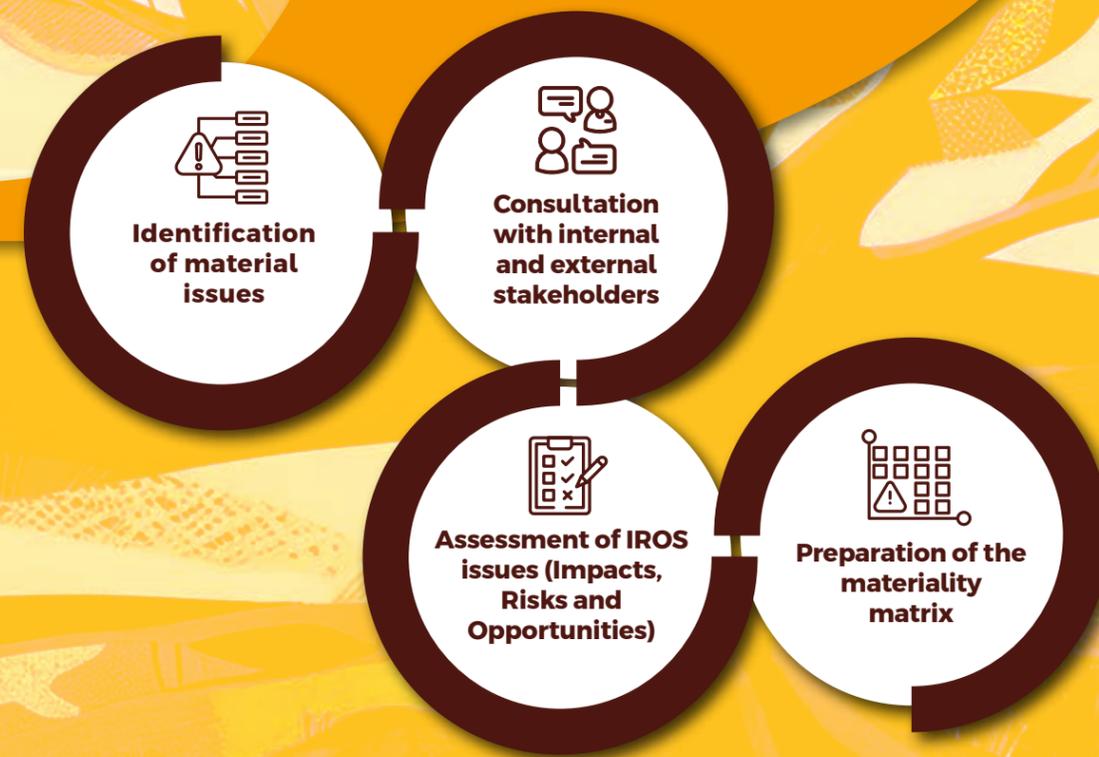
Following the materiality exercise, the basis for the design of the Group's Sustainability Plan, **a cross-cutting working group** was formed to represent the main areas of the company. Finally, the day-to-day management of these matters falls under the responsibility of the **Human Resources and Sustainability Department**.



Our four pillars of sustainability strategy

One of the main milestones set for this year was the preparation of a double materiality analysis, aimed at providing the Group with a first approach to this methodology required by the new European sustainability directive (CSRD). This work has provided us with an overview of the main ESG issues underpinning the sustainability strategy, and an inventory of material sustainability impacts, risks and opportunities.

This process has consisted of four phases:



Identification of material issues and consultation with Stakeholders

In order to identify sustainability issues, a sector benchmarking, an analysis of regulations, and reference standards such as SASB, MSCI and S&P Global were carried out. Subsequently, a questionnaire was sent to the main stakeholders to know their perception of the relevance of the issues identified.



Assessment of sustainability issues according to the concept of double materiality

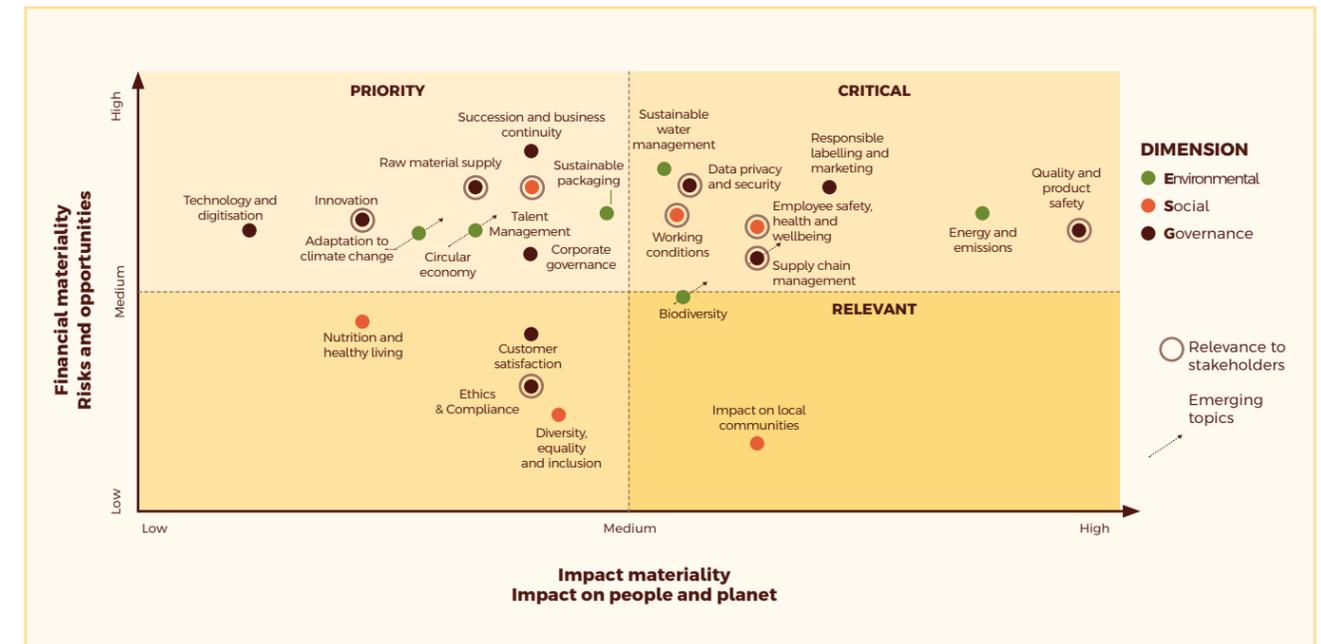
In a second phase, within a working group, each of the sustainability issues identified in the first phase were assessed according to the double vision of impact materiality (positive and negative, actual and potential impacts of the Group on people and the environment) and financial materiality (risks and opportunities that could affect the value of the company based on variables such as importance and probability).



Materiality matrix

Below is the materiality matrix that shows, on the Y axis, the results of the evaluation of financial materiality (risks and opportunities that affect or may affect the Group's value creation). On the X axis are the results of the impact materiality (actual and potential impacts of the Group on people and the planet).

In addition, the stakeholder perspective is reflected in the different size of the bubble that represents each ESG issue, depending on the relevance attributed by respondents.



Following this work, Delaviuda Confectionery Group has defined the four main axes on which it develops its sustainability strategy: **People, Progress, Product and Planet**, on which it will be working in the coming years.

People



To position ourselves as an attractive and responsible employer brand, committed to loyalty through employee development and well-being..

Progress

We promote a responsible governance model committed to having a positive impact on the environment.

Product

We maintain our high standards of quality and innovation so that people can enjoy the original flavours in their most traditional and avant-garde version.

Planet

We take care of the impacts we generate in the environment, so as not to compromise tomorrow.

Results

The economic and political context has continued to be characterised by high uncertainty. Considerable increases have been seen in cocoa costs, while for other commodities, costs have stabilised in price.

During this year, the tension in the supply chain has been considerably reduced compared to the previous year.

Despite this, Delaviuda Confectionery Group has presented very positive results, reaching an aggregate turnover of 140,390 million euros, compared to 135,802 million euros the previous year, which represents an increase of 3%.

As for the production volume, we have reached a figure of 17 million kilograms compared to 16.82 million kilograms in the previous year.

Main financial figures*	2022-2023	2023-2024
Turnover	135,802	140,390
Generated value	94,163	100,383
EBITDA	5,879	6,500
Net investments	2,734	3,261
Net worth	45,769	47,757
Total assets	83,843	89,640
Net financial debt	- 2,522	-8,953
Working capital	24,956	25,162

Data in millions

*Delaviuda USA, Delaviuda UK, Cacao Sampaka, SLU, or Almendralia Ibérica, SLU are not included

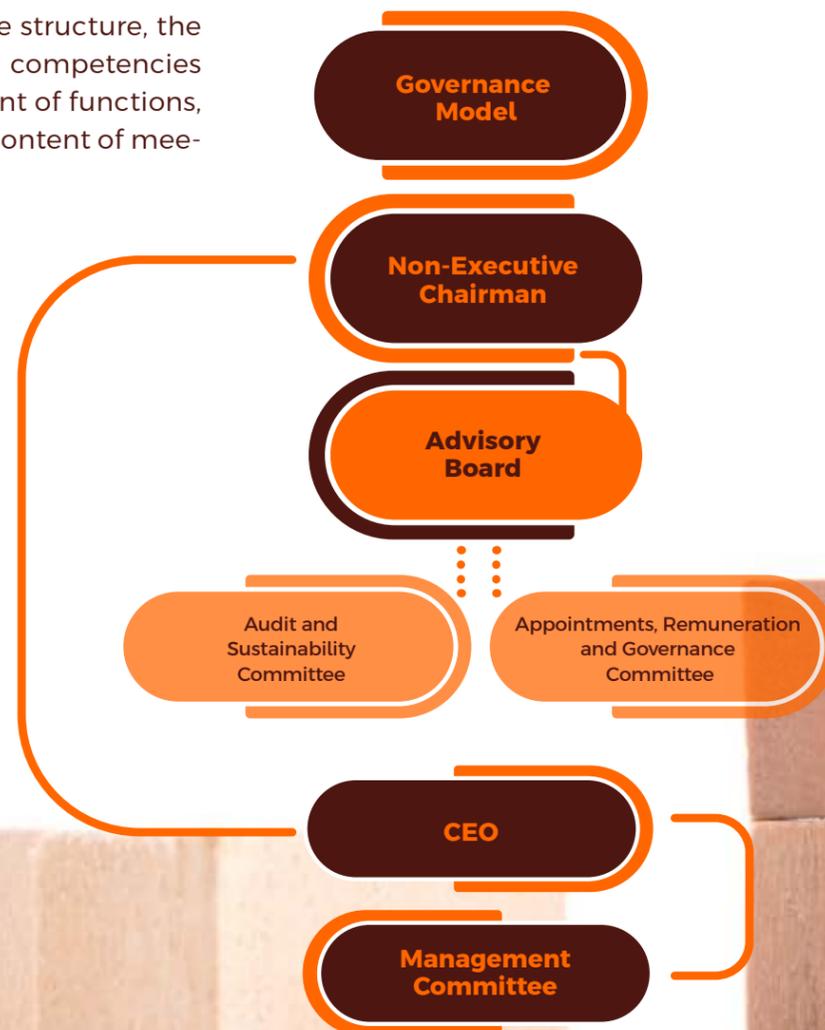
Good governance and ethical

CULTURE

Manuel López Donaire, the Group's non-executive chairman, continues to promote best practices in corporate governance and good corporate management. His main goal is to provide the next generations with the necessary means to preserve the corporate legacy, promote growth and ensure the achievement of goals, adapting to different contexts and stages.

During the year, work was carried out on the implementation of good governance practices, taking as a reference the guide of good practices recommended by the Spanish National Securities Market Commission (CNMV), addressing key aspects such as the design of the best governance structure, the definition of the profiles and competencies of its members, the assignment of functions, as well as the frequency and content of meetings, among others.

We are committed to best governance practices, with a long-term vision that guarantees the legacy of this family group.



Board	Composition	Meetings
Advisory Board	10 members - Four proprietary members (two of them in training) belonging to the third and fourth generation of the López family - Two executive advisors - Three independent advisors - An external advisor	6 meetings
Audit and Sustainability Committee	- An external advisor - Two independent advisors - A proprietary advisor	5 meetings
Appointments, Remuneration and Governance Committee	- A proprietary advisor - Two independent advisors	5 meetings

The management of the Group is the responsibility of the **Management Committee**. Led by the CEO, this forum meets once a month and consists of the CEO and certain Group units.



During the current year, the Management Committee has been strengthened with the incorporation of the Third-party Brand Business Unit Management and the creation of the Transformation, R&D and Quality Management. The latter aims to lead the company's transformation process, through the review and updating of processes, from product conception to final delivery to the customer. All this with the aim of improving and making the value chain more efficient.

Ethical *culture*

At Delaviuda CG we foster a corporate culture focused on ethical behaviour, promoting behaviours aligned with the values and principles of action set out in the Code of Conduct.

We have revised and redefined **our mission, vision and values**, integrated into the new DCG Business Plan, with the organisational goal of moving towards sustained profitable growth.



Mission

We have revised and redefined our mission, vision and values, integrated into the new DCG Business Plan, with the organisational goal of moving towards sustained profitable growth.



Vision

Being the global leader of 'Spanish turrón and marzipan' and the European leader in the development and manufacture of bars.



Passion

The flame of our workroom was lit in 1927, since then, nothing excites us and motivates us more than to elaborate our products with care so that they reach every home in the world.



Innovation

Interest that constantly moves us to adopt new ways of doing things in order to move forward.

DCG values



Commitment

Engine that leads us to give our best to achieve our goals of economic growth and ensure the creation of value and positive impact among our stakeholders.



Transparency

We maintain a transparent and open attitude with each and every one of our stakeholders, to whom we transfer, in an objective manner, the information they must know.

We remain firmly committed to fostering and promoting a culture of ethics and compliance at all levels, aligned with the values that have always inspired us.

Compliance system

At DCG we are committed to fostering and promoting a culture of ethics and compliance at all levels of the organisation, ensuring that our practices are consistent with what society demands.

The Delaviuda Confectionery Group Compliance System is based on the Code of Conduct, showing the company's willingness to act in accordance with the Group's principles and values, promoting responsible conduct and rejecting any behaviour that may constitute a crime.

The Compliance Model incorporates the necessary elements to prevent and properly manage the risks associated with the scope of compliance.

Main elements of Delaviuda Confectionery Group Compliance Model



We must take care of the small details that make belonging to Delaviuda CG a source of pride.

The Group has a risk map for the definition of which the Criminal Code and the ISO 31000, 19600 and 37001 and UNE 19601 standards have been taken as a reference. Furthermore, it relies on management tools (policies, processes and procedures) that reduce the likelihood of these risks materialising.



Policies and procedures

The Delaviuda CG Group has developed the regulatory body of the Compliance Model with various policies and procedures.

The **complaints channel procedure**, established to provide employees and third parties with a means of reporting possible non-compliance.



The **Criminal Compliance Policy** includes the aspects of the Criminal Compliance Model implemented by the company. This model accredits the existence of an organisation, management and control system designed to prevent and detect the risks of criminal offences or fraudulent and corrupt practices within the organisation.



The **Anti-Corruption Policy** reaffirms the zero-tolerance stance against corruption described in the Code of Conduct and establishes prohibited conduct.



The **Donation Policy** aims to provide guidance on participation in events, sponsorships and gifts, ensuring legal, ethical and transparent decision-making.



The **Harassment Prevention Protocol**, which defines the guidelines for the prevention of workplace harassment and, if it occurs, how to resolve it quickly and in accordance with the principles of contradiction and confidentiality

Complaints channel

All DCG personnel have the obligation to report or communicate any fact, act, conduct or behaviour that could be considered irregular or illegal. During the year, a new complaints channel was implemented.

Complaints can be channelled through the following means: verbal communication to the line manager who will draw up the minutes and communicate it to the Compliance Officer; and/or through the website www.delaviudacg.com which has a specific section, Compliance, intended for this purpose.

The Compliance Officer is responsible for ensuring the proper functioning, guaranteeing confidentiality and non-retaliation against employees or third parties who make a complaint, provided it has been made in good faith.

During this financial year, three complaints were received through the enabled channels, which, after applying the protocol and carrying out the corresponding investigation, were resolved.

Zero tolerance against corruption

With regard to anti-corruption issues, the **Code of Conduct** sets out in the section 'Zero Tolerance against Corruption' the main guidelines on this matter.

In addition, we have an **Anti-Corruption Policy** that describes those conducts that could lead to corruption and are therefore prohibited by national and international regulations.

In order to facilitate queries or communications, employees should inform the Compliance Officer, their line manager or the legal department.



Proud and

PASSIONATE

At DCG, pride in belonging becomes the force that drives us to overcome the challenges posed.

After years of driving transformation in a volatile and complex social environment, we have found that working on the employee value proposition is key to building trust and rowing together.

In terms of Human resources management, our objective is to position ourselves as an attractive and responsible employer brand, committed to the development and well-being of talent. Based on this approach, and on the basis of the foundations built so far, we are prepared to continue moving forward within the framework of our new Strategic Plan.

Along these lines, the Human resources area has developed new ways to respond to current challenges:



People's well-being and safety



Attraction and retention of talent, especially with the deployment of the *Proyecto Secuoya* and the flexible remuneration model 'Delaviuda Compensa'



Internal communication

About US

540
average workforce
52% women 48% men

655
people at year-end

70
new hires

14
employees with disabilities

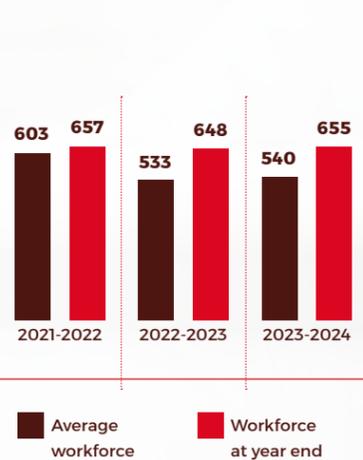
94%
full time

96%
permanent and permanent seasonal contracts

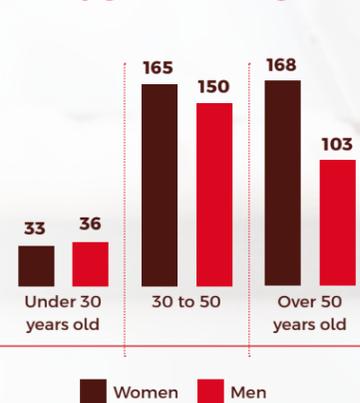
During the year, DCG's average workforce reached the figure of 540 employees (52% were women and 48% were men) and 655 at the end of the year (June 30th, 2024).

During the campaign periods this figure increases significantly, reaching a figure close to 825 employees, as the highest peak of staff recorded in this year.

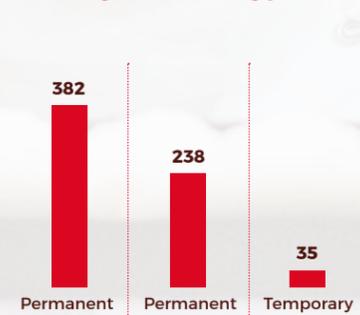
Evolution of workforce



Workforce at year end by gender and age



Workforce at year end by contract type



Average workforce by gender	2022-2023			2023-2024		
	Spain	France	Total	Spain	France	Total
Men	248	32	280	250	30	280
Women	203	63	266	201	59	260
Total	451	95	546	451	89	540

Average workforce by age	2022-2023			2023-2024		
	Spain	France	Total	Spain	France	Total
Over 50 years old	164	41	205	168	43	211
30 to 50	236	45	281	236	38	274
Under 30 years old	51	9	60	47	8	55
Total	451	95	546	451	89	540

Average workforce by professional category	2022-2023			2023-2024		
	Spain	France	Total	Spain	France	Total
Manager	12	9	21	12	10	22
Middle management	65	23	88	67	18	85
Administrative	41	5	46	42	5	47
Other staff	333	58	391	330	56	385
Total	451	95	546	451	89	540

Average workforce by type of contract	2022-2023			2023-2024		
	Spain	France	Total	Spain	France	Total
Permanent	290	91	381	292	87	379
Permanent seasonal	142	0	142	140	0	140
Temporary	19	4	23	19	2	21
Total	451	95	546	451	89	540

Average workforce by type of working day	2022-2023 ¹			2023-2024		
	Spain	France	Total	Spain	France	Total
Complete	-	-	-	451	59	510
Part-time	-	-	-	0	30	30
Total	451	95	546	451	89	540

¹Average workforce data broken down by type of working day were not available for the financial year 2022-2023

Where you are what matters

Our value proposal

At Delaviuda CG, talent and commitment are two variables that we take special care of. We actively work on the retention of key people (future or emerging talent with a good level of performance and high potential), as well as those who occupy key positions within the Group.

To do this, we deploy a methodology based on active listening, which allows us to adapt, walk in the same direction, connect and enhance their commitment, turning the employee experience into a fundamental pillar that contributes to the organisation's strategy.

In addition, in our ongoing commitment to being one of the best companies to work for, we continue to advance our employee value proposition through the following lines of action:

Remuneration

- Lancement du nouveau Implementation of the new flexible remuneration model in Spain: **'Delaviuda Compensa'**
- **Implementation of a new variable compensation model for people in the sales area.**



Work-life balance

- Maintenance of **EFR certification**.
- Obtaining the **Mástalento senior Certification** at the Proactive level, a recognition of those organisations that make a firm and decisive commitment to senior talent, in response to the social, economic and employment situation both in Spain and in other countries in our environment.
- Start-up of the **Work-life balance Committees** of the Sonseca plant.
- Agreement and signing of the new **Delaviuda Alimentación Equality Plan**.



Organisation and Culture

- Visibility through internal and external communication of the Management's commitment to the Group's profitable and sustained growth.
- Strengthening internal communication as an element that contributes to conveying the most important messages of the strategy and the company



Opportunity for professional growth, continuous training and personal development

- Internal posting of vacancies (**36 offers published on the corporate website**, with priority given to internal candidates).
- **5 promotions and 15 ongoing development plans.**
- **29% recruitment of people who have completed internships through scholarships.**
- Deployment of the **Proyecto Secuoya**.
- Launch of **the Inter DCG project**, which allows stays in other Group companies.
- Participation in the **ICEX Vives programme**.



In this exercise we have achieved a retention rate of 100% of our key people.



Attracting Talent

The talent attraction strategy involves the deployment of different actions and tools that allow us to make the recruitment and selection processes more efficient.



In addition, we have actively participated in various **employment forums** and maintain strategic agreements with **Universities and Vocational Training Institutes**. These initiatives allow us to identify and attract young profiles for internships in the Group, some of whom join us once they have completed their internships.

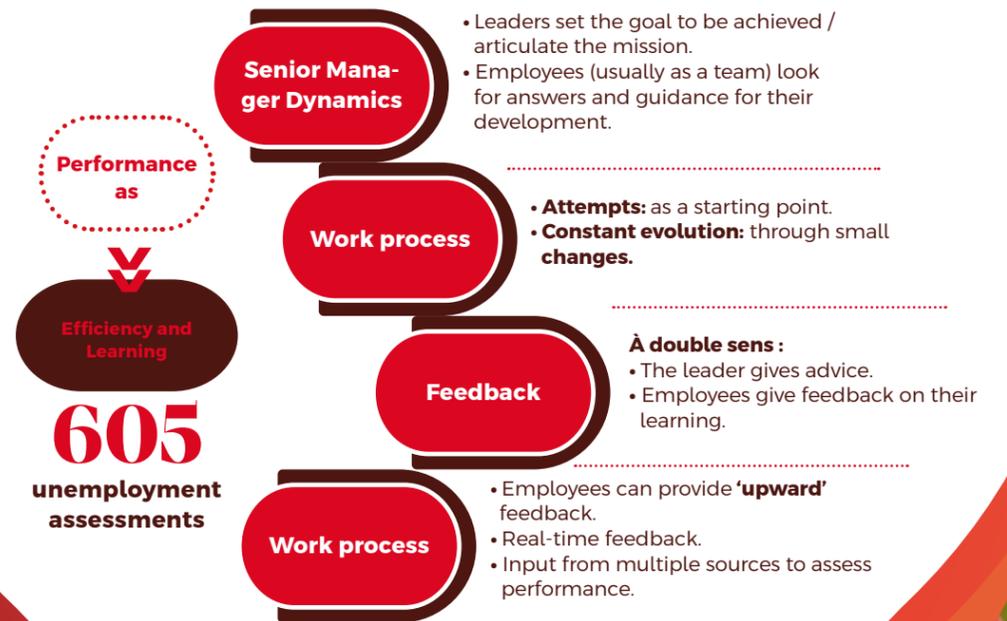
Noteworthy is the training agreement signed with the **University of Castilla-La Mancha (UCLM) in the Dual University Master's Degree in Innovation and Development of Quality Food**, through which students of the Master's Degree have the possibility of doing their internships at DCG.



Growing with you: Talent Management and Leadership

Our **Performance Evaluation Model** is a strategic tool for the Group, helping us to drive the continuous development and growth of people, while contributing to organisational objectives.

Delaviuda CG Performance Evaluation Model



Our Performance Evaluation Model allows:

- Greater alignment of people's goals with those of the company.
- The use of metrics for the measurement and improvement of individual performance.
- Monitoring the results throughout the year.
- Greater clarity of individual expectations.

Adaptation, knowledge and renewed skills

From the Talent department we continue to promote the training and integral development of our people. **DCG Talent University** is the entity through which our entire training program is articulated.

In line with our commitment to the promotion of Reskilling and Upskilling skills, we have deployed the **'Proyecto Secuoya'** Training Plan. This ambitious training programme, which is deployed in a hybrid format, face-to-face and online, aims to turn the members of the organisation into true Sequoias, people with renewed knowledge and skills, who are capable of adapting to new ways of doing things. This challenge is for us a fundamental aspect to continue advancing in the Group's strategic challenges.

Proyecto SECUOYA

Project aims

1 Capture and organise specific internal knowledge, making it available to the organisation.

2 Develop skills adapted to the new demands of the market.

3 Promote responsible management.

Program Claustro
Training contents taught by internal trainers with technical and transversal knowledge. This program is activated every 2 years in order to rotate the trainers and update the training content. These actions are integrated in the LMS of the DCG Talent University.

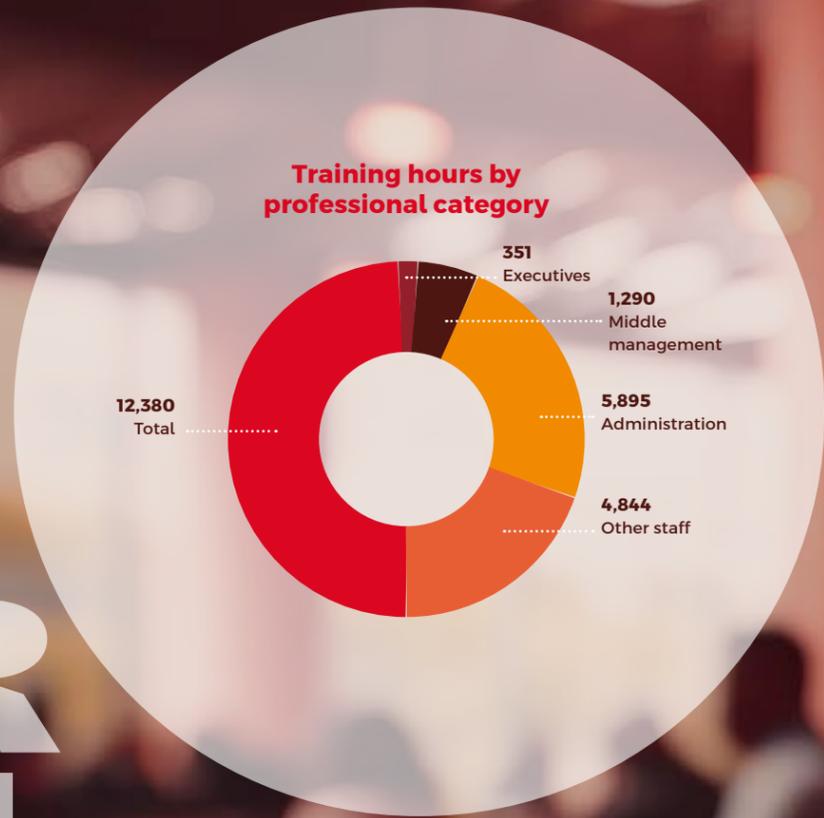
Program Savia

- **Training in soft skills:**
+400 courses to enhance skills in multi-language format through the isEazy Skills provider. It includes a varied catalogue of training pills, integrated into various thematic blocks in our LMS (Wellbeing, Leadership, Digital Mindset, etc.).
- **Externally sourced, high-value technical training for individuals and strategic groups,** in search of a greater competitive advantage for DCG.

Reskilling Program
Specific Training Plan aimed at updating the knowledge and skills of all the Group's people.

Our new Training Plan called 'Proyecto Secuoya' - which emulates these giant trees with solid roots and a proven capacity for adaptation and resilience in new environments - is a programme designed to make our professionals into benchmark individuals with renewed knowledge and skills, capable of adapting to new ways of doing things.

TRAINING



↑
58%

More training hours than the previous year

96.1

thousand euros in investment in training

237

Courses taught

In addition, through the DCG Talent University platform, we offer a wide and varied training catalogue both online and offline. During the year, **12,379 hours of training** were provided. The main topics addressed are related to specific subjects for positions to be developed, accounting for 65% of the training.

This training deployment has been mainly aimed at administrative and production profiles (85%), which has a direct impact on their professional development and employability.

22.93

Average hours training/employee

12,380

Training Hours

Attendees

2,411

	2022-2023	2023-2024
Investment in training (euros)	55,309	96,102
Total training hours	7,815	12,380
Number of courses	88	237
Number of attendees	1,020	2,411
Training hours/employee*	14.66	22.93

*Average workforce

Average training hours*	2023-2024		
	Spain	France	Total
Women	22.85	6.46	21.09
Men	29.38	9.81	24.93
Total	25.76	8.68	22.94

*Average workforce

Subject	Total training hours	
	2022-2023	2023-2024
Occupational Health & Safety	1,412	826
Food Safety Quality	406	450
Languages	17	61
Job specific	5,670	8,100
Other	309	2,942
Total	7,815	12,380

Looking *after you*

Integrating, balancing and compensating

Our value proposition for employees is framed in the EFR (Family-Responsible Company) certification model. Therefore, at Delaviuda CG we continue to promote measures that facilitate the personal, family and professional balance of employees through the **Work-life balance Plan**.

With 27 measures aimed at enhancing the quality of employment, flexibility, equality, support for the family, personal and professional development (quality in employment, space-time flexibility, equal opportunities, professional development and family support).

Over the years, we have adapted the initiatives to the specific needs of both office and factory groups of our Spanish company Delaviuda Alimentación, SAU. These actions are complemented by the dissemination and implementation of good practices that promote work disconnection, contributing to a better work-life balance experience for our employees.



Delaviuda compensa



During the year, the **'Delaviuda Compensa' flexible remuneration model** was launched in which employees can allocate part of their remuneration to products such as a meal card, transport card, **health insurance and childcare vouchers**.

The employee can perform the simulations and manage the products through the platform. In addition, all products have tax benefits.

'Delaviuda compensa'

The richness of diversity

At Delaviuda CG we are committed to creating a work environment where the equality of all our employees prevails. In order to consolidate this premise, various initiatives have been developed during the 2023 - 2024 financial year.



Signing of the **III Equality Plan of Delaviuda Alimentación, S.A.U.** This document maintains and renews our commitment to equality with the implementation of measures that eliminate any loophole of discrimination and promote equal opportunities within the organisation. We also have a Protocol for the prevention, detection and action against sexual harassment.



Renewing our commitment to diversity. We signed the **Diversity Charter** and joined the diversity month, assuming the ten principles promoted in this initiative by the Diversity Foundation and the European Commission.



Obtention of the **Senior Mástalento Certification at the Proactive level.** This distinction, promoted by the Más Familia Foundation, is a recognition of our firm and determined commitment to senior talent, reflected in the design of processes and development of specific practices for the group.



Inclusive employment for people with disabilities. The group employs 14 people with disabilities (10 in Spain and 4 in France). These figures represent 2.7% of the workforce in Spain and 4.49% in France. In addition, we support the generation of quality employment for people with disabilities, providing **53,538 euros to special employment centres.**

Prioritising a safe and healthy environment for employees

Ensuring a safe and healthy professional environment is one of DCG's priorities. This commitment is described in the **Health and Safety at Work Policy** and extends to all workers, facilities and their contractors/suppliers.

The management system has been designed under the standards of ISO 45001, which seeks to ensure safe and healthy work environments and is based on the following pillars:



A strong organisation

Health and safety are integrated into the **overall management of the organisation**.

It has a **Prevention Plan** with objectives, criteria and procedures to guarantee the safety of all employees.

The company has a **system of hazard identification and management to eliminate hazards** through risk assessments and actions. **Emergency and contingency plans** are established.

Experienced managers play a critical role in ensuring a safe and healthy workplace environment and their contribution to effective health and safety performance is included in their annual goals. The company has initiated an awareness-raising process for all middle management.

At the same time, **employee involvement is indispensable to establishing and maintaining occupational health and safety.**



Leadership and participation



Communication, education and training

Culture of preventive safety through communication to employees and contractors.

Training, coaching and preparing employees to ensure they are aware of how to avoid unsafe situations and respond to unexpected events, as well as influencing **the training of contractors, suppliers and the wider community.**

- Respecting the basic pillars of the concept of occupational health and safety.
- Guaranteeing in all decisions the necessary compliance (legal framework, labour, etc.) in matters of health and safety.
- Ensuring the complete integration of occupational health and safety principles in all management systems.
- Developing and implementing a comprehensive occupational health and safety system for the entire Group.
- Enforcing compliance of contractors and involving them in the preventive culture.
- Encouraging the participation of employees in the promotion of safety.
- Promoting a preventive culture.
- Obtaining and maintaining health and safety certifications.
- Establishing collaborative relationships with different public administrations competent in this area.



Basic principles of action



Community, value chain, contractors and other stakeholders

The Group's business model is based on the creation of shared value for the company and for society.

Through the project 'Making the world a healthier place' we promote a preventive culture among employees and the communities where we operate.

At the organisational level, we have a department dedicated to the management of the Occupational Health and Safety System. In addition, the Group's preventive modality is managed through an External Prevention Service for the four specialities of Occupational Safety, Industrial Hygiene, Ergonomics and applied psycho-sociology and Occupational Medicine.

The Health and Safety Committee, a joint and collegiate participation body intended for regular and periodic consultation of the company's actions in the field of risk prevention, is made up in equal numbers of Prevention delegates and company representatives.

Its competences and faculties include:

- Participating in the preparation, launch and assessment of the risk prevention plans and programmes.
- Promoting initiatives on methods and procedures for effective risk prevention, proposing corrections or improvements.

Meetings of said committee are held quarterly or when requested by any of the parties represented.



Actions en faveur d'une culture préventive

During this year, safety and health actions have been aimed at meeting the objectives set, legal requirements and internal regulations:



Conducting the **psychosocial risk survey with 93% participation**. The following are the factors assessed as adequate: Working time, autonomy, psychological demands, variety of content, interest in the worker and compensation, and relationships and social support.



Digitisation of processes.



Carrying out **medical examinations** in our own facilities.



Improvement of **personal protective equipment (PPE)**.



Incorporation of auxiliary elements aimed at reducing the physical effort of employees.



Mise à jour et adaptation Updating and adaptation of work equipment, in accordance with Royal Decree 1215/97 on equipment safety measures.



Provision of a **nursing service** during the campaign period, which helps to ensure the health and well-being of employees.

826

hours of health and safety training

In addition, to ensure specific and general knowledge on prevention, **826 hours of training have been given to 174 attendees.**

Accident rates

During the year, the number of accidents with sick leave was reduced by 14% and the frequency rate improved by 13%.

In total, **31 accidents with sick leave** were recorded (14 women and 17 men), none of which resulted in fatalities.



No occupational disease



13% reduction in frequency rate



No fatal accidents

DCG accident indicators	2023-2024
Number of accidents with sick leave	31
Frequency rate	35.43
Severity rate	2.64
Incidence rate	59.30

Frequency Rate: (Number of accidents with sick leave/hours worked) *1,000,000
 Severity Rate: (days lost/hours worked) *1,000
 Incidence rate: (total number of accidents/Average number of workers) *1,000

Frequency, severity and incidence rates by gender and country are broken down as follows:

Accident rates in Spain	2022-2023			2023-2024		
	Women	Men	Total	Women	Men	Total
Frequency rate	42.55	42.00	42.31	32.27	42.66	36.93
Severity rate	0.60	1.01	0.78	0.37	0.41	0.39
Incidence rate	73.29	72.84	73.09	52.00	69.79	59.92

Accident rates in France	2022-2023			2023-2024		
	Women	Men	Total	Women	Men	Total
Frequency rate	20.19	27.85	25.44	23.13	29.77	27.78
Severity rate	0.36	2.63	1.91	9.15	16.16	14.06
Incidence rate	31.25	47.62	42.11	33.33	67.80	56.18

Frequency Rate: (Number of accidents with sick leave/hours worked) *1,000,000
 Severity Rate: (days lost/hours worked) *1,000
 Calculation of the incidence rate: (total number of accidents/Average number of workers) *1,000

Absenteeism 2023-2024	Women	Men	Total
Total hours of absenteeism	43,806	26,038	69,844
Total hours worked	446,092	428,973	875,065
Total planned working hours	497,374	445,318	942,692
Absenteeism rate due to common temporary incapacity	8.81%	5.85%	7.41%
Absenteeism rate due to accident	0.88%	3.16%	1.96%

Close

To You

Communication with our employees has become a lever of transparency and cohesion between the organisation and employees, while driving organisational alignment.

To achieve effective internal communication, we have identified and worked on various areas and key aspects such as **active listening, enhancing commitment**, promoting the integration and active participation of teams, **transparency and consistency** in messages and **accessibility** to information.

Among others, the goals of the Communication Plan included:

The internal communication strategy has been key to strengthening integration between teams and improving organisational culture.



Building trust,

finding moments to inform and share, together with the management team, the results of the company (newsletter, internal communications, meetings, events...).



Fostering change management and pride of ownership, encouraging:

- **360° Communication**, taking advantage of all available channels to launch relevant communications in real time among the different groups of the organisation.
- **Awareness and dissemination campaigns on key topics** such as Cybersecurity, Training and Talent, ORP (occupational risk prevention) and the Environment.
- **Generation of meeting spaces:** reactivation of initiatives that invite the team to share moments of relaxation, enjoyment and connection of the DCG teams (Day of Fun at Work, annual events, Children's Workshop, Family Visits, Olympics).



Review of internal communication channels to make them more efficient:

- **Redesign and development of corporate image resources:** visual identity manual, Newsletter redesign, Group corporate presentation, Screen-savers and campaign templates.
- **Listening and measurement: surveys to measure the work climate**, commitment and motivation of teams, satisfaction surveys of initiatives such as internal activities.

In addition, we have various internal communication channels to ensure that our people feel heard, valued and informed:

Newsletter
launch of
9 newsletters

Staff briefing meetings

Preview of the El Almendro advert

Corporate events

4 annual meetings: Christmas party, business convention, middle management meeting, extended management committee.

Corporate communications

58, +93% compared to the previous year. This reflects the commitment and effort to transparency and the quest to increase our people's sense of pride and belonging

Where

INNOVATION

AND TRADITION

meet

Innovation is a pillar of the Delaviuda Group's value proposition and contributes to consolidating our leadership in the turrón, traditional confectionery and bars categories.

Our philosophy is based on constant improvement, which gives us not only the opportunity to offer the classics that evoke the most cherished memories, but also to develop products with which to create unique experiences.

This allows us to continue in our commitment to surprise consumers, offering them improved recipes and innovative proposals that offer a variety of textures and flavours.

Leaders in innovation and new formats

In our Group, the Development department leads the creation of new developments and product launches for our brands, as well as B2B developments in line with industry trends and customer needs.



Highly qualified R&D team, made up of nine people with different professional profiles, highly specialised training and extensive experience in the food industry.



Likewise, in order to monitor ongoing projects, there is a **Monitoring and Innovation Committee** made up of heads of different departments and itinerant people, who provide a global vision of the project.



This multidisciplinary team, knowledge of industry trends and challenges ensures that we can provide the most appropriate response to consumers.

Success factors



Our **presence at trade fairs, forums, courses, webinars and other events** allows us to have a global vision of the sector in which we continue to see consumer trends that are very similar to those of previous years.



Sonseca R&D Centre, with an area of +12,000 m2 in which our production lines are replicated on a small scale.



Bars
Sports, fruit, cereals, nuts,
seeds, etc.

Christmas 2.0
We have continued to innovate in
both product and format in our
Christmas products to reach more
consumers.



**During this year
we have continued
to work in 4 major
areas of work**

Raw materials
Ingredients (healthy, BIO, etc.) and the
exploration and search for alternatives
to strategic raw materials (due to supply
tensions caused by various geopolitical
and economic factors).

**Extension of the range of
'all year round' bars
El Almendro**
The range of 'all year round' bars El
Almendro continues to grow and
offers new families of bars that help
us grow in this category.

Market trends

*At Delaviuda we focus on
continuous improvement
and innovation, both
in the development of
products and in their
presentation.*



In general, consumer trends are moving towards healthier products with nutritional improvements in terms of reduced sugar and fat, and high fibre and protein content, labelled with clean and clear label information.

In addition, gluten-free, vegan and vegetarian products, snacking and chocolates with high cocoa content continue to be among the most popular consumer trends.

LAUNCHES 2023

Extension of the Delaviuda & Christian Escribà praline range, offering a variety of creamy nut fillings: hazelnut, almond and pistachio.



New Praline flavour 'caramelised biscuit': we extend our range of pralines with a milk coating and a creamy filling with speculoos biscuit, offering different textures in the same product thanks to the addition of this biscuit.



Delaviuda 'Sobremesa' (after-dinner talk)

During the first half of the year, a first foray into the chocolate category was made with the launch of the Delaviuda 'Time to share' range. A perfect proposal to enjoy the after-dinner moment with a varied assortment of products for chocolate lovers.

This chocolate range is accompanied by a renewed, modern brand image, which symbolises values such as innovation, elegance and quality.

During the 2023 Christmas campaign, we launched new products in new shapes, textures and flavours, surprising and delighting our consumers through each of our brands:

Delaviuda Fussion

A line of chocolate tablets that combines fruity and chocolate flavours, offering a unique experience of Mediterranean flavours such as:

- Creamy and intense chocolate with mango and a touch of passion fruit
- Soft white chocolate with shredded coconut and a little lemon
- Dark chocolate that perfectly balances the sweetness of blueberry and the aroma of cherry.



Almond Panettone

A soft and fluffy panettone, made with natural sourdough and 100% butter following the traditional Italian recipe, filled with almond cream and with an almond topping on the outside.



Assortment of Almond Turrón Sticks

We included new flavours and formats, to enjoy in a different way: Tiramisu Sticks (White chocolate and milk), Cheesecake Sticks (White chocolate and raspberry) and 3 Chocolate Sticks (Intense chocolate, white chocolate and milk).

Lemon Sorbet Sticks

Inspired by lemon sorbet, we launch a refreshing proposal for citrus flavour lovers: white chocolate and lemon sticks.





Praline range El Almendro by Cacao Sampaka

Launch of an innovative praline range (cheesecake and dulce de leche, Baileys, intense dark chocolate with blueberries, almond and pistachio).



Minibits

Mini hazelnut and truffle pralines, ideal for consumption anytime and anywhere.



Reduced size version of flagship products

- **Turrón:** Hard turrón, chocolate turrón with almonds, and soft turrón.
- **Range of turrón sticks:** palitos de turrón et caramel au beurre salé et palitos de turrón et caramel au chocolat.



El Almendro soft turrón sauce

A proposal has been presented for turrón lovers in llaollao shops during the Christmas season. The delicious llaollao frozen yoghurt is accompanied by an exquisite El Almendro soft turrón sauce.

'Cosecha Propia' (own harvest)

New innovative and disruptive recipes, made with our almonds.

- **Assortment of Almond Sheets, with different flavours:** Milk chocolate with coconut and caramel; white chocolate with red fruits and caramel; chocolate with caramel with a pinch of salt.
- **Own Harvest Assortment.** Turrón bars: □ hard; toasted yolk; raspberry and chocolate 70%; soft fusion with chocolate.



El Almendro & La Liga

To stay closer to the consumer, we teamed up with two of La Liga's most prominent football clubs: Barça and Atlético de Madrid.

Christmas 2024 focused DEVELOPMENTS



El Almendro is the leading brand in the hard and soft turrón category - classics that are present every Christmas - and it is also the pioneering brand in reinventing the way of eating turrón by creating innovative formats.

New range of turrón FINÍÍÍSIMO

We revolutionise the traditional turrón to turn it into a real temptation, for those who are looking for a light, delicious option, with the taste of real turrón and much THINNER through three delicious recipes for Christmas:

- Traditional FINÍÍÍSIMO, for the most traditional.
- FINÍÍÍSIMO Chocolate with soft turrón, for the sweet tooth.
- FINÍÍÍSIMO Crocanti with chocolate, for the most daring.



A flavourful union. Delaviuda joins forces with Cacaolat to offer a unique experience. This collaboration resulted in two products that surprised consumers:



El Almendro Donettes® turrón and El Almendro Monopoly turrón

The funniest version for this Christmas. These turróns are designed for the youngest members of the family, but also for all those who do not renounce the child they were and carry inside.

- **El Almendro Donettes.** With an extra creamy filling, dipped in dark chocolate, it turns the taste of mini doughnuts into a magical experience.
- **El Almendro Monopoly.** Irresistible white chocolate turrón, with a creamy and crunchy texture, will make it a favourite with the whole family.



El Almendro Fábrica de cervezas Estrella Galicia turrón

For lovers of more sophisticated flavours and beer. This delicious turrón with a creamy filling and a unique dark beer and dark chocolate flavour.

As we do every year, we strive to develop new products to offer consumers to accompany them and create unique moments and experiences.

Delaviuda is the most iconic Christmas brand, leading the marzipan and traditional pastry categories. This brand is committed to completing its range of pastries and pralines with new products that combine traditional quality with the most innovative proposals.



Chocolate Marquises

They appear as a modernised version of this traditional dessert. A fluffy sponge cake, with a very pleasant and soft texture to enjoy at any time and that will conquer chocolate lovers.



Extra Creamy chocolates

This new line offers a luxurious experience in every bite. These chocolates, available in three varieties: white chocolate, milk chocolate and dark chocolate, stand out for their extra creamy filling and fine chocolate coating, which melts smoothly in the mouth.



Delaviuda and Cacaolat.

A flavourful union

- **Cacaolat Praline.** The only chocolate turrón with authentic Cacaolat flavour, also available in individual format, it is perfect to eat at any time.
- **Cacaolat Panettone.** A very spongy and chocolaty Panettone that also includes a sachet of Cacaolat powder to sprinkle on top, making it a personalised experience.

CACAO SAMPAKA

'Cocoa, transcends:
From cocoa to
Sampaka cocoa'

Cacao Sampaka is in search of excellence to enhance the essence of cocoa and transform it into a true work of art by creating exceptional culinary masterpieces.

During the year, the brand has developed several collections of chocolates, expanding and adapting its range to cater for different consumption moments and occasions.

DEVELOPMENTS

focused on our 'all year round' activity



Gluten-free bars

A circular icon with a dark brown background and a yellow border. It contains two yellow line-art icons: a stack of three rectangular bars and a wheat stalk with a diagonal slash through it, indicating a gluten-free product.

Cereal bars

A circular icon with a dark brown background and a yellow border. It contains two yellow line-art icons: a stack of three rectangular bars and a cluster of various cereal grains and seeds.

Fruit bars

A circular icon with a dark brown background and a yellow border. It contains two yellow line-art icons: a stack of three rectangular bars and a cluster of three different fruits.

Babyfood bars

A circular icon with a dark brown background and a yellow border. It contains two yellow line-art icons: a stack of three rectangular bars and a stylized baby's face with a smiling mouth.

Functional bars

A circular icon with a dark brown background and a yellow border. It contains two yellow line-art icons: a stack of three rectangular bars and a stylized human figure with a checkmark, representing health or functionality.

Sports bars

A circular icon with a dark brown background and a yellow border. It contains two yellow line-art icons: a stack of three rectangular bars and a stylized human figure in a running or jumping pose.

From the Artenay Foods business unit we are dedicated to the development and elaboration of high-quality bars for the distribution brand and B2B. As strategic partners, our commitment is to accompany our clients at every stage of the product creation cycle, from the conception and development of the idea, to the final delivery for its subsequent commercialisation.

Our experience, know-how and capacity for innovation ensure that our products meet the highest quality standards, responding to market trends and the needs and expectations of our customers.

Quality and

EXCELLENCE



Quality and safety of our products

At Delaviuda Confectionery Group we carefully select the best raw materials to offer safe and healthy products.

This commitment is materialised in the implementation of a **Quality and Food Safety Policy and a Management System** that strictly complies with legal requirements, international standards of recognised prestige and the commitments acquired with our customers. These systems enable us to ensure the integrity of our products and strengthen transparency and compliance with the highest standards.

Quality and food safety certifications support our dedication to taking care of the health and safety of our consumers. In addition, we have clear and transparent labelling, which highlights the characteristics and qualities of our products to ensure the confidence and satisfaction of those who choose our brands..

Food Safety Certificates	2023-2024	
	Sonseca ¹	Artenay
Food Safety Certificates		
IFS Food	X	X
BRC Food	X	X
Sustainability certifications		
RSPO ²	X	X
Rainforest Alliance ³	X	X
Fairtrade ⁴	X	
Product certifications		
BIO	X	X
ELS5	X	
Kosher ⁶		X
Halal ⁷	X	

¹Cacao Sampaka has been integrated into Sonseca's Quality and Food Safety System.

²Palm oil

³Rainforest Alliance is the result of the union of UTZ and Rainforest.

⁴Some cocoa products for private label.

⁵The ELS crossed grain is an internationally recognized sign when it comes to identifying gluten-free foods. It means that they are products that the celiac population can consume with total guarantee. This certification applies to El Almendro's 'all year round' products and to certain B2B and MdD (private label) products.

⁶Kosher certifies that the products are suitable for consumption by the Jewish community.

⁷Halal certifies that the products are suitable for consumption by the Muslim community.

Our food safety and quality management systems ensure that our products are reliable and of the highest quality.

Constitution of the new Transformation, R&D and Quality Management

Its objective is to lead the company's transformation process by reviewing and updating processes, from product conception to final delivery to the customer, in order to improve and streamline the value chain.

Obtaining **Halal certification at the Sonseca factory** proving that certain products are suitable for the Muslim community.



Within the framework of continuous improvement, during this financial year, we have made progress in relevant actions in the area of food quality and safety.

Incorporation of **Sampaka Cocoa** into the Food Quality and Safety Management System as a result of its transfer to Sonseca.

Obtaining the different **certifications required by our clients.**

Your trust, our **commitment**

Our complaint systems and procedures are the main tools to ensure the highest quality of our products and the satisfaction of customers and consumers. To achieve this, we manage complaints efficiently, always looking for the most appropriate solution in the shortest possible time.

In our constant search for efficiency, we have a procedure that distinguishes between complaints related to campaign products (more seasonal product) and sticks (year-round production).

Complaints per million kilograms manufactured for the last two financial years are reported below.

Complaints per million kilogrammes manufactured ¹			
Spain	2022-2023	2023-2024	Variation (%)
Seasonal product	3.05	8.78	188%*
Bars	3.60	5.18	44%
France			
Barres	7.80	6.8	-13%

¹Complaints are responded to within 24-48 hours on average.

*The increase in complaints in Spain is due to cases identified in three batches that presented shelf-life problems and were immediately withdrawn from the market for subsequent restocking. An internal investigation was made to look for the cause.

To minimize these situations, we have implemented the corresponding corrective measures, reinforced internal controls and recalled the importance of taking care of health and safety standards in internal training.



responsi**ble** sourcing

At DCG we focus on establishing long-term partnerships with our suppliers, ensuring the supply of the highest quality raw materials to deliver exceptional products to our consumers.

During the year, the main risks identified in the supply chain were cocoa shortages and changes in raw material prices. In these circumstances, we have resorted to long-term contracts, alternative suppliers and the implementation of warehouses to increase storage capacity and reduce stock-outs.

We currently have more than 240 approved suppliers (more than 175 raw material suppliers and more than 70 packaging suppliers), which we require to meet stringent quality and food safety criteria.

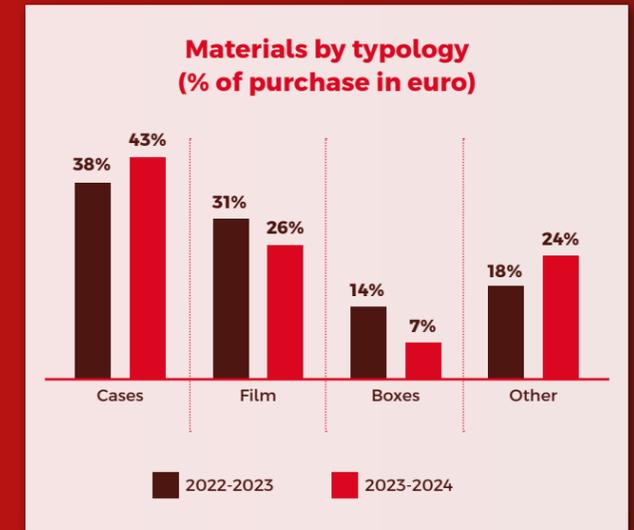
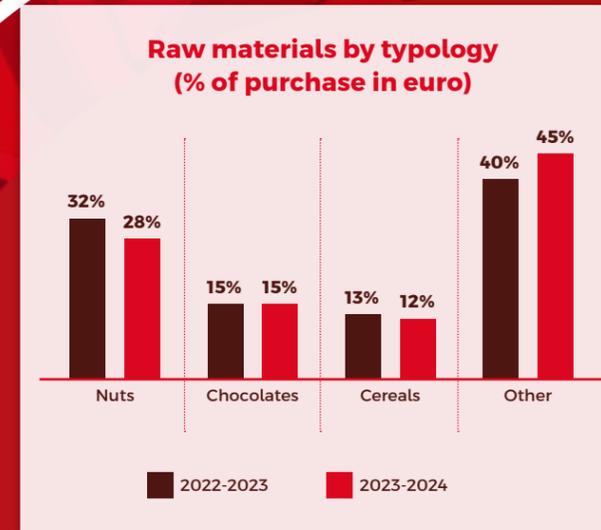
83.4% of our suppliers are from Spain and France, favouring local sourcing.

100% of suppliers evaluated

1% of suppliers audited*

*Audits are carried out in specific cases for suppliers who do not have one of the following certifications: GFSI, such as BRC or IFS.

Promoting sustainable sourcing
510,371 kg of chocolate are **Rainforest Alliance and Fairtrade** certified.
161,021 kg of other ingredients are **RSPO** certified.



Purchases of raw materials and supplies	2022-2023			
	Delaviuda	Artenay	Sampaka	Total
Volume of raw materials (kg)	11,985,085	6,842,724	51,974	18,879,783 ¹
Quantity of materials (Units)	225,187,137	367,927,571	1,350,150	594,464,858

¹Recalculated to include the quantity of materials and raw materials from Cacao Sampaka.

Purchases of raw materials and materials (supplies)	2023-2024			
	Delaviuda	Artenay	Sampaka	Total
Volume of raw materials (kg)	12,173,763	6,709,077	57,033	18,939,873
Quantity of materials (Units)	283,854,121	278,266,657	2,069,717	564,190,495



Our commitment to efficiency

At Delaviuda Confectionery Group, efficiency and process optimisation is one of our permanent commitments. During this financial year, we have invested close to 1.6 million euros in technological improvement projects and innovative practices.

Major projects

Machinery update

In this period, the actions have been directed to the following processes::

• Caramel mass cooling

In the caramel cooling systems for soft turrón, old materials have been replaced by new ones made of stainless steel. This action has significantly improved the food quality and safety of the production process.

• Production of almond and similar doughs

The machinery for the production of marzipan, coconut and egg yolk turrón doughs is being upgraded with the latest generation of electronic components to enhance safety, versatility and productivity.

Implementation of the first phase of a global project aimed at increasing the capacity and improving the efficiency of this line.

Mini Cakes line

Improved security at our facilities

Improvement of procedures and incorporation of new safety measures, minimising the probability of accidents caused by the risk of falling objects during the handling of goods in the racks.

Improvement in the replication of processes of the R&D pilot plant, providing flexibility and scalability for the development of new products.

Pilot Plant

Maintenance and quality assurance of our moulds

Annual monitoring and replacement of damaged materials to guarantee the quality of our chocolate products.

Improved plant infrastructure to more efficiently manage stormwater, reducing the risk of facility flooding.

Stormwater management on rooftops

Water consumption

Monitoring of water consumption in different areas of the production plant, allowing the start of a consumption reduction project.

Advancing our digital transformation model

During this financial year, we have implemented the Digital Transformation Model. This tool guides our actions, providing greater levels of efficiency, agility, speed and competitiveness.

The most significant advances include the emergence of the **cloud model**, the implementation of virtualisation systems and the adoption of transversal services throughout the Group.

The Cloud Model has enabled us to reduce technological and operational costs and increase application security.

The commitment to the convergence of services to establish open hardware architectures will allow us to move towards virtualised services, paving the way for future cloud-based projects, with the necessary security and operational guarantees.

In addition, we have implemented universal services for the entire Group, allowing us to develop synergies, reduce costs, establish standards and simplify complexity in services. Some of the improvements developed are: corporate wifi communications, printing services through a single master server, standardisation of technological architectures in corporate websites, direct points of sale, etc.

Digital transformation model

Customer relations

Understanding changes in consumer needs and how production processes should evolve.

Business model

Implementation of attractive digital experiences for business development.

Cultural change

Change driven from the IT area with the support of the Management Board.

New applications and services

Launch of new applications and services, innovating with maximum adaptation to the business.

Main actions

Migration of the IBM technology platform to a modern Power 10 series server that has increased the capacity and performance to host our SAP ERP, which puts us at the highest level of security compliance and availability of European regulations.

The new opening of our Cacao Sampaka boutique in Madrid has allowed us to develop the technological architecture model of the corporate point of sale, adapting the services previously established to other points of sale.

The virtualisation of our Mecalux Warehouse Management Software (WMS)

allows us to control and optimise production processes and operations, providing the service with greater performance and availability, as well as greater efficiency of the hardware environment.

Implementation of a corporate applications and data system with state-of-the-art hardware

based on those present in Sonseca and Madrid, also allowing us to prepare a future recovery plan in the event of a possible crisis.

Development of Phase 3 of the Aradoxa project, with the aim of carrying out the integrated automated management of discount agreements (off-invoice contracts) between the buyer and the seller, through the implementation of a technological tool to facilitate the adoption of agreements with the establishment's client in a simple and traceable way.

Establishment of a new backup model for the Microsoft services platform based on Cloud Computing, with the aim of making IT services more adaptable.

Information security

Cybersecurity continues to be one of the main challenges for all companies. Therefore, during the year, it was essential to adopt technological services to defend the Group against attacks, to promote a culture and training available to everyone and to establish prevention services based on cyber-intelligence.

Our Security Model is based on the requirements of ISO/IEC 27001 and 27002,

international reference standards that establish requirements, guidelines and management practices for information security.

Throughout the year, significant actions have been implemented to improve information security, in particular:

The implementation of a **new vulnerability management service**. A software tool that has enabled us to identify, assess and prioritise vulnerabilities in corporate systems and networks, and minimise their impact.

The **transformation of the traditional antivirus system based on EDR (Endpoint Detection and Response) technology to an XDR (Extended Detection and Response) model**. This new system provides a more complete view of security by integrating data from a variety of sources, while automating the search for cyber threats and proactively searching for unknown or undetected threats across the organisation's security environment.

The reinforcement of security in corporate web services with the implementation of a new and modern WAF (Web Application Firewall) service whose function is to inspect incoming and outgoing traffic of web applications.

The new **digital internet surveillance** (or cyber-intelligence) service whose objective is to find, analyse and track any information harmful to the Group in order to prevent the threat from turning into a real cybersecurity incident.

Another relevant line of action in the area of **security is the training and awareness-raising** of our people, highlighting:

Courses on security incidents and cybersecurity based on artificial intelligence (AI).

Sending infographics related to technology and cybersecurity to all Group employees.

Conducting more than five mass simulations of phishing attacks across the organisation.

Dissemination and acceptance of policies and regulations related to the rights and obligations for the use of corporate IT assets throughout the organisation.



Minimising

OUR ENVIRONMENT

TAAI

footprint

Our environmental management is focused on ensuring sustainable development, the protection of natural resources and the environment.

At Delaviuda CG, we are firmly committed to the protection and preservation of the environment, which is expressly set out in the Code of Conduct and is also embodied in the commitments of the Strategic Plan, which has been worked on during the year.



Integrating the environment into decision making as part of our business strategy and strategic and business plans, as well as in all our activities, products and services.



Delivering **products and services** to the customer that meet their expectations and are **environmentally friendly**.



The interests and objectives set out in environmental matters are specifically:



Disseminating relevant and truthful information on the activities carried out, subjecting it to internal and external verification processes that guarantee its reliability and encourage its continuous improvement.



Contributing to sustainable development through the rational use of natural and energy resources, the minimisation of environmental impact, the promotion of innovation and the use of the best available technologies and processes.



Protecting the environment through responsible environmental behaviour in all the company's activities and promoting pollution prevention and continuous improvement by optimising environmental management and minimising environmental risks.

DCG has an **Environmental Policy** that addresses the Group's environmental principles and **commitments**. In addition, our procedures help to address specific environmental issues, such as: waste management plan, boiler flue gas emission control and reduction plan, water consumption control and reduction, refrigerant gas use reduction plan and food waste.

Our environmental management is based on compliance with current legislation and the continuous monitoring and control of our main environmental aspects (waste, emissions, consumption, etc.). In addition, as a result of the commitments set out in the Environmental Policy, we establish an annual **environmental programme** that aims to minimise the environmental impact of our activities.

Our efforts

At DCG we continue to be committed to the use of renewable energies. During the year, we expanded the photovoltaic plant in Sonseca, optimised the use of water and encouraged the reuse of waste.

In addition, we have reinforced the environmental awareness of our teams, through information capsules on topics such as efficient water use and climate change.

Our participation in different initiatives has allowed us to keep up to date with the requirements on non-reusable plastic packaging, producer obligations on commercial packaging, packaging declaration and the new PEP 2024-2028 (Prevention Business Plan), etc.



Photovoltaic plant in Sonseca



Renewable electricity consumption
1,559,410 kWh



13%

less water consumption compared to the previous year



Certification of the Carbon Footprint in its three scopes*



*Certification obtained in the 2023-2024 financial year for 2022 emissions

11%

less emissions than in the previous year



403,887 kg CO2 e
of avoided emissions



Efficient use of resources

At Delaviuda CG we monitor and follow up our indicators of energy and water consumption, waste generation and emissions.

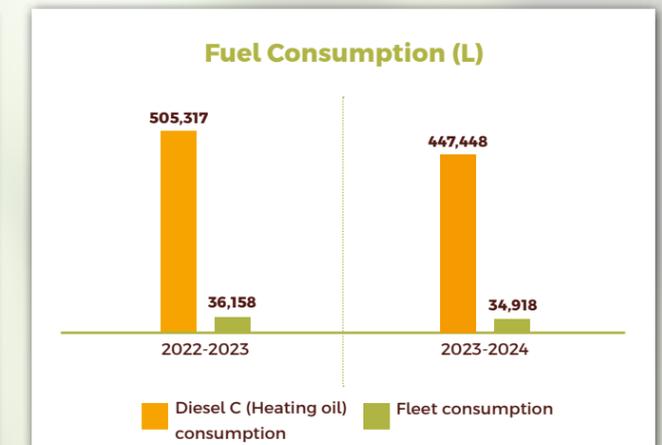
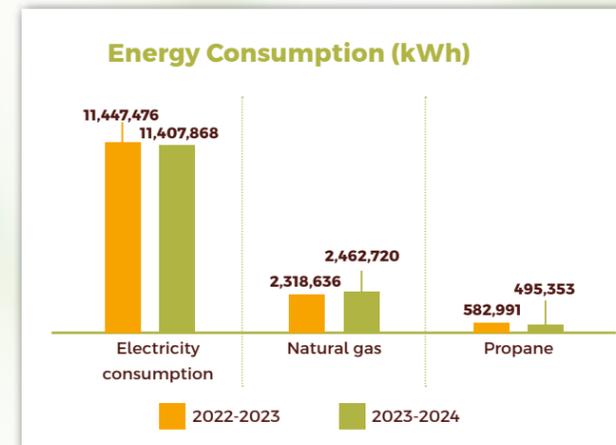
DCG's environmental performance	Units	2022-2023	2023-2024	Variation
Electricity consumption	kWh	11,447,476	11,407,868	-0.35%
Natural gas consumption ¹	kWh	2,318,636	2,462,720	6.2%
Propane consumption	KWh	582,991	510,830	-12.4%
Diesel C (Heating oil) consumption	l	505,317	447,448	-11.5%
Fleet fuel consumption (diesel, petrol, LPG...) ²	l	36,158	34,918	-3.4%
Emissions	t CO ₂ e.	4,196	3,749	-10.7%
Water consumption	m ³	24,139	20,951	-13.2%
Hazardous waste	t	5,296	4,898	-7.5%
Non-hazardous waste	t	1,644,443	1,752,247	6.6%

¹ Data corresponding to Artenay Bars, SAS

² Data corresponding to Delaviuda Alimentación, S.A.U. and Artenay Bars, SAS

Energy consumption

Delaviuda CG consumes energy from various sources and types of fuels for the development of its activities. The energy consumption of the last two years is broken down below



Energy and fuel consumption (kWh)	2022-2023	2023-2024	Variations
Electricity	11,447,476	11,407,868	-0.35%
· Electricity consumption	10,456,905	9,848,458	-5.82%
· Renewable electricity consumption	990,571	1,559,410	57.4%
Natural gas ¹	2,318,636	2,462,720	6.21%
Propane consumption ²	582,991	510,830	-12.39%
Total (kWh)	14,349,103	14,381,418	0.23%
Energy intensity (kWh/kg of product produced)	0.80	0.85	6.3%
Energy intensity (kWh/Million euros of income)	0.10	0.10	0.0%

¹ Data corresponding to Artenay Bars, SAS

² Data corresponding to Delaviuda Alimentación, S.A.U. and Artenay Bars, SAS

Electricity consumption was 11,407,868 kWh, compared to 11,447,476 kWh in the previous year, slightly decreasing consumption (0.35%). However, this year the share of consumption from renewable energy sources has increased by 5%, which is 14% of the total consumption.

Fuel consumption (L)	2022-2023	2023-2024	Variations
Diesel C (Heating oil) consumption ¹	505,317	447,448	-11.5%
Fleet fuel consumption (diesel, petrol, LPG...) ²	36,158	34,918	-3.4%
Total (L)	541,475	482,366	-10.91%
Energy intensity (litre/ kg of product produced) ²	0.03	0.02	-33.3%
Energy intensity (liter/ Million euros of income) ²	0.004	0.003	-25.0%

¹ Data corresponding to Delaviuda Alimentación, S.A.U.

² Data corresponding to Delaviuda Alimentación, S.A.U. and Artenay Bars, SAS

Renewable energy

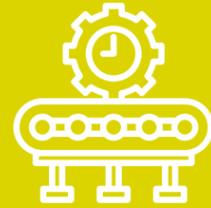
The photovoltaic plant at our production centre in Sonseca represents an annual saving of around 20% since its commissioning. During the year, the solar plant was expanded with the installation of 1,045 additional solar panels, covering an estimated area of 20,000 m² and an installed capacity of 1,000 kWp. The works are expected to be completed by the end of 2024, with commissioning scheduled for 2025.

In addition, our commitment to renewable energy also includes the contracting of green energy. In this sense, Endesa certifies that 20% of our consumption has been generated from renewable energy sources.

In addition, the Group continues to carry out initiatives that favour the efficient use of energy:



The organisation of work shifts, prioritising morning shifts and switching off equipment that allows this during the rest of the day.



Replacement of machinery and equipment with more modern and efficient ones.



The use of LED bulbs in all facilities.



Conducting energy audits every four years.



Assessments and controls of the energy efficiency indexes linked to the production processes.



The promotion of sustainable mobility either by encouraging the use of bicycles for short-distance commuting, organisation of trips to different workplaces, in order to reduce the use of single passenger vehicles or the prioritisation of hybrid and/or electric vehicles at the time of purchase.

Water resources

In the interest of preserving a finite resource such as water, we work on different actions that allow us to make efficient use of this resource. Throughout the year, the following actions have been carried out:



We have started the process of monitoring the **installation of flow meters** at different points in the Sonseca centre to control the amount of water we use in each process/activity and to establish reduction measures.

La consommation totale d'eau a atteint 20.951
Total water consumption reached 20,951 m³ compared to 24,139 m³ in the previous year, which represents a decrease of 13.2%, as detailed in the following table:

	Units	2022-2023	2023-2024	Variation
Water consumption	m ³	24,139	20,951	-13.2%

Waste management

Waste management is a priority in the Group's environmental strategy. The waste management process is aligned with Law 7/2022 on waste and contaminated soils, as well as through authorised waste managers.

We carry out the identification, segregation and monitoring of the different types of waste (hazardous and non-hazardous) generated in the activity, as detailed below:

Total waste (kg)	2022-2023	2023-2024	Variation
Non-hazardous waste	1,644,443	1,752,247	6.56%
Hazardous waste	5,296	4,898	-7.52%
Total	1,649,739	1,757,145	6.51%

Hazardous waste generated			
Hazardous waste breakdown (kg)	2022-2023	2023-2024	Type of treatment
Mineral oils	783	247	R13
Halogenated solvents	1	110	R13
Non-halogenated solvents	182	169	R13
Contaminated metal packaging	219	477	R13
Contaminated plastic packaging	2,812	2,376	R13
Contaminated glass packaging	251	210	R13
Contaminated paper/rags	64	44	R13
Aerosols	101	52	R13
Fluorescent tubes/HG lamps	134	87	R13
WEEE (waste from electrical and electronic equipment)	452	708	R13
Mixed chemical waste	16	185	R13
Lead batteries	82	20	R13
Infectious waste	188	169	R13
Remains of pasty paints	10	4	R13
Contaminated absorbents - minerals	1	40	R13
Total	5,296	4,898	

Non-hazardous waste generated			
Non-hazardous waste breakdown	2022-2023	2023-2024	Treatment
afia bags	20,620	21,700	R12
Cardboard	366,394	500,078	R12
Mixture of plastics	12,920	3,060	R12
RSU	326,702	238,776	R13
Organic waste	756,080	748,920	R3
Plastic (pallets)	57,876	49,035	R12
Wood (pallets)	0	25,285	R12
Sheet metal drums	6,570	5,994	Recycling/reuse
Containers 1000	35,985	25,840	Recycling/reuse
Scrap metal	12,560	13,010	Recycling/reuse
Grease	48,260	108,000	Recycling/reuse
Toner	220	44	R13
Batteries	16	5	R13
Glass	0	12,500	R13
Bulky waste	240	0	R13
Total non-hazardous waste	1,644,443	1,752,247	

	2022-2023	2023-2024
kg of waste/kg of product produced	0.09	0.10
kg of waste/million EUR in revenue	0.012	0.012

During the year, in line with our environmental commitment, we have proceeded to reduce the use of plastic in selected references, with the replacement of this material by cardboard in a specific reference, and for another reference, the reduction in the weight of the packaging.

In addition, to avoid food waste, we maintain the development of different initiatives such as the donation of product to different entities or to our employees, liquidation of products with special promotions, or revaluation for animal feed.



Climate *te* action

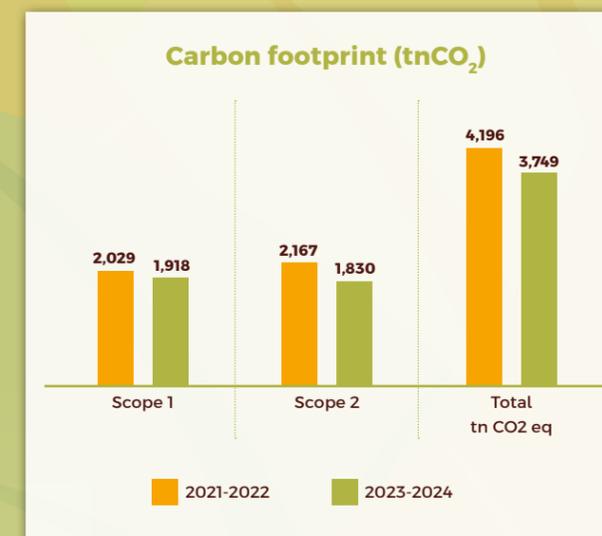
We are aware of the current climate challenges and the impact of our activity. We are therefore working on energy efficiency initiatives, mainly reducing electricity consumption, and on energy transition through the use of solar energy from our photovoltaic plant.

One of the main milestones of the year was the **certification of the calculation of the carbon footprint for the year 2022 in its three scopes** according to the GHG Protocol. A breakthrough that allows us to have a real insight into our carbon footprint and identify more concrete actions.

For the 2024-2025 financial year, it is planned to calculate the carbon footprint of the year 2024 in the three scopes. This measurement reaffirms our commitment to reducing our climate footprint and will mark the definition and implementation of long-term objectives and initiatives.



Currently, we measure the carbon footprint for scopes 1 and 2. The carbon footprint of scopes 1 and 2 for the last two financial years is reported below:



11%
less emissions
than in the
previous year

0.22
kg CO₂/kg
product
produced

0.02
kg CO₂/million EUR
in revenue

Scope 1 and Scope 2 emissions represent 51% and 49%, respectively. The greenhouse gas emissions of the last two years are detailed below:

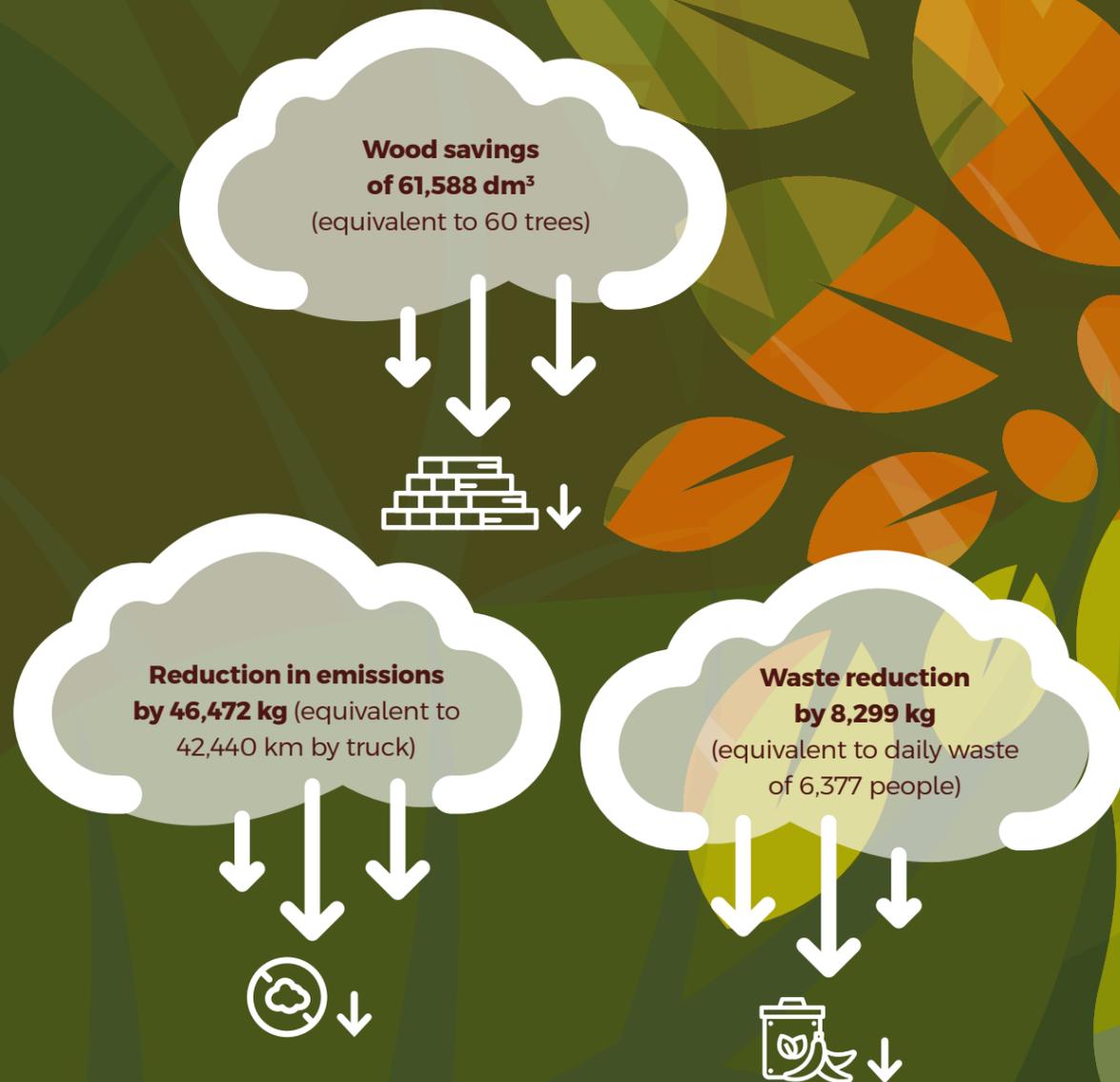
Equivalent tnCO ₂ emissions	2022-2023	2023-2024	Variation
Scope 1	2,029	1,918	-5.47%
Scope 2	2,167	1,830	-15.55%
Total	4,196	3,749	-10.65%



Emission reduction initiatives

We have managed to reduce our emissions with the installation of 1,800 photovoltaic panels, the purchase of green energy and the energy efficiency measures set out in the energy section. Thanks to these initiatives, 741 t CO₂ e emissions have been avoided.

In addition, for the fourth consecutive year we have renewed the CHEP certification in sustainability, which recognises a sustainable logistics model that promotes the use of sustainable pallets and cooperation with entities with mutual concerns about environmental impact, together generating the following positive impacts:



Carbon sinks

Almendralia, a sister company to Delaviuda Confectionery Group, has an area of 350 hectares of almond trees. As a plantation, these crops naturally absorb an equivalent to part of the emissions that we generate throughout the entire production process of Delaviuda Confectionery Group.

Almendralia's absorptions in the financial year 2023-2024 were estimated as follows:

Total absorption =
Absorption factor x Number of almond trees

Thus, taking into account the emission factor published by MITECOI and the 70,000 almond trees planted, the absorptions for this year have amounted to 1,656 tons of CO₂.



Connected and

ENGAGED
ged

At DCG, we are aware of the impact of our work on the lives of many people and in the territories where we operate.

At the Group we want to strengthen these bonds, fostering meaningful connections, contributing to their stories and sharing the moments that really matter. Therefore, our commitment is aimed at contributing to the improvement of the environment, generating progress and social welfare, through the following lines of action:

Commitment to employment and employability, by accompanying young people, entrepreneurs and people in vulnerable situations, whom we advise through various collaborations in their search for a job opportunity.

Donation of product at social and sporting events for solidarity purposes.



Collaboration in local events in the region and with the local administration, with the aim of promoting economic **development and sharing knowledge and experiences.**



Support and collaboration with non-profit organisations and entities focused on the care of the most vulnerable groups.



Our commitment to employment and employability

+32%
of the young people who have completed an internship with us have joined our company.



At DCG, we maintain an unwavering commitment to initiatives that promote the integration of young people and the most vulnerable groups in the labour market.

Below are the most relevant initiatives in which we have participated this year:



Business mentoring with Netmentora Madrid by Réseau Entreprendre: Our CFO, **José Luis Bueno Verdejo**, has participated in this initiative that supports businessmen and entrepreneurs in the process of business creation through specialised mentoring.



Employment Forum of the University of Castilla-La Mancha at the Cuenca Campus: This event promotes the incorporation of university students into the labour market and provides highly qualified professionals to the business fabric. Students were able to learn first-hand about the career opportunities we offer at Delaviuda.



“Sesión SOMOS” organised by the Red Cross: A day of work and reflection on the peculiarities of the work environment and the difficulties in finding talent. This initiative, framed in the Red Cross Employment Plan, allows us to continue generating new employment and professional development opportunities.



Collaboration with the University of Castilla-La Mancha (UCLM): Through an agreement for the **Dual Master's Degree in Innovation and Development of Quality Food**, students will be able to complete their training with internships at our company.



Employability workshop for women at risk of exclusion: a day that addressed topics such as the use of job search platforms, how to face a job interview, the importance of soft skills and the steps to apply for our vacancies.

Sharing experiences and knowledge in the **business**

sector

Participation in forums, conferences, congresses, trade fairs and associations allows us to generate synergies, share knowledge and lead conversations on the most relevant issues in the sector.

Presence in forums



Toledo companies for diversity and inclusion. Breaking barriers, creating opportunities for inclusion. Business meeting organised by the YMCA where issues such as diversity and inclusion were addressed from different perspectives (gender, cultural, generational...).



Towards a more sustainable future in International Trade Business breakfast organised by the Chamber of Commerce, Industry and Services of Madrid in which the main challenges faced by supply chain actors in an increasingly demanding context were shared..



Social Dialogue in the Company: Equality Plans. During this day, organised by the Regional Council of Labor Relations of Castilla - La Mancha, the impact of equality plans and social dialogue on the improvement of the work environment was analysed.



Good practices in senior talent management. Conference organised by Development Systems and Silver Economy Group in collaboration with Fundación Másfamilia, where the measures and actions that we implement in DCG for our senior employees were presented. Initiatives such as the Secuoya Training Program (upskilling and reskilling), mentoring, active listening or specific generational renewal programs.



Sustainability and business success in the agri-food sector. At this round table organised by CaixaBank in Castilla-La Mancha, our President Manuel López shared some of the challenges and opportunities offered by sustainability in the region's agri-food sector.



'The lawyer, business partner' day organised by the association Women in a Legal World (WLW). Our CEO, Isabel Sánchez Ruiz, participated in the round table 'The lawyer as a business partner. Leadership and strategic thinking', where the strategic role of the lawyer in business leadership, interdisciplinary collaboration and adaptability in a constantly developing environment were addressed.



Presence in forums

III FC and TQ - Company Interaction Day. We participated in the round table 'Current Challenges of Innovation and Development in Food Companies', organised by the University of Castilla - La Mancha, where the current and future challenges of Innovation and Development in our sector were shared.

ScaleupsB2B Day. Organised by the Fundación Empresa y Sociedad, where Manuel López Donaire, President of DCG, participated in the round table 'Family businessmen and entrepreneurs', to share with the rest of the attendees the challenges that exist in the business environment in relation to the digital world.

Participation in trade fairs

At DCG we continue to consolidate our global presence by participating in the most prestigious international fairs in the sector:

Alimentaria 2024 (Barcelona, Spain)



Anuga 2023 (Cologne, Germany)



LATAM MIDA (San Juan, Puerto Rico)



2024 EXPO ANTAD 24 (Guadalajara, Mexico)



ISM Colonia 2024 (Cologne, Germany)



- **2023 TFWA Cannes.** One of the most important fairs worldwide in the Travel Retail channel.
- **Anuga 2023 (Cologne, Germany).** The world's largest food and beverage trade fair.
- **ISM Colonia 2024 (Cologne, Germany).** With a new stand, we took part in the leading international meeting of professionals from the confectionery and snacks sector
- **2024 Gulfood (Dubai, United Arab Emirates).** Asia's largest food and beverage trade fair.

- **Alimentaria 2024 (Barcelona, Spain).** International Food and Beverage Fair, a benchmark in the sector at European level.
- **2024 EXPO ANTAD 24 (Guadalajara, Mexico).** Leading retail event that brings together innovators and experts to explore trends, technology and solutions for the sector.
- **2024 Summit of the Americas Fair of the International Association of Airports and Duty Free Shops-IAADFS (Florida, USA).** It brings together duty-free shop operators from around the world and IAADFS suppliers to help facilitate business relationships within the duty-free industry.

- **TASTE Spain 2024 (Mexico City).** In this event sponsored by the Spanish Chamber of Commerce in Mexico we had the opportunity to present our brands mainly to importers, as well as to the Key Players of the modern channel.
- **Summer Fancy Food Show (New York, USA).** North American reference fair in the gourmet food sector.
- **2024 TFWA Singapour (Singapour).** The most important Travel Retail fair in Asia.

- **LATAM MIDA (San Juan, Puerto Rico).** The largest food sector fair in Puerto Rico.
- **LATAM ASUTIL (Bogotá, Colombia).** Fair of the South American Association of Free Stores.
- **Sixth edition of the 'Fuera de Serie' Gourmet Awards.** The most sophisticated magazine for luxury lovers, where attendees could taste some of our products, promoting the cocoa culture.

Presence in associations

Spanish Confectionery Association (Produlce). Association of reference in the sector in the categories of sweets and chewing gum, chocolate and cocoa derivatives, biscuits, turrón and marzipan, and pastries; supporting and defending the interests of its manufacturers. Delaviuda Alimentación is part of the Executive Committee.



Calidalia. It brings together the main food, beverage and consumer goods companies in Spain and where Manuel López Donaire, president of Delaviuda Confectionery Group, has the role of representative.



Netmentora Madrid. Non-profit business association, of which we are founding members, which aims to contribute to social development and economic growth by supporting the creation of businesses and employment by entrepreneurs.

Association of Manufacturers and Distributors (AECOC). This association brings together different companies that make up the entire value chain, from producers to distributors.



Spanish Compliance Association (ASCOM). Community where the best Compliance professionals come together to share experiences and continue developing professionally.



Business Council Alliance for Ibero-America (CEAPI). Our president, Manuel López, is part of the board of directors that brings together the presidents of the largest Ibero-American companies that are committed to strengthening the network of relationships and business space.



Inserta. An ONCE Foundation entity for the training and employment of people with disabilities, of which DCG is a member of the Advisory Council.



Cre100do Foundation. Foundation that was born with the purpose of developing a reference framework for the growth of companies, disseminating high-impact business concepts and practices.



Castilla-La Mancha Family Business Association. Entity focused on supporting and defending family businesses in Castilla-La Mancha, contributing to their promotion and strengthening.



Recognitions

We are grateful for recognitions that highlight our commitment to female leadership and management excellence.

Large Company Award at the XIX Edition of the Entrepreneur Awards

A recognition and tribute that is held annually, with the aim of highlighting and valuing the Group's management and its contribution to the business environment.



Isabel Sanchez included in Forbes Spain 'Best CEO 2023' list

Our CEO was one of 44 outstanding female managers. This recognition not only demonstrates the commitment of Spanish companies to female leadership, but also acknowledges the good management of Isabel Sánchez..



Our **Social** *action*

One of the main axes of our social action is the support and collaboration with non-profit organisations and entities that attend to vulnerable groups from different fields.

Solidarity initiatives

Donation to social entities

Donation of products to food banks, soup kitchens, associations and NGOs, to which we have donated more than 95 tons between the Sonseca and Artenay factories.



Fouleés Roses march in Orléans, a solidarity initiative to raise funds for cancer research and support.

95,000 kg
of donated products

Solidarity races

Solidarity race against Amyotrophic Lateral Sclerosis (als), organised by the Eurocaja Rural Foundation with the aim of making the disease of als visible and raising funds for research and assistance to people with this disease and their families. DCG supported this initiative with the donation of 4,000 fruit and almond bars from El Almendro.



Donation of product at sporting events to raise funds for charitable purposes. We have delivered bars in different sports centres, solidarity races, companies in the tourism sector and in the hotel and catering sector.

Corporate volunteering

This year we are proud of the start of corporate volunteering in the company. A total of eight collaborators shared their time and made company to elderly people in one of the residences of Amavir.



Communication with stakeholders

In our commitment to transparency, we keep open different channels of communication with our stakeholders. Listening and responding to their concerns and expectations allows us to improve our reputation and strengthen relationships based on trust and collaboration.

Below, we detail the main communication channels we use:

Stakeholders	Communication channels
Shareholders	<ul style="list-style-type: none"> - Meetings of the Board of Directors - Annual Accounts - Sustainability Report - EINF - Corporate Website - Monthly newsletter
Employees	<ul style="list-style-type: none"> - E-mail - Bulletin Board - TVs in rest areas - Corporate Website - Monthly newsletter - Suggestion box - Sustainability Report - Social media - Intranet - 3 meetings per year - Staff briefing meetings - Surveys
Customers	<ul style="list-style-type: none"> - Corporate Website - Events - Fairs - Sustainability Report - Social media
End consumer	<ul style="list-style-type: none"> - Corporate Website - Social media - E-mail - Sustainability Report
Society	<ul style="list-style-type: none"> - Website - Promotional campaigns - Collaboration agreements - Events and forums - Sponsorships - Interviews and reports - Press conferences - Social media
Suppliers	<ul style="list-style-type: none"> - Corporate Website - E-mail - Sustainability Report - Social media (mainly LinkedIn)

Creation of attractive and relevant content for our stakeholders.



Support for internationalisation and participation in events and forums.



Interaction on digital platforms and social networks, maintaining open and continuous communication with stakeholders, which allows us to establish stronger relationships with them. An example of this is our LinkedIn corporate profile, which has increased its interaction rate by 14%.



Corporate reputation management.



Increased visibility in terms of leadership through the promotion and support of our CEO's participation in key industry forums and events, positioning our company as a leader in innovation and establishing important strategic contacts.



In addition, we continue to develop multiple internal and external communication initiatives with our main stakeholders, working in various areas such as:



As a result of all the activity carried out in the field of communication, we have increased impact and audience:

200 impacts
in online and print press
(vs.140):

+42.86 %

53,729,555
viewers

(vs 19,151,492):

+189.54 %

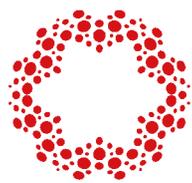
Impact on the Sustainable Development Goals (SDGs)

Our commitment to the 2030 Agenda is reflected in actions that contribute to various Sustainable Development Goals. Below, we detail the actions and projects that are directly aligned with the SDGs:

	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Goal 8	Goal 9	Goal 12	Goal 13	Goal 17
Sustainable Development Goals	To put an end poverty in all its forms everywhere	Eradicate hunger, achieve food security and improved nutrition and promote sustainable agriculture.	Ensure a healthy lifestyle and promote well-being for all at all ages	Ensure inclusive and equitable quality education and promote learning lifelong opportunities for all	Achieve gender equality and empower all women and girls	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Build resilient infrastructures, promote inclusive and sustainable industrialisation and foster innovation	Ensure sustainable consumption and production patterns	Take urgent action to combat climate change and its impacts	Revitalise the global partnership for sustainable development
Actions of the company	<ul style="list-style-type: none"> - Food donation - Fairtrade Labelling - RSPO 	<ul style="list-style-type: none"> - Food donation - RSPO - Fairtrade Labelling 	<ul style="list-style-type: none"> - Certifications in quality and food safety - Collaboration and sampling with sporting events: Promotion of healthy lifestyle habits 	<ul style="list-style-type: none"> - DCG Talent University - Training and development of DCG staff - Collaboration in forums for employability and entrepreneurship 	<ul style="list-style-type: none"> - Adherence to the diversity charter - Equal Opportunities Plan - 'MástalentoSenior' certification - EFR Certificate 	<ul style="list-style-type: none"> - DCG Strategic Plan - Staff - Participation in forums on employment and entrepreneurship 	<ul style="list-style-type: none"> - Innovation Strategy - Own R&D centre and team - Development of innovative products 	<ul style="list-style-type: none"> - Certificates of sustainable sourcing - Actions to control food waste - Almendralia 	<ul style="list-style-type: none"> - Photovoltaic plant in the Sonseca Work Centre - Certification of the carbon footprint in its three scopes¹ - 20% of the contracted energy comes from renewable energies. - CHEP certification in sustainability - - - Carbon sinks trough Almendralia plantations 	<ul style="list-style-type: none"> - Participation in different sectoral associations, such as: Produlce, Calidalia, Inserta, Cre100do Foundation, CEAPI, Castilla-La Mancha Spanish Family Association, etc. - Collaboration with the Food Bank, social canteens, associations and NGOs



¹ Certification obtained in the 2023-2024 financial year for 2022 emissions



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