

Sustainability *Report*

2025



Delaviuda
Confectionery Group



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Message from the

CHAIRMAN

As grandson of Maria Rojas, who was widowed at the young age of 35 and who gave rise to our almost centenary Delaviuda brand and the current Delaviuda Confectionery Group, I wish to openly share my purpose: to provide maximum sustainability to this business group in all its dimensions, with a clear long-term vocation and being faithful, at all times, to the values that are part of our business and family DNA.

In this Annual Report, we highlight the progress made throughout the 2024-2025 financial year, and the commitment to all dimensions of sustainability: environmental, social, governance and financial.

In the environmental area, we continue to implement initiatives that allow us to advance in the management of our impact, improving the use of resources.

In the social area, we reinforce our commitment to people, promoting their development, well-being and equal opportunities; and to society, acting as a responsible family business that promotes employment and entrepreneurship, employability and positive impact in the communities where we operate.

In the area of family succession and corporate governance, during 2025 we worked on drafting a shareholders' agreement between siblings, which was formalised before a notary after the closing date of this report, on 22nd December 2025. This agreement sets out the binding commitments to comply with the articles of association of the group of companies and the shareholders' wills. The signing of this agreement has brought a great sense of reassurance to our company's future shareholders and management team, as it sets out and defines the future of our business group's governance and management.

From an economic and financial perspective, the financial year has yielded positive results, with an increase



in both activity and revenue, as well as a very solid balance sheet—with no net financial debt—which will enable the company to finance future growth.

The results for the year are aligned with the shareholder-driven investment strategy, aimed at strengthening the Group's structure in the short term. A firm commitment to laying solid foundations that will allow us to address sustained growth in the coming years, supported by the talent, commitment and capacity of the people who are part of this project.

Finally, I am proud to say that the new generations of future shareholders are becoming increasingly committed to the sustainability goals I mentioned at the start. I also openly invite all our stakeholders to join us, with the utmost respect for market rules, in this noble purpose of a family business that will celebrate its centenary in 2027.

Please accept my warmest regards,

Manuel López Donaire
Chairman
Delaviuda Confectionery Group

CEO

I am pleased to present the Annual Report for the 2024-2025 financial year, a year in which Delaviuda Confectionery Group has demonstrated that purpose-driven growth is possible when ambition is coupled with rigour and commitment. We have faced a demanding environment with the conviction that excellence is not a goal, but a daily attitude. Every step forward, every challenge overcome, and every goal achieved reflect a team that never rests on its laurels and understands that leadership is built on responsibility and a long-term vision.

Our strategy has revolved around three fundamental axes: growth, profitability and sustainability. Internationalisation is already a consolidated reality, with more than 65% of turnover coming from foreign markets and an increasingly relevant presence in strategic channels.

In our branded confectionery business unit, El Almendro has once again outperformed market growth, leading the traditional turrón category – both hard and soft – and has also made significant strides in entering new categories, expanding its range beyond the Christmas season. Delaviuda, on the other hand, strengthens its leadership in pastry and confectionery, raising the value of the classics with a proposal that connects generations and reinforces notoriety. As for chocolate, Cacao Sampaka consolidates its position as the Spanish luxury chocolate, expanding its presence in strategic channels and gaining visibility in key markets. Through our Artenay Foods bar business unit, we have continued to be a European leader in the bar sector, driving industrial innovation and offering versatile solutions for international clients and projects.

Innovation is no longer a goal but a way of working. We have evolved our processes, expanded industrial capabilities and committed to diversification, responding to new consumer demands and opening new business opportunities. To innovate is to dare to transform what is known and turn it into sustainable value.



People have, once again, been the engine of our progress. We close the year with a workforce that grows and is enriched by diversity, talent and commitment. Training, assessment and well-being have been pillars of our value proposition, and the culture of work-life balance and professional development is consolidated as a real competitive advantage. Taking care of those who are part of this project is the best investment for the future.

Our environmental commitment has taken a decisive step this year: we have certified the carbon footprint in all three scopes, which will allow us to rigorously measure, manage and reduce our impact. In addition, the expansion of the photovoltaic plant and the increase in the use of renewable energy consolidate our commitment to a more sustainable energy model.

In short, it has been a very rewarding year in which, thanks to the hard work and dedication of everyone at Delaviuda Confectionery Group, we continue to move forward with determination and confidence towards new challenges.

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

Isabel Sánchez
CEO
Delaviuda Confectionery Group

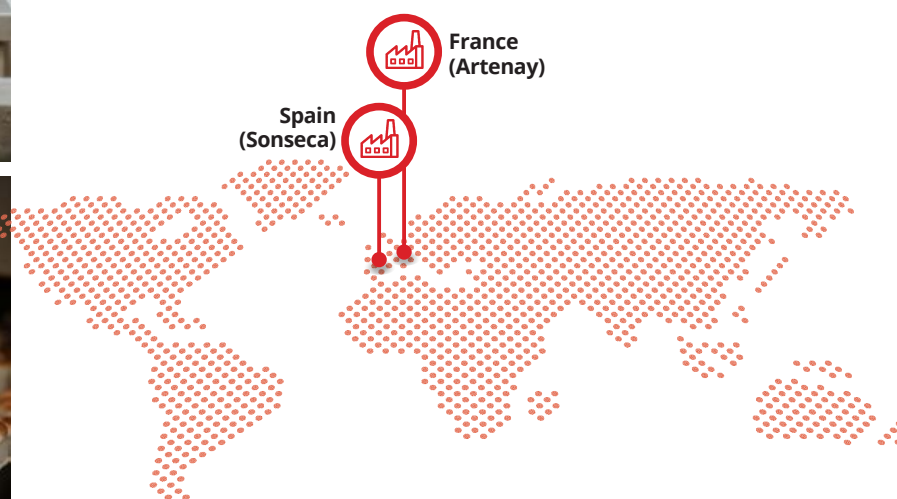
About
**Delaviuda
Confectionery
Group**

About us

Delaviuda Confectionery Group is a family-run business, wholly owned by Spanish investors, specialising in food products. With almost 100 years of history, we are a benchmark in the **turrón, marzipan, confectionery, chocolate and bars sector**. Today, our products are marketed in more than 65 countries.



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



Shareholder structure

Delaviuda Confectionery Group, S.L.U. is the parent company of the food group; the subsidiaries that make up the various business units report to it.

Almendralia Ibérica, S.L.U. – which specialises in the cultivation and subsequent marketing of almonds – is part of the same family-owned business group as the Delaviuda Confectionery Group. Both entities maintain a strategic collaboration relationship with each other.

Almendralia
Ibérica, SLU

Delaviuda
Confectionery
Group, SLU

Delaviuda
Alimentación, SAU



Artenay Bars,
SAS



Delaviuda USA,
INC



Cacao Sampaka,
SLU



Our market-leading business units

Brands BUSINESS UNITS

Dedicated to the production of turrón, marzipan, confectionery, chocolates and bars. We market our products in the FMCG (fast-moving consumer goods), travel retail and direct-to-consumer sectors under the Delaviuda and El Almendro brands, and in the retail sector under the Cacao Sampaka brand.



The leading Spanish pastry and confectionery brand for Christmas

Delaviuda treasures the legacy of four generations who, with their know-how, have been able to combine tradition and innovation to offer pastry and bakery products of the highest quality



The leading Spanish brand of traditional turrón

El Almendro, a specialist turrón brand since 1883, is applying its expertise and know-how in almonds to new product categories: bars, plant-based drinks and turrón ice cream.

At El Almendro we are experts in selecting the best almonds to produce quality products made from this raw material.



The quintessence of cocoa is Spain's luxury chocolate brand

With more than 20 years of experience, Cacao Sampaka enhances the essence of cocoa and transforms it into an authentic work of art: chocolates, chocolate bars and unique creations that combine design, innovation and excellence to captivate the five senses.

Specialising in the creation of high-quality cocoa and chocolate, Cacao Sampaka stands out for taking care of every detail of the production process: from the selection of cocoa beans to the presentation of the final product.



MdD and B2B BUSINESS UNIT

Oriented to the preparation and marketing of bars and snacks



European leader in the production of bars for third-party brands

Artenay Foods is positioned as a strategic partner for its customers, accompanying them in all phases of the bar development and preparation process. This partnership spans the entire process, from initial conception to final production, covering a wide range of products such as cereal bars, fruit bars, nut bars and baby food.



Mission, vision and values at DCG

DCG's **mission, vision and values** are the three pillars that define our corporate identity, guiding us in decision-making and driving our strategy to achieve profitable and sustainable growth.

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.

Commitment

A driving force that inspires us to give **our very best**, to achieve our economic growth targets and to ensure that we create value and have a positive impact on our stakeholders.

Values

Innovation

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

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.



Mission

Accompanying people throughout their lives, creating moments of happiness and well-being, with our brands and quality products.



Vision

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



Business *evolution*

The Group's success has been consolidated through key milestones that have defined our trajectory:

1927

Manuel López and María Rojas open a small confectionery shop in the town of Sonseca (Toledo).

1939

María Rojas is widowed, with two children, and takes over the reins of the family business. Consumers from all over the country are flocking to try 'the widow's sweets'. They may not realise it, but without meaning to, they end up giving a name to our iconic brand, **'Delaviuda'**.

60s and 70s

Alfredo López Rojas, son of María Rojas, takes over the management of the family business and manages to boost it. Thanks to his dedication and hard work, he establishes a nationwide distribution and sales network. Furthermore, in the late 1970s, the plant in Sonseca is inaugurated.

90s

Manuel López, third-generation member of the family, is appointed CEO, ushering in a new phase of expansion and business growth. During his tenure, the company acquires the brands 'Monerris Planelles' and 'El Almendro'. Delaviuda Alimentación is consolidated as the leading company in the Christmas confectionery sector, bringing together three of the most valued and recognized brands by consumers.

2000

The Group acquires 50% of the company Artenay Bars, SAS, a leading French company in the production and distribution of cereal bars and muesli. In addition, chocolate confectionery processes are developed and enhanced.

2013

The Group adopts the name **Delaviuda Confectionery Group**, incorporating a corporate motto: 'Making the world a sweeter place' and begins to actively work on aspects such as CSR, reputation and communication.

2015

The company's commitment to innovation and international expansion is evident in the construction of an R&D centre in Sonseca and the opening of a subsidiary in Miami (USA). **In addition, the Almendralia Project is launched.**

2016

Acquisition of 100% stake in Artenay Bars SAS. The Group acquires a new strategic approach and sets in motion the process of cultural transformation.

**2017
2018**

Leading business change and evolution through cultural transformation: by placing people at the heart of management, we are driving the change needed to meet the company's strategic challenges: **internationalisation, innovation and deseasonalisation.**

**2018
2020**

El Almendro is revamping its brand image and expanding into new year-round product categories with its El Almendro bars. The internationalisation strategy is consolidated through the project in the US, sustained growth in Mexico, Portugal, the UK and Central Europe, and progress on the B2B channel development plan.

**2021
2022**

Succession plan: Manuel López Donaire is handing over his role to Isabel Sánchez, the Group's current CEO, so that he can devote himself exclusively to leading and coaching the Advisory Board.

**2022
2023**

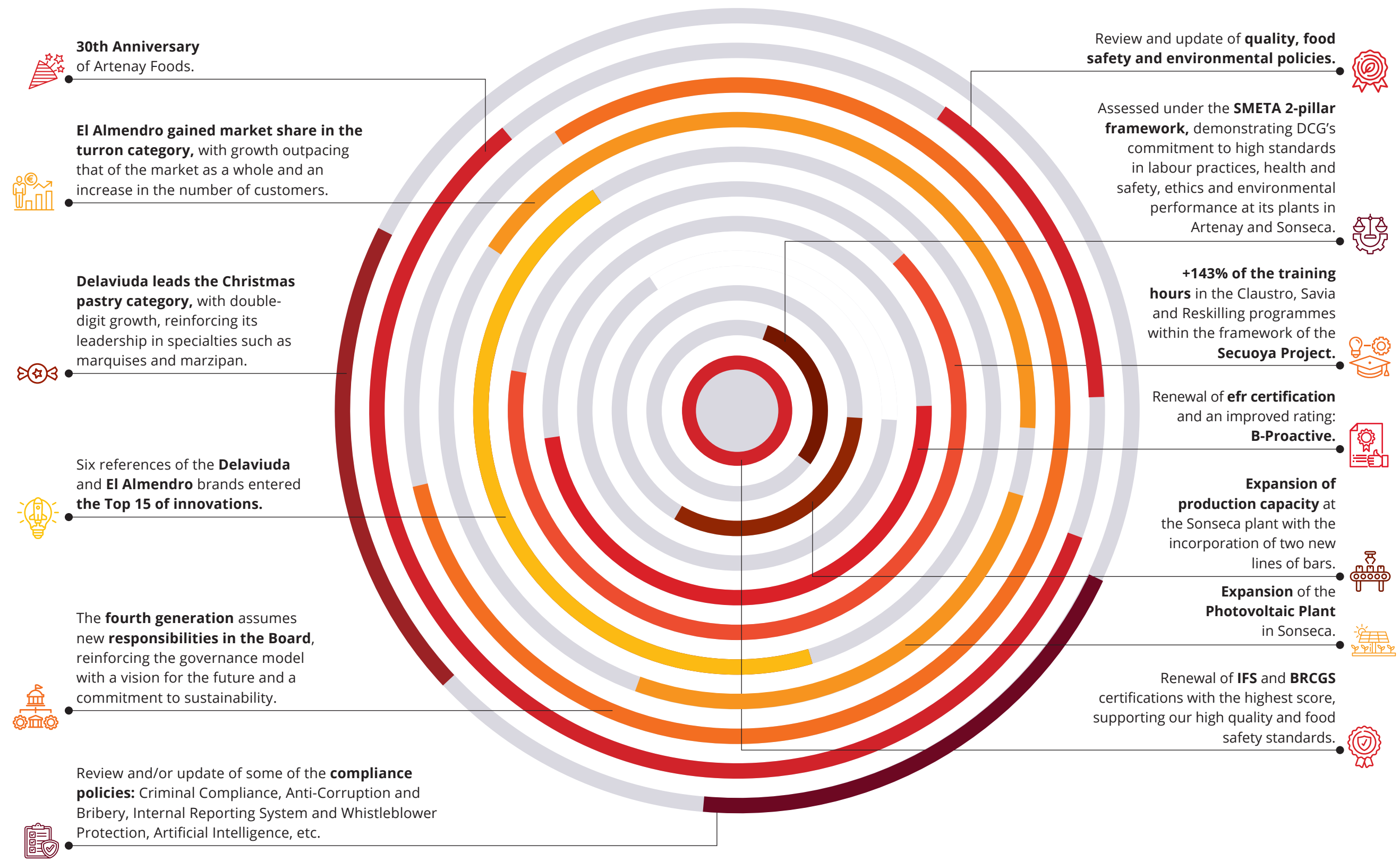
Acquisition of 100% of Cacao Sampaka, a company specialising in the production and sale of high-quality chocolate.

**2023
2024**

Addition of new independent advisors to the Advisory Board and creation of the Audit and ESG Committee and the Appointments and Remuneration Committee. **Review and redefinition of DCG's Mission, Vision and Values.**

**2024
2025**

30 years of Arterney Foods. Establishment of a new subsidiary in Mexico. The Group is changing the way people enjoy turrón and moving towards year-round availability by expanding its 'all year round' range.



Profitable and sustainable growth

Our growth plan revolves around three strategic axes: **growth, profitability and sustainability**, and is based on three fundamental cross-cutting levers: people, innovation together with marketing, and digitalisation.



Growth



Delaviuda and El Almendro in the Christmas Campaign

El Almendro is leading the way in innovation in the core sector with its Finiíisimo range

El Almendro recorded GROWTH OF **+5.9%** above the market

Delaviuda recorded **+10%** GROWTH in pastry

Six products from Delaviuda and El Almendro feature in the **Top 15** most innovative turrón creations based on flavour

The Group's economic growth is underpinned by international expansion, 'all year round' presence and innovation. This financial year has been characterised by growth, driven by the strong performance of the Christmas campaign, new developments, increased sales of the 'all year round' range, the opening of new sales channels that expand the Group's presence, and consolidation in key markets.

During the Christmas campaign, the Group's brands established themselves as category leaders, with El Almendro being the leading brand for traditional turrón and Delaviuda the best-known brand for Christmas confectionery. In total, six of the products launched in collaboration with Delaviuda and El Almendro made it into the Top 15 turrón innovations, receiving an excellent response from consumers.

In terms of results, **El Almendro** had a growth of +5.9%, higher than the 4.2% obtained by the market, driven by the commitment to the core - hard and soft - and innovation, with Finiíisimo and Donettes.

For its part, **Delaviuda** saw a 10% increase in the confectionery sector, becoming the top brand in terms of brand awareness with its Marquises and Marzipan products, and leading the Panettone category with its Cacaolat Panettone.

This success was also reflected on social networks where El Almendro's Donettes turrón and Delaviuda's Cacaolat chocolate turrón reached more than four million organic views that brought the brands closer to young audiences.

For its part, **Cacao Sampaka** has consolidated its position as a benchmark brand in the Spanish luxury

chocolate segment, making progress in its commercial expansion, strategic alliances and brand visibility.

'All year round' sales also grew thanks to the launch of new product categories, such as plant-based drinks and El Almendro's turrón ice cream. In addition, we are strengthening our presence in other sales channels, with a particular focus on the travel retail sector, which caters to international tourists. We also consolidated our presence in the more than 60 Sabor a España stores, with whom we maintain a successful collaboration. Finally, the boost of the e-commerce channel stands out.

In the **international market**, we continue to consolidate our presence in key markets. It should be noted that 65% of the Group's turnover comes from abroad, where we continue to grow strongly and position ourselves as leaders in the production of hard turrón, pastries and bars, mainly.

In the **third-party brand business unit**, we are the third manufacturer in the bar category at European level, producing all types of bars: gluten-free, fruit, cereal, baby food, functional bars, among others. Thanks to our commitment to innovation and excellence in our production processes, we are a benchmark in the bars market.

Third manufacturer in the bars category at European level



Profitability



We optimise processes, reinforce efficiency

INVESTMENT OF
+1.3
million euros in technology and innovation

The Group's profitability and sustainability are based on a clear roadmap: optimising our processes and strengthening our competitiveness.

During this year, we allocated 1.3 million euros to projects aimed at technological innovation and continuous improvement. Among them, the **Kaizen Project** stands out, a key initiative that aims to transform the way we work through the review of processes in the areas of production, planning and management of new projects, focusing on their optimisation and improvement.

Sustainability



Sustainability remains a fundamental axis for the Group, approached from a double perspective. On the one hand, **long-term economic sustainability**, which boosts growth and reinforces the generation of value in DCG.

On the other hand, **sustainability understood as a commitment to the integration of environmental, social and governance (ESG) criteria in management**, key in creating value for both the Group and our stakeholders.

This commitment is based on four pillars (4Ps): **People, Products, Planet and Progress**.

Throughout the 2024-2025 financial year, sustainability continues to be a lever of competitiveness through the different initiatives described in this report.

Financial results for the year

Once again, the economic and political context has been characterised by high uncertainty. Although costs have generally stabilised, there have been significant price rises this year for almonds, one of the most important raw materials. Despite these difficulties, Delaviuda Confectionery Group has presented tremendously positive results, shown a very solid increase and reached an aggregate turnover of 149,271 million euros, compared to 140,390 million euros in the previous year, an increase of 6.32%.

Main financial figures*	2023-2024	2024-2025
Turnover	140,390	149,271
Generated value	100,383	116,201
EBITDA	6,500	7,133
Net investments	3,261	2,618
Net worth	47,757	49,582
Total assets	89,640	89,192
Net financial debt	-8,953	-5,321
Working capital	25,162	27,363

Data in millions
*Do not include Delaviuda USA, Delaviuda UK, Cacao Sampaka, SLU, or Almendralia Ibérica, SLU





Consolidating
**strong and
transparent
family
governance**

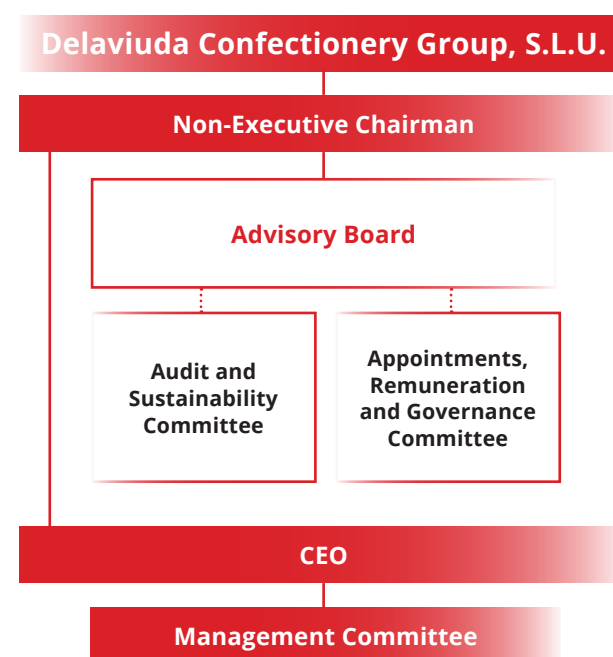
Governance Model

The Corporate Governance model reinforces the Group's solidity and transparency, ensuring an effective structure capable of responding to current challenges and demands. We are committed to best practices, taking as a reference the good governance recommendation of the CNMV (National Securities Market Commission). These address key aspects such as the definition of profiles and competencies, the assignment of functions and the organisation of meetings, among others.



Manuel López Donaire, non-executive chairman of the Group, exercises the sole administration of Delaviuda Confectionery Group, S.L.U., with the support of other bodies that help strengthen the governance and management of the Group.

Governance Model



Board

Advisory Board

An internal, advisory body with powers to provide information, advice and recommendations on strategy and management control.



10
MEMBERS

- > **Four** members of the López family, representing the third and fourth generations
- > **Two** executive directors
- > **Four** independent advisors



6
MEETINGS

Audit and Sustainability Committee

Advisory body, without executive functions, that advises and supervises issues in financial, audit and sustainability matters.



4
MEMBERS

- > **Three** independent advisors
- > **A** proprietary advisor



4
MEETINGS

Appointments, Remuneration and Governance Committee

Advisory and informative body, without executive functions. It has powers of information, advice and proposal within the scope of appointments, remuneration and good labour and governance practices.



4
MEMBERS

- > **Three** independent advisors
- > **A** proprietary advisor



6
MEETINGS

The Group has a Management Committee responsible for implementing corporate strategy, establishing general policies and overseeing their proper implementation. Its main function is to ensure the alignment of the different areas with the strategic objectives, ensuring the sustainability and growth of the organisation. The **Management Committee** reports directly to the Group's CEO. Currently, it is made up of seven members, three women and four men, who meet at least once a month.



During this year, within the Management Committee, the Distribution Brand and B2B Business Unit Management and the Management of the Third-party Brand Business Unit Management have been unified,

forming a single Commercial Management. This organisation contributes to providing the organisation with a more efficient structure, also favouring synergies.

During the year, our chairman has participated in some events dedicated to disseminating best governance practices and good corporate governance in the field of family business, contributing his experience and leadership to support other companies in adopting more responsible and sustainable practices.

Presentation of the book 'La Segunda Carrera' by Alfonso Jiménez, PhD



At the roundtable on the food supply chain, our chairman spoke as a panellist, sharing the company's perspective as a family-run business committed to **sound governance and the ongoing training of its advisors**, highlighting how internationalisation can drive sustainability and the importance of senior management's commitment to achieving the highest standards.

VI Annual Meeting of the Club of Counsellors - ESADE Alumni



At the roundtable 'Business Cases. Exemplary cases', he shared the company's vision as a **family business** committed to the implementation of **good corporate governance practices**.

Delaviuda CG compliance

model



Ethical commitment is a core value and a key element of the Group’s governance. This principle is supported by our **Compliance Program**, which guides and supports the ethical behaviour of all employees.

Effective management enables us to prevent and minimise legal, regulatory, reputational and criminal risks through the implementation of the most appropriate tools: policies, processes and procedures.

In this regard, the Compliance Programme is based on a set of internal guidelines that govern our actions and are founded, amongst other things, on compliance with the Code of Conduct, from which all corporate policies are derived.

Policies	Objectif
Code of Conduct	It is the highest-ranking internal standard in the Organisation. It establishes the framework of principles, values and basic behavioural guidelines that all people linked to it must comply with. It acts as a guide to engage with our stakeholders and guides day-to-day decisions. It also explicitly reflects how we think, how we feel, and how we act.
Criminal Compliance Policy	It includes the set of rules, procedures and internal controls designed to prevent, detect and manage criminal risks within the company. It aims to ensure legal compliance, avoid corporate criminal liability and foster an ethical culture. Furthermore, it enables organisations to act promptly and reduce or even avoid penalties in the event of a breach.
Anti-Corruption and Bribery Policy	It reaffirms the zero-tolerance stance against corruption described in the Code of Conduct and establishes prohibited conduct.
Conflict of Interest Policy	It establishes the basis to prevent, identify and manage and eliminate in the Group all those situations that may give rise to a conflict of interest, actual and/or potential.
Policy on the Internal Reporting System and whistleblower protection	It establishes the framework, sets out the tools and designs the mechanisms necessary for the proper and efficient coordination of activities relating to the Internal Reporting System, with a view to protecting whistleblowers who need to make proper use of the Internal Reporting System without fear of being persecuted, discriminated against or subjected to any form of reprisal.
Internal Reporting System Procedure	It reinforces DCG’s commitment to transparency, ethics and compliance with the law, adhering to established standards, showing the utmost respect for all stakeholders, and ensuring that the process of receiving, processing and resolving communications meets the requirements of protection, confidentiality, objectivity and efficiency.
Policy on the use of electronic devices	It sets out the rules, terms of use and responsibilities governing the use of technological resources, as well as media and documents, thereby helping to ensure the security of the information and/or tools used by the user.
AI Policy	It provides guidance on and regulates the use of artificial intelligence (AI) systems within the Group to mitigate the risks that their use may pose to the organisation.
Donations and Sponsorships Policy	It provides guidance on participation in events, sponsorships and gifts, ensuring that decisions are made in a lawful, ethical and transparent manner.
Harassment Protocol	It sets out guidelines for the prevention of workplace harassment and, should such incidents arise, for resolving them promptly and in accordance with the principles of the right to be heard and confidentiality.

All these policies have been drafted and/or reviewed by the Compliance Officer during this year, within the framework of compliance with the Compliance Management System. These are available to Group staff on the Employee Portal.

The **Compliance Officer**, appointed by the Group's Governing Body, is the supervisory body responsible for implementing and ensuring the proper functioning and compliance of the Compliance Management Programme. Its main functions are:

- > Implementation of a robust compliance management system based on UNE 19601 and ISO 37301.
- > Development of the Compliance Plan, including the activities scheduled for the coming financial year in terms of policy development, training, reviews, projects and initiatives.
- > Advice on how to effectively manage compliance risks within the organisation.
- > Identification of compliance risks and provision of advice to the relevant body on possible management options, including risks of non-compliance with ethical principles and internal regulations, risks of regulatory, contractual or professional practice non-compliance, as well as reputational risks.
- > Coordinate compliance risk assessments in collaboration with the organisation's various departments.
- > Providing advice on compliance matters to the various departments.
- > Communication, training and awareness-raising on Compliance matters.
- > Contact with supervisors and regulators on Compliance matters.



Complaints CHANNEL

The Group has set up a reporting channel through which all DCG employees, as well as suppliers and other third parties associated with the organisation, can report (anonymously or confidentially) any breach of laws, rules, regulations or the Code of Conduct itself.

Complaints or concerns can be reported directly to the Compliance Officer; and/or through the website www.delaviudacg.com/compliance which has a specific Compliance section. In addition, the Policy on the Internal Reporting System and Whistleblower Protection and the Procedure for the Internal Reporting System are also available.

The Compliance Officer is responsible for ensuring the proper functioning of the system, 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, complaints have been received through the designated channels which, following the application of the protocol and the conduct of the relevant investigation, have been dismissed. None of these complaints were related to human rights violations.

TRAINING, COMMUNICATION and awareness

Delaviuda CG has made a great effort to publicise the Compliance Program through training sessions in on-line and in-person modalities.

During the year, **three trainings** were carried out depending on the level of exposure to the different risks detected in the Compliance Program. The trainings have been aimed at factory staff, office staff, and the Governing Body, Advisory Board and Management Committee.

In the field of cybersecurity, training has been provided on ethical hacking, and awareness campaigns have been run to highlight the risks posed by cybersecurity threats and phishing.

On the other hand, employees have been trained on the use and awareness of artificial intelligence (AI) tools following the provisions of our AI Policy.

In addition, all new recruits must read and agree to the Code of Conduct. New members of the office team are required to complete compliance training and to read and accept the Criminal Compliance Policy, the Conflict-of-Interest Policy, the Anti-Corruption Policy, the Policy on the Allocation and Use of IT Resources, and the Donations and Sponsorship Policy. All these policies are mandatory.



Preventing corruption and bribery

The Group applies a **"zero-tolerance approach to corruption,"** as set out in its Code of Conduct.

The main elements for preventing corruption include the implementation of specific controls, the anti-corruption policy, contractual anti-corruption clauses, and the training provided.

Our **Anti-Corruption Policy** includes certain conditions and limits on interactions with public officials and third parties and is intended to help employees and associated parties recognise the circumstances that may give rise to unethical business practices, as well as possible cases of corruption. The policy strictly prohibits:

- > Promising or offering (directly or indirectly) bribes to any person, whether a public official or any other third party with whom one has, or may have, a business relationship.
- > Offering hospitality and promotional expenses to third parties, when the purpose of such expenses is to induce a person to perform improper or illegal acts.
- > Making donations or providing sponsorship with the intention of inducing a person to commit improper or illegal acts.
- > Accepting business courtesies from a third party if the intention is that, in return, the third party will commit an improper or unlawful act or that the third party will be guaranteed special treatment.

Furthermore, all contracts include a **standard anti-corruption clause to ensure** that third parties with whom agreements are entered into comply with all applicable anti-bribery laws, as well as with the provisions and prohibitions set out in the Anti-Corruption Policy.

Commitment to universal human rights

At Delaviuda CG, we are committed **to human rights and people's well-being.**

This vision is set out in our Code of Conduct, in which we declare our commitment to respecting people's rights, complying fully with labour regulations in every location where we operate, and upholding the UN Universal Declaration of Human Rights, the principles and rights of the ILO, and the principles of the Ethical Trading Initiative's Core Code (ETI Code).

Delaviuda CG supports freedom of association and the effective recognition of the right to collective bargaining, the elimination of forced or compulsory labour, and the elimination of child labour involving persons below the legal working age in the country where commercial agreements are concluded. In this regard, we advocate for and support the four strategies that are effective in eliminating child labour, namely: drastically reducing poverty; providing access to high-quality and relevant education; providing decent work for the adults responsible for children; and putting an end to the social norms that legitimise child labour.

Zero tolerance for corruption





Our 4th “P”

**a determined
commitment to
sustainability**

Sustainability is the commitment we made years ago to accompany our growth with a creation of value, aligned with the expectations of the market and society to build a more responsible and sustainable future.

DGC materiality *matrix*

Last year, we carried out an initial dual materiality analysis, which enabled us to identify the impact on people and the environment (impact materiality) and the effect of sustainability issues on the company's value (financial materiality).



Relevance	Scope	Material subject
Critical	Environmental	Energy and emissions Sustainable water management
	Social	Employee safety, health and wellbeing Working conditions
	Governance	Quality and product safety Responsible labelling and marketing Data privacy and security Supply chain management
Priority	Environmental	Adaptation to climate change Circular economy Sustainable packaging
	Social	Talent Management
	Governance	Succession and business continuity Corporate Governance Raw material supply Innovation Technology and Digitalisation
Relevant	Environmental	Biodiversity
	Social	Impact on communities

This work gave us a comprehensive view of the Group's impacts, risks and material opportunities, also identifying the ESG issues that underpin our sustainability strategy.

We are currently adapting our dual materiality methodology to the main regulatory frameworks: the Corporate Sustainability Reporting Directive (CSRD), the European Sustainability Reporting Standards (ESRS) and the guidelines issued by the European Financial Reporting Advisory Group (EFRAG).

Four main "Pillars"

Our vision of sustainability is based on the following pillars: Product, People, Planet and Progress (the 4 'P'), which we define as:

Product

We maintain high standards of quality and innovation to offer our customers traditional flavours with a modern twist.

Planet

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

People

To be recognised as an employer brand that inspires, supports and empowers people, committed to their growth and well-being.

Progress

We are committed to promoting a model of responsible governance that is dedicated to making a positive impact on the environment.

These 4 pillars integrate the Group's different environmental, social and governance initiatives, which contribute to long-term value creation and global challenges such as the Sustainable Development Goals.

ECOVADIS: EVALUATING OUR SUSTAINABILITY PERFORMANCE

Every year we undergo the **Ecovadis** assessment, a global benchmark in sustainability certification. This year, at Delaviuda Alimentación, we have achieved a higher score than last year, placing us in the **81st percentile**, which puts us among the top 35% of the companies audited. The certification we use to assess Delaviuda Alimentación on an annual basis.



ETHIS rating recognises our commitment and the progress we have made in the areas of labour practices, human rights and sustainable procurement.

Taking part in initiatives such as Ecovadis enables us to assess the extent to which ESG principles are integrated into our management practices, identify areas for improvement and enhance transparency.



**81st
percentile**



SMETA AUDIT: TRANSPARENCY AND ACCOUNTABILITY AT EVERY STEP

An internationally recognised ethical audit required by major retail chains. At Delaviuda CG, we have successfully completed the **SMETA 2-pillar** audit, a result that underscores our commitment to labour standards and health and safety in our operations in Sonseca and Artenay.



During the audit, we were recognised for the following best practices:

- > Holding certifications covering key areas such as labour rights, human rights, environmental impact and the fight against corruption.
- > Paying overtime at a rate higher than that stipulated by law and the collective agreement.
- > Enhancing the well-being of our staff through a **specialist nursing service**, available Monday to Friday during the busiest months.
- > Introduction of a visual **identification system**, using badges to identify staff trained in **evaluation, first aid and the use of defibrillators**.



Below, we outline the initiatives and projects implemented during the year in relation to each of the pillars and their alignment with the SDGs.

Pillars

Actions

Product



- Development of products with nutritional contents and low in sugar.
- Implementation of projects that contribute to the improvement of operational efficiency.
- Design and implementation of a new supplier evaluation system.
- Promotion of local supply.
- Progress in the supplier approval model.
- Food safety certifications.
- Investment in efficiency and process optimisation.



Planet



- Expansion of the solar power plant at the Sonseca production site.
- Certification of the carbon footprint in its three scopes and for all Group companies.



Pillars

Actions

People



- Development and implementation of the new Competence and Leadership Model.
- Commitment to training thanks to the Secuoya Project.
- Renewal of efr certification, B-Proactive qualification.
- Prevention plans oriented towards the goal of zero accidents.
- Adherence to the European Charter for Diversity.
- Hiring people with disabilities, exceeding the legal minimum.



Progress



- Donation of food to various non-profit organisations.
- Collaboration and sampling at sporting events, promoting healthy lifestyle habits.
- Employee participation in corporate volunteering.
- Recruitment of young trainees.
- Presence in sectoral associations, forums and fairs.



Communication with stakeholders

Within the Group, we know our key stakeholders and understand their expectations and interests. As part of our commitment to communication and transparency, we keep different channels of dialogue open. Listening to and addressing their concerns enables us to build trust, enhance our reputation and foster collaborative relationships.



We actively listen to identify opportunities that will help us continue to build our brand.

Stakeholders Communication channels

Shareholders	- Meetings of the Board of Directors - Annual Accounts - Sustainability Report	- EINF - Corporate Website - Monthly newsletter - Email
People	- Email - Bulletin Board - TVs in rest areas - Corporate Website - Monthly newsletter - Suggestion box - Sustainability Report - Corporate and brand social media	- Intranet - 3 meetings a year - Briefings - Surveys - Complaints channel - Information screensavers - Performance appraisal - HR spokespersons
Customers	- Corporate Website - Customer service - Corporate and brand social media - Press	- Events, fairs and forums - Sustainability Report - Email - Complaints channel
End consumer	- Corporate Website - Brand social media - Email - Sustainability Report	- Advertising and press - Labelling - Costumer service - Complaints channel
Society	- Corporate Website - Collaboration agreements - Events, fairs and forums - Sponsorships - Interviews and reports	- Press conferences - Corporate and brand social media - Complaints channel
Suppliers	- Corporate Website - Email - Sustainability Report - Corporate and brand social media	- Contracts - Meetings - Press - Complaints channel - Events, fairs and forums



El Almendro's Christmas campaign, with the slogan **'There's always something that keeps you coming back'**, is a clear example of the emotional connection we have with our stakeholders.

In terms of external communications, we have strengthened our connection with our stakeholders through a consistent and significant presence across the main channels.

This year we have achieved significant visibility thanks to a strategic combination of television, leading national and business publications, specialist media, radio and digital platforms, the impact of which has been further enhanced by the use of our own channels and our corporate and brand social media accounts.

The content produced has struck a balance between corporate information – relating to the Group's strategy, history and positioning – and topics linked to innovation, deseasonalisation and a dedication to people.

In the field of marketing and advertising, the team has promoted our Delaviuda, El Almendro and Cacao Sampaka brands through initiatives on major television channels – including our iconic El Almendro advert and sponsorships for Delaviuda and El Almendro – as well as in the press and on the radio, alongside sponsorships and sampling campaigns. Our brand presence has also extended to the transport sector thanks to partnerships with Air Europa, Iberia and Iryo, and has been bolstered by outdoor advertising and collaborations with influencers, thereby consolidating a multi-channel strategy.

As a result, we have raised the Group's profile and consolidated our brands' position as leaders in innovation and quality. Furthermore, we have strengthened our corporate reputation, positioning Delaviuda CG as a company committed to its local community and its future.



IMPACTS

+300
proactive
impacts

CUMULATIVE
AUDIENCE OF

+63
million
people

AUDIENCE OF

+191,000
people per
impac

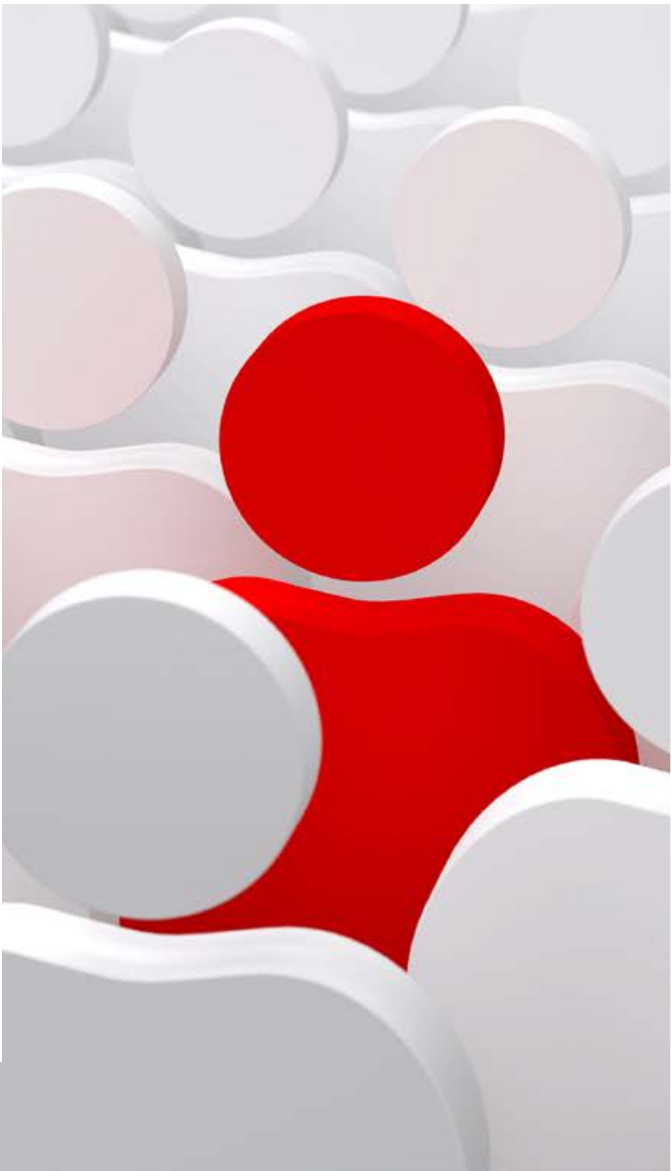


People

People, our greatest value

The heart of Delaviuda Confectionery Group lies in the people who, through their talent, commitment and passion, enable us to achieve our goals and fulfil our purpose. When we talk about people, we are also talking about the ongoing effort to create an environment that fosters the development of talent, well-being, safety and inclusion, so that every professional can reach their full potential.

We have a set of policies in place that reinforce our value proposition for our staff, ensuring a robust and rigorous framework for human resources management.



Our Value Proposition

Commitments Policies

Actions



We create the ideal environment for each professional to deploy all their talent.

							
Talent and Leadership	Well-being	Safety	Inclusion	Active listening			
Code of conduct							
Policy management Policy							
Training policy							
Occupational Health and Safety Policy	Remuneration and benefits Policy		Equality Plan Harassment Protocol				
	Competency and Leadership Model						
	+€213,733 investment in training						
	Over 35,000 hours of training under the Secuoya Project						
	667 employees have received performance reviews						
100% retention of key people	efr certification achieving a higher rating: B-Proactive	Zero deaths/ occupational diseases Prevention plan	General Law on the Rights of Persons with Disabilities (LGD): 15 employees with disabilities				
Estrategia Employer Branding							
Internal communication and the creation of the HR role + satisfaction surveys							
Social recruiting /Employment forums/Employment platforms							



Get to know us

During the financial year, we had an average workforce of 594 people (54% women and 46% men). At the end of the period (30 June), our workforce stood at 730, an 8% increase on the previous financial year, which underscores the Group’s growth.

In campaign periods, the workforce increases significantly. This year, the highest recorded figure was 934 people, comprising both in-house staff and external campaign staff.

The following table breaks down the average workforce and the workforce at the end of the financial year by country, gender, age and job category.

Country	Average workforce		Headcount at year-end	
	2023-2024	2024-2025	2023-2024	2024-2025
Spain	471	500	583	634
France	89	94	93	96
Total	560	594	676	730

Average workforce by gender	2023-2024			2024-2025		
	Spain	France	Total	Spain	France	Total
Men	253	30	283	288	32	320
Women	218	59	277	212	62	274
Total	471	89	560	500	94	594

Average workforce by age	2023-2024			2024-2025		
	Spain	France	Total	Spain	France	Total
Over 50 years old	171	43	214	187	43	230
30 to 50	247	37	284	248	43	291
Under 30 years old	53	9	62	65	8	73
Total	471	89	560	500	94	594

Average workforce by professional category	2023-2024			2024-2025		
	Spain	France	Total	Spain	France	Total
Manager	12	10	22	12	10	22
Middle management	70	18	88	66	20	86
Administrative	43	5	48	43	5	48
Other staff	346	56	402	379	59	438
Total	471	89	560	500	94	594

Average workforce by type of contract	2023-2024			2024-2025		
	Spain	France	Total	Spain	France	Total
Permanent	303	87	390	316	93	409
Permanent seasonal	141	0	141	156	0	156
Temporary	27	2	29	28	1	29
Total	471	89	560	500	94	594



730

workforce at year-end

56%

women

44%

men

48%

aged between 30 and 50

56%

permanent contracts

37%

permanent seasonal contracts

7%

temporary contracts

Workforce by gender at year-end	2023-2024			2024-2025		
	Spain	France	Total	Spain	France	Total
Men	340	30	370	380	32	412
Women	243	63	306	254	64	318
Total	583	93	676	634	96	730

Workforce by age at year-end	2023-2024			2024-2025		
	Spain	France	Total	Spain	France	Total
Over 50 years old	231	43	274	242	42	284
30 to 50	286	40	326	304	46	350
Under 30 years old	66	10	76	88	8	96
Total	583	93	676	634	96	730

Workforce by professional category at year-end	2023-2024			2024-2025		
	Spain	France	Total	Spain	France	Total
Manager	12	10	22	12	10	22
Middle management	69	19	88	69	21	90
Administrative	46	6	52	46	3	49
Other staff	456	58	514	507	62	569
Total	583	93	676	634	96	730

Worforce by contract type at year-end	2023-2024			2024-2025		
	Spain	France	Total	Spain	France	Total
Permanent	300	91	391	321	91	412
Permanent seasonal	240	0	240	261	5	266
Temporary	43	2	45	52	0	52
Total	583	93	676	634	96	730



Our value proposal

At Delaviuda Confectionery Group, people are at the heart of everything we do, and we take a friendly, personalised approach. This vision enables us to adopt a 360-degree approach that combines measures aimed at team growth and development, fostering leadership and implementing well-being initiatives, within an inclusive working environment that offers equal opportunities.

Growth, talent and leadership

One of our greatest challenges is to ensure that every individual reaches their full potential in a way that is aligned with the company's key challenges and objectives.

To this end, we promote initiatives that strengthen commitment, boost productivity and improve the quality of life of our staff.



Competency and Leadership Model

At Delaviuda CG we have designed a new **Competency and Leadership Model** aligned with our company strategy. This model includes the key values and behaviours that should guide everyone in the organisation. Specifically, it comprises five core competencies applicable across the entire organisation. In addition, leaders have two additional competencies that make up the Leadership Model, which sets out the behaviours they are expected to demonstrate within the company.

This project is the result of a participatory process that has integrated the vision of talent to respond to the real needs and aspirations of the company.

Methodology for the definition of the new Competency and Leadership Model



Structure of the Competency and Leadership Model

Transversal skills

Applicable to all people

- > **We listen to our customers.** Focused on understanding customer needs.
- > **We are efficient.** We optimize resources and processes to achieve sustainable results.
- > **We help each other.** We encourage collaboration and teamwork to achieve goals.
- > **We talk.** We promote open, honest and constructive communication.
- > **We innovate.** We are constantly looking for good ways to improve and evolve.

Competencies and leadership

- > **We lead with strategy.** We make decisions that are in line with the business's vision and objectives.
- > **We drive talent.** We develop people.

PURPOSE-DRIVEN, HIGH-IMPACT COMPETENCY AND LEADERSHIP MODEL

The Competencies and Leadership Model is aimed at directors, managers and senior staff. Its implementation will take place in three stages (Evolve, Align and Deploy) over a period of three years.

Phase 1

Developing the leadership model to address strategic challenges and emerging needs.

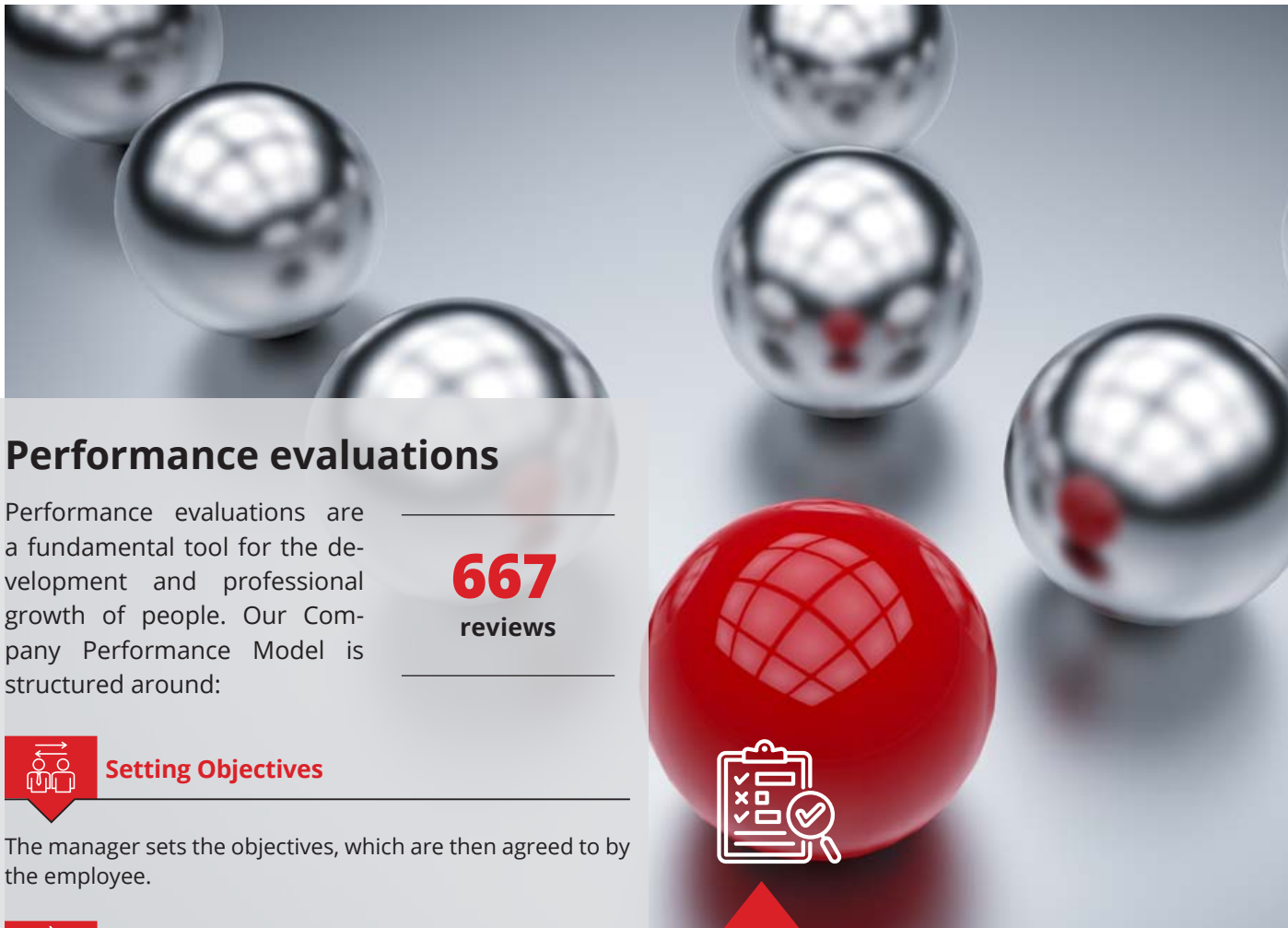
Phase 2

Aligning observed and desired behaviours through individual assessments.

Phase 3

Implementing a personalised, high-impact development plan for leaders and measuring its progress.

During the 2024–2025 financial year, phase 1 of the design process and part of phase 2 of the implementation process have been completed in collaboration with the directors. In the coming financial year, the plan is to continue rolling out the project at management level, with a view to completing the roll-out across all departments by the 2026–2027 financial year.



Performance evaluations

Performance evaluations are a fundamental tool for the development and professional growth of people. Our Company Performance Model is structured around:

667
reviews

Setting Objectives

The manager sets the objectives, which are then agreed to by the employee.

Performance monitoring

During the financial year, performance is tracked at the mid-year evaluation.

Year-end evaluation

In an individual meeting with the immediate superior, the year-end evaluation is carried out, and the corresponding development plan is established.



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



During the financial year, **667 employees** were assessed, revealing an improvement in the average performance and potential ratings across the categories of directors, middle managers and coordinators. This result stems from the implementation of an action and support plan, which involves advising on and overseeing the setting of objectives, as well as providing training for managers; all with the aim of ensuring strategic alignment and excellence in performance management.

DCG Talent University

At DCG we believe that continuous learning is the key to growing as people, as professionals and as an organisation. Through the **Training Policy** and the annual training plan, we determine the training needs, with a focus on the achievement of strategic objectives and the new challenges of the market.

Through the **DCG Talent University platform**, we offer a wide and varied training catalogue both online

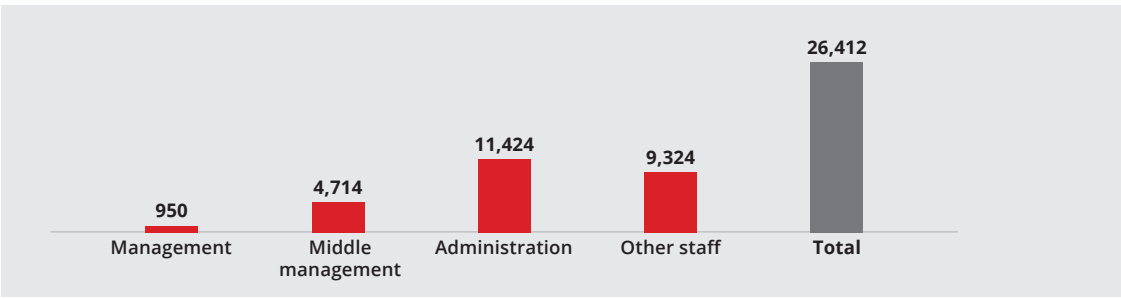
and offline. During the financial year, **26,412 hours of training were provided**. The main topics covered relate to specific aspects of the job and account for 50% of the training.

This training programme has been aimed primarily at administrative and production staff, who account for 79% of the Group's training.

Training indicators	2023-2024	2024-2025
Investment in training (euros)	96,102	213,733
Total training hours	12,380	26,412
Number of courses	237	285
Number of attendees	2,411	4,757
Training hours/employee*	23	44

* Average workforce

Training hours by professional category 2024-2025



Total training hours by subject	2023-2024	2024-2025
Occupational Health & Safety	826	2,067
Food Safety Quality	450	377
Languages	61	5,016
Job specific	8,100	13,280
Other	2,942	5,672
Total	12,380	26,412

Average training hours	2023-2024	2024-2025
Women	21.09	46.26
Men	24.93	42.37
Total	22.94	44.46

Average training hours	2024-2025		
	Spain	France	Total
Women	51.01	3.44	46.26
Men	52.94	7.09	42.37
Total	51.83	5.89	44.46

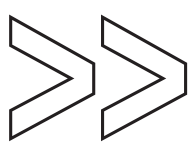
SECUOYA
Project



The name of this project is inspired by **Sequoias** – ancient trees, with solid roots and high growth potential - capable of adapting to their environment by surviving different natural and climatic circumstances. Just like the growth potential of this millennial tree, the learning possibilities can be endless.

During this financial year, we have continued to roll out the '**Secuoya Project**', funded by the Next Generation EU programme at Delaviuda Confectionery Group Spain, where staff have a greater need to update their knowledge and skills for use in their day-to-day work.

This project is particularly significant in a context where staff are increasingly needing to update their knowledge and skills so that they can apply them in their day-to-day work, thereby enhancing their employability both within the organisation and externally.



Continuous learning is the key to growing as a professional.

Secuoya strengthens our commitment to the development and promotion of *Reskilling* and *Upskilling* skills through a transformative approach to training and development across the Group. This programme systematically integrates and combines the Company's existing internal knowledge with cross-functional training content delivered in a hybrid, personalised and accessible format. Its innovative nature lies in:

1. The combination of **specialised technical training** with a digital ecosystem of state-of-the-art soft skills.
2. The establishment of an **internal** team of trainers that enables the sharing of the organisation's existing expertise, fostering a sense of community and strengthening the corporate culture.
3. An **approach aligned with the company's strategic challenges**, integrating sustainability, leadership, digitalisation and customer experience.
4. The balance between **internal and external training**.
5. Use of tools that provide time flexibility, contributing to the development of people and enhancing the leadership of Managers.
6. It promotes the **all-round development** of everyone in the organisation.

Since its inception, the Secuoya project has clocked up over **35,000 hours of training**, making it the Group's most impactful training programme to date. The project is made up of three training programs that complement each other.

Programme Claustro

the training content is delivered by in-house trainers with technical and cross-functional expertise.

Programme Savia

with soft skills training content and training of high technical value.

Reskilling Programme

programme aimed at new ways of doing things, through updating the knowledge and skills of all the people in the Group.

+35,000
training hours

+17,000
hours of Reskilling

	2023-2024	2024-2025
Programme Claustro	2,442 898 hours students	1,516 916 hours students
Programme Savia Training in soft skills	199 61 hours students	330 69 hours students
Training in high technical value	7,582 225 hours students	5,329 454 hours students
Reskilling Programme	17,704 406 hours students	For the first time, permanent seasonal staff are included

360 Wellbeing

Our work-life balance model reflects and reinforces the company's vision in this area, incorporating shared responsibility, well-being and diversity as the cornerstones of our value proposition for our people. It is the result of the joint work between the efr team and the People area.

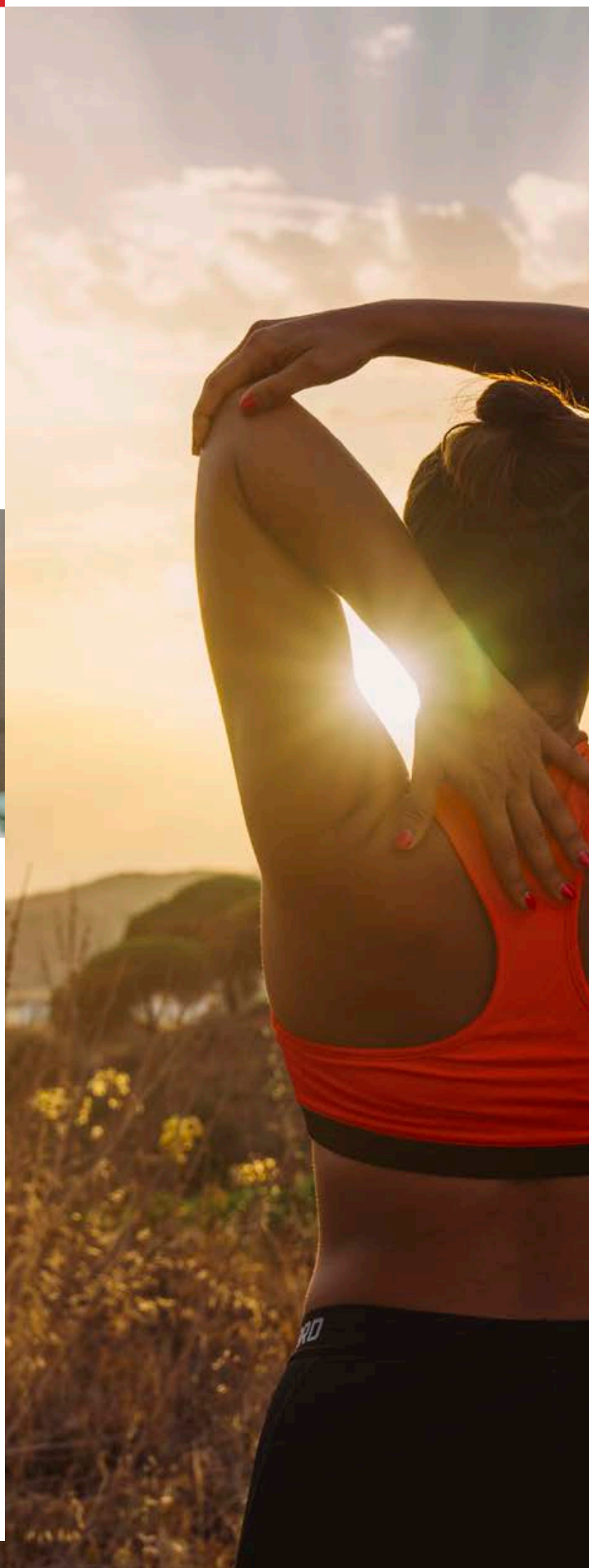


One of our achievements this year has been the renewal of the **efr certification** at our Madrid offices and the production plant in Sonseca. The renewal has been successfully completed and includes an upgrade to: **B-Proactive**. This award recognises the work carried out by the efr team and the People department.

The report acknowledges the staff's high level of familiarity with the model, the ongoing improvements in work-life balance policies, training, corporate culture and leadership, and the employees' overall satisfaction with the company.

In addition, the 'Delaviuda Compensa' **flexible remuneration scheme** has been established in Spain, allowing employees to allocate part of their salary to expenses such as **health insurance, childcare and meal** vouchers, with certain tax benefits.

For its part, Artenay promotes a healthy work-life balance by implementing the measures relating to flexibility, work-life balance and quality of employment set out in the agreement on equality and quality of life at work, supplemented by initiatives from the Group.



Quality of employment	- Flexible remuneration - Cardio protected workplace - Delaviuda CG products at a discount - Celebration of Christmas - Monthly payroll advance - Choice of the number of payments
Equality of opportunities	- Training - DCG Talent University - Internal promotion with a focus on diversity - Gynaecological check-ups
Flexibility	- Compressed working hours - Day off for birthday - Hourly flexibility (offices) - Shift exchange to attend to personal matters (Factory, Sonseca)
Professional Development	- Development Plans - Internal priority for filling vacancies - Loyalty premium for 25 years and for retirement - Veterans day
Family support	- Accompaniment in family situations - Early detection of prostate cancer

COMMITMENT TO WORK-LIFE BALANCE

To mark National Work-Life Balance Day and to reinforce our commitment to achieving a healthy work-life balance, we are launching the **'Work-Life Balance with DCG'** campaign, an initiative designed to raise awareness of and highlight – across our centres in Spain – our **29 current work-life balance measures**. These measures promote job quality, equal opportunities, flexibility, professional development and support for our employees' families.



Diverse and inclusive environment

Across the Group, we work every day to continue building an equitable, diverse and inclusive culture where everyone feels welcome and valued and has equal opportunities to fulfil their potential.

+12

nationalities

15

workers with disabilities

+52,000 euros

earmarked for alternative measures



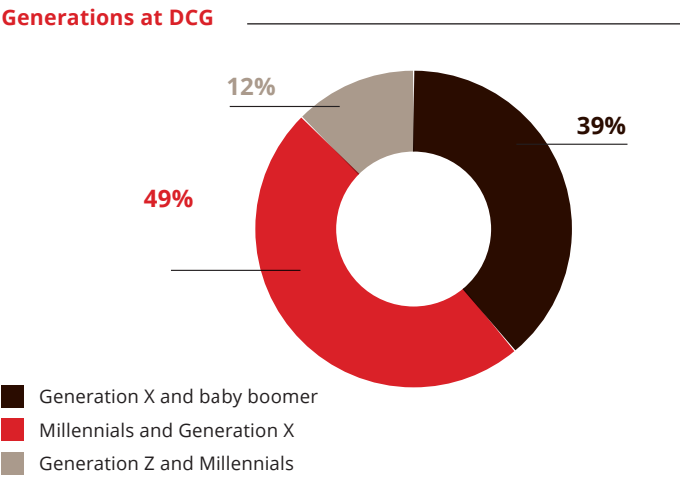
>>> **At DCG our decisions are based on criteria such as merit, equality, ability and level of performance.**

Through the **Equality Plan**, we reaffirm our commitment to equal opportunities by implementing measures that eliminate all forms of discrimination within the organisation. The aim of this plan is to ensure equal opportunities for men and women, to guarantee that there is no direct or indirect discrimination on the grounds of gender, and to incorporate this principle into the company's human resources management. Within this framework, the following actions stand out:

-  In **recruitment processes**, the criteria of merit, ability and suitability take precedence to prevent any form of discrimination.
-  **Job vacancies and offers are published** using an inclusive approach and gender-neutral language, reflecting the company's commitment to equal opportunities.
-  **Awareness-raising and training actions are given** to those responsible.
-  **We guarantee that Delaviuda's work-life balance measures are properly implemented and enjoyed.**

The Equality Plan is supplemented by a **Protocol on the Prevention, Detection and Response to Workplace Harassment, Sexual Harassment and/or Harassment on the Grounds of Gender**. Its aim is to prevent and eliminate any behaviour constituting harassment in the workplace, as well as to establish the methodology and procedures to be followed in the event of behaviour that may constitute harassment.

Within the Group, we strive to create an inclusive environment where different generations, cultures and people with diverse abilities can thrive together.



RAISING AWARENESS ON GENDER EQUALITY AND INCLUSION

The training on gender equality has provided an overview of equality in the workplace and the relevant legislation. The objectives have focused on recognising and respecting diversity, raising awareness of discrimination, and acquiring tools to promote inclusion.



Furthermore, we are signatories to the **Diversity Charter**, reinforcing our commitment to an inclusive and respectful culture. With this, we assume the **10 principles promoted by the Diversity Foundation and the European Commission**:



1. Raising awareness of diversity and equality across the organisation
2. Building an inclusive workforce
3. Promoting an inclusive culture
4. Cross-cutting diversity management
5. Promote work-life balance and co-responsibility policies
6. Recognising customer diversity as a source of value
7. Communicating this commitment internally to the entire workforce
8. Inviting supplier companies to sign the charter
9. Communicating externally the signature of the charter
10. Sharing best practices in diversity and inclusion and the results achieved.

Active promotion of a culture of prevention

At DCG we act in line with the **Occupational Health and Safety Policy**, with the aim of ensuring and promoting the safety, health and well-being of our employees.

This policy is structured around seven objectives aimed at ensuring regulatory compliance, fostering a culture of continuous improvement, and promoting behaviour that respects health and safety, thereby guaranteeing a safe working environment.

We have a **department dedicated to managing the Group's Occupational Health and Safety System**.

At Sonseca, occupational health and safety is managed by an **external prevention service** covering the four specialist areas of occupational safety, industrial hygiene, applied ergonomics and psychosociology, and occupational medicine.

The Group has a **Health and Safety Committee**, a joint and collegial body designed to provide regular and periodic consultation on the company's risk prevention measures. Meetings of said committee are held quarterly or when requested by any of the representatives.

In the case of Artenay Foods, preventive measures are managed by an in-house team trained to carry out these tasks, drawing on the expertise of accredited companies to produce specific reports where necessary.

Its responsibilities and powers include participating in the development, implementation and evaluation of the company's risk prevention plans and programmes. In addition, it promotes initiatives on methods and procedures to ensure effective and efficient risk

prevention, proposing improvements and correcting possible deficiencies.

The **Occupational Health and Safety Plan** is continuously updated to bring it into line with current regulations and to address new needs identified within the organisation. In the last review, specific protocols for emergency situations were incorporated and the procedures for action in the event of occupational accidents were optimised.

In addition, we carry out **periodic risk assessments** in the various jobs to identify possible hazards and apply the relevant corrective measures. To ensure compliance with optimal safety conditions, we have implemented a monitoring system in all areas of the company.

In addition, we have held **training sessions** with the aim of raising staff awareness and commitment to safety. These training courses are aimed at all employees and focus on the risks associated with each role, the correct use of work equipment, and emergency management. During the year, a total of **2,067 hours of training were provided**.



Actions aimed at a preventive culture

During this year, we have carried out various actions aimed at promoting a preventive culture, highlighting:

Annual medical examinations for all personnel specific to their job position.

Employee training and awareness.

Increased hearing protection for workers with noise exposure through tailored protections.

Improved footwear quality for factory personnel to increase safety and comfort.

Free gynaecological check-ups for all female staff members and PSA tests for all men over the age of 45.

Close support for new arrivals, particularly older people, to ensure their safety on DCG premises.





Accident rates

During the financial year, there were a total of **55 accidents**, of which **37 resulted in sick leave** (15 women and 22 men) and **18 did not** (10 women and 8 men); none of them were fatal.

DCG accident rates	2024-2025
Number of accidents with sick leave	37
Frequency rate	38.39
Severity rate	1.22
Incidence rate	62.08

Frequency rate: (Number of accidents with 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

Safe work environments:
zero serious incidents
(serious accidents and occupational illnesses)
thanks to effective
preventive management



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

Accident rates in Spain	2023-2024			2024-2025		
	Women	Men	Total	Women	Men	Total
Frequency rate	32.27	42.66	36.93	28.09	39.84	33.16
Severity rate	0.37	0.41	0.39	0.22	0.46	0.33
Incidence rate	52.00	69.79	59.92	44.98	66.35	54.00

Accident rates in France	2023-2024			2024-2025		
	Women	Men	Total	Women	Men	Total
Frequency rate	23.13	29.77	27.78	42	88	72.08
Severity rate	9.15	16.16	14.06	0.31	1.85	1.32
Incidence rate	33.33	67.80	56.18	62.50	125.00	104.17

Frequency rate: (Number of accidents with 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

Absenteeism indicators

Absenteeism	2023-2024			2024-2025		
	Women	Men	Total	Women	Men	Total
Total hours absenteeism	43,806	26,038	69,844	57,237	30,735	87,972
Total hours worked	446,092	428,973	875,065	514,724	449,058	963,782
Total planned hours worked	497,374	445,318	942,692	567,843	473,060	1,040,903
Absenteeism rate due to common temporary incapacity	8.81%	5.85%	7.41%	10.08%	6.50%	8.45%
Absenteeism rate due to accident	0.88%	3.16%	1.96%	0.30%	0.83%	0.54%

Active *listening*

Employer Branding Strategy

Our **Employer Branding Strategy** has been consolidated through a significant boost to our internal and external communications. Our goal is **to attract, retain and engage talent**, both internally and externally.

Engage talent
Attract
Retain
Engage talent

22,000

Views on
LinkedIn

+105%

LinkedIn
Growth

Attracting and retaining talent



Regarding internal communication, some corporate communications and internal events stand out, among others:

- > **Awareness campaigns on work-life balance**, diversity and inclusion policies, and ongoing training.
- > **Partnerships with business schools and universities** to promote mutual understanding and employability.
- > **Participation in sectoral forums** related to talent management and sustainability.
- > **Organisation of key corporate events**, such as the Christmas celebration and the Annual Group Days.



External communication



Furthermore, in the area of external communications, we have enhanced the visibility of the Group and its brands through initiatives such as the following:

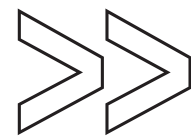
- > **Updating corporate profiles** on job portals.
- > **Promoting job opportunities with a fresh look** and an updated value proposition for employees.
- > **Continuous publication of content on the corporate LinkedIn page.**
- > **Media coverage** to reinforce our reputation as a responsible employer.



These measures have helped to increase the number of followers on the company's social media pages and the reach of its job vacancies. Specifically, 22,000 views were reached on LinkedIn, which represents **a growth of more than 100% compared to the previous year.**

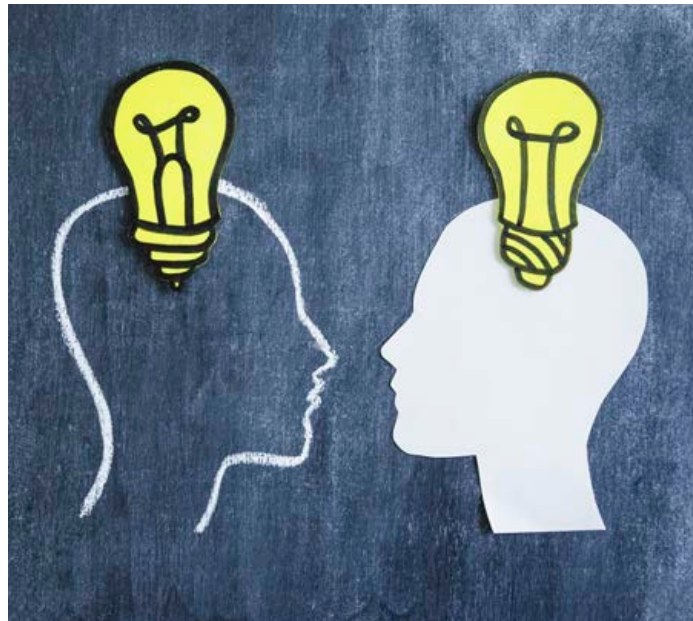
124
Recruitments

31
interns
(45% were hired at the
end of their internships)



*At DCG, we strive to
recruit talent who
share our purpose
and values.*

Talent Attraction



With the aim of attracting the best talent, creating high-quality job opportunities and responding to the challenges of today's labour market, we focus our efforts on:

- > **Optimising the selection and recruitment processes** across the Group's workplaces, bearing in mind that 80% of these processes are managed directly by the People department.
- > **Consolidating social recruiting** as the main strategy to attract highly specialised profiles, through quality content, using the most appropriate channels and designing a positive application experience from start to finish.
- > **Maintaining an open dialogue and active listening on employment platforms**, closely monitoring the valuation and experience of talent. At InfoJobs, for example, we have maintained an average rating of 4.6 out of 5 throughout the year.
- > **Strengthening our brand image** by building a strong and authentic relationship with our employees, who have become our most valuable ambassadors through the sharing of real-life stories (#realstories) on LinkedIn.



> **Continuing to participate in job fairs** and maintaining strategic partnerships with **universities and vocational training institutes** with the aim of attracting young talent, notably:

- Training agreement signed with the **University of Castilla-La Mancha (UCLM)** in the Dual Master's Degree in Innovation and Development of Quality Food.
- Participation in ICEX Vives internship programmes.
- 19th Edition UCLM3E Employment Forum
- Collaboration with specialist headhunting firms, with both national and international reach, to attract the best talent.
- Agreements with universities and other entities:
 - ALFONSO X
 - Centro de informática Mari Carmen
 - CIFP Escuela de la Vid
 - ICEX
 - IES La Sisle
 - IES Azarquiel
 - IES San Isidro
 - IES Juanelo Turriano
 - Intalentia innovación
 - University of Castilla-La Mancha
 - International University of Valencia
 - UNIR
 - Carlos III University of Madrid (UC3M)
 - Complutense University of Madrid (UCM)

Shared moments

Throughout the year, we have created and shared **special moments** with our employees through a range of activities designed to strengthen our bonds and bring us closer to them:



> **Family visits to the factory.** Over the course of three days, some family members of employees visited the factory at a time of full production performance. This is a great opportunity for employees' families to get a glimpse of their loved ones' workplace and to share with them the pride we take in what we do.



We resumed **our veterans' visits** to the Sonseca facilities, a moving reunion where, alongside our chairman, they shared memories, experiences and anecdotes that form **part of our legacy**.

- > **Olympics.** We held a sports day featuring football and paddle tennis matches, which helped to foster camaraderie and team spirit.
- > **Christmas sweater contest.** In the run-up to Christmas, our traditional jumper competition was held at the schools, bringing together creativity and the Christmas spirit.
- > **Children's Christmas workshop.** The employees' children had a wonderful time at the Christmas workshops for children, which were organised at all our centres and designed to be enjoyed by the little ones.



Product

At Delaviuda CG, quality and food safety are core principles that form an integral part of our identity. This conviction is reflected in the **Quality and Food Safety Policy**, which guides our actions and has been reviewed and updated during the year.

This commitment to Quality, combined with innovation as a strategic axis, translates into the development of products capable of responding to market trends, while maintaining the essence that defines us.

At the same time, we are driving efficiency improvements in our production processes by implementing advanced methodologies, such as the Kaizen Project and Lean methodology, which enable us to optimise resources and foster a culture of continuous improvement.



We maintain high standards of quality and innovation to offer our customers the flavours they've always loved.

HIGHLIGHTS OF THE FINANCIAL YEAR



REVIEW AND
UPDATE OF THE
**Food Quality and
Safety Policy**



**Food safety
CERTIFICATIONS**



IMPLEMENTATION
OF PHASE I OF
**Kaizen project and
Lean methodology**



APPROVAL OF
373
suppliers
of raw materials and
other materials



INVESTMENT OF
+1.3
million euros
to make our operations
more efficient



THE USE OF AI AS A
DRIVING FORCE IN THE
**Group's Digital
Transformation**



IMPLEMENTATION OF
**phase III of Aradoxa
project**



NEW PRODUCT
launches
**from our
brands**



NEW LAUNCHES
in the
'all year round'
category



**New
developments**

Passion for quality and vocation for excellence

Ensuring the quality and safety of our products is a priority that we reinforce by obtaining and maintaining the industry's most recognised certifications, strictly complying with regulations, and applying best practices.



We strive every day to offer safe products of the highest quality.



Management System

Our **Food Quality and Safety Policy** is a cornerstone of our management approach, as it sets out our commitment to producing safe, compliant, high-quality and authentic products. This commitment is part of our culture of excellence and reinforces the trust of our customers and consumers.

Our **Quality and Food Safety Management System** is based on recognized norms and standards, as well as the commitments we make to our customers.

Our **certifications** confirm that we meet the highest standards of food quality and safety. Furthermore, our **clear and transparent labelling** helps consumers make informed choices, enabling them to select the products that best suit their needs and preferences.

2024-2025		
Plants	Sonseca	Artenay
Food safety certifications		
IFS Food	X	X
BRCGS Food (formerly known as BRC Food)	X	X
Sustainability certifications		
RSPO ¹	X	X
Rainforest Alliance	X	X
Fairtrade ²	X	
Product certifications		
BIO	X	X
ELS FACE ³	X	
Kosher ⁴		X
Halal ⁵	X	

¹ Sustainable Palm Oil.
² Some cocoa products for private label.
³ The ELS Crossed Grain is an internationally recognised sign when it comes to identifying gluten-free foods. This means that these are products which people with coeliac disease can consume with complete confidence. This certification applies to El Almendro's 'all year round' (EATA) products and to certain B2B and MDD products.
⁴ Kosher certifies that the products are suitable for consumption by the Jewish community.
⁵ Halal certifies that the products are suitable for the Muslim community.

COMMITMENT TO CONTINUOUS IMPROVEMENT

At the Sonseca factory, we have launched an initiative to assess, on a weekly basis, the operational staff's knowledge of hygiene, quality and food safety standards, based on the SQCDP pillars (Safety, Quality, Cost, Delivery and People).

This system has enabled us to identify potential deviations and take corrective action, strengthen day-to-day operational control and process quality, and encourage the involvement of factory staff.

Following the initial roll-out in two areas of the factory, the project will be gradually extended to the rest of the plant.



Managing Complaints

At DCG, we have systems and procedures in place to help us manage complaints effectively; these are a key indicator within our quality and food safety management system.

Effective management of complaints enables us to provide **prompt and personalised responses**, identify potential issues, and implement the most appropriate corrective and preventive actions as and when required. All of this is aimed at achieving a high level of satisfaction and trust among our customers

and consumers, whilst also helping us to refine our quality and food safety systems with a focus on continuous improvement.

In line with the food industry, the most common complaints we receive relate to defects in the packaging, the information provided on the label, or issues concerning the product's texture or taste, amongst others.

The following table shows the number of complaints per million kilograms produced over the last two financial years.

Claims per million kilograms manufactured¹

	2023-2024	2024-2025	Variation
Spain			
Confectionery	8.78	6.98	-21%
Bars	5.18	11.76	127% ²
France			
Bars	6.80	7.80	15%

¹ Complaints are usually dealt with within 24–48 hours.

² The rise in complaints about snack bars in Spain is mainly due to a batch exported to Australia, which was affected during transport.



Responsible sourcing

At Delaviuda CG, we recognise that responsible sourcing ensures the quality of the final product, as well as the continuity and stability of the business.

This year has been marked by economic and geopolitical uncertainty, affecting the availability of certain raw materials such as cocoa and almonds; reduced availability of fruit and organic products because of climate change; and the implementation of new regulations such as Regulation (EU) 2023/1115 (EUDR).

To address these situations, we have implemented strategies such as entering medium-term contracts, expanding our supplier base, and monitoring critical raw materials daily. All these measures enable us to anticipate potential issues, ensuring the continuity of supply.

In addition, we have introduced a **new supplier assessment** system that provides a clearer picture of their performance. This system assigns a score based on product quality, service quality (flexibility and punctuality) and the ability to respond to rapid changes to an order.

We currently have 373 approved suppliers (55% more than in the previous financial year), of whom 68% are raw material suppliers and 32% are materials suppliers.

254
approved raw
material suppliers

119
approved
suppliers of
materials

100%
% suppliers
evaluated

69%
of suppliers
are local
(Spain and France)

85%
of purchases
are local
(Spain and France)

1
audited
supplier*

* Audits are carried out in specific cases for suppliers who do not hold any of the following certifications: GFSI, such as BRCGS Food or IFS Food.

Volume of raw materials and supplies

The following table shows the volume of raw materials and supplies, as well as the percentage they represent of total purchases in euros.

Purchases of raw materials and supplies	2023-2024	2024-2025	Variations
Volume of raw materials (kg)			
Delaviuda	12,173,763	12,819,472	5%
Artenay	6,709,077	6,396,532	-5%
Sampaka	57,033	51,155	-10%
Total	18,939,873	19,267,159	2%
Quantity of materials (units)			
Delaviuda	283,854,121	329,856,544	14%
Artenay	278,266,657	326,568,586	17%
Sampaka	2,069,717	2,128,194	3%
Total	564,190,495	658,553,324	17%



PROMOTING SUSTAINABLE SOURCING

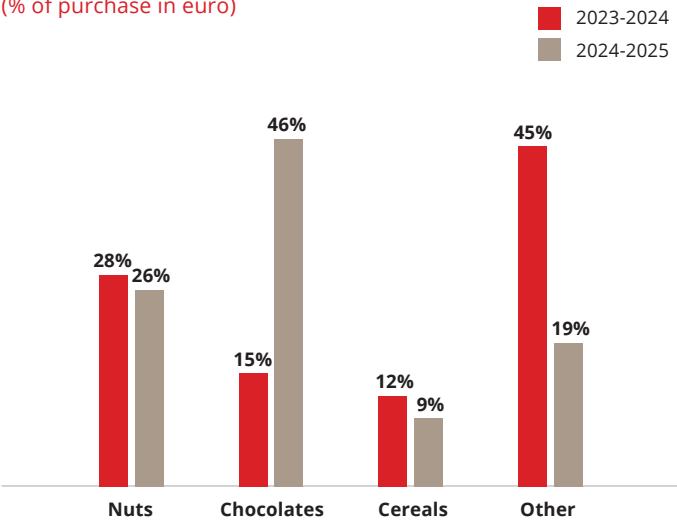


215,756 kg
of chocolate
are certified by the
Rainforest Alliance

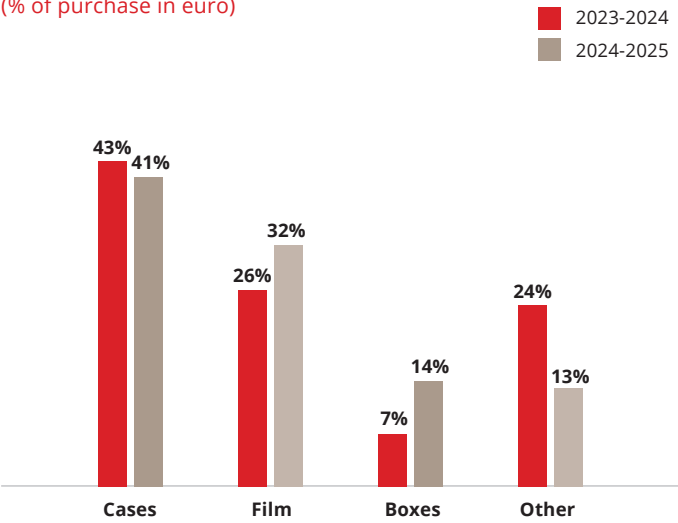
398,481 kg
of chocolate
are Fairtrade
certified

100%
palm oil and
derivatives
are RSPO certified

Raw materials by typology
(% of purchase in euro)



Materials by typology
(% of purchase in euro)



Operational Efficiency



Our key strategic challenge is to continue moving towards an increasingly efficient and secure operational model. To this end, investments totalling **1.3 million euros** have been made this financial year.

A major milestone this year has been the implementation of the **Lean philosophy**, which aims to eliminate anything that does not add value, optimise available resources and improve productivity. A key part of this process has been training middle managers and operational teams in Lean principles, so that there is a shared understanding of the efficiency targets.

This approach has allowed teams to be actively involved in identifying opportunities for improvement, thus generating a culture of shared responsibility.

KAIZEN PROJECT

The Group has set out a series of strategic goals aimed at improving operational efficiency and process quality and aligning corporate objectives with those of operational staff. It is on this basis that the **Kaizen Project** was launched, with the aim of promoting continuous improvement through the implementation of various initiatives.

This year, we have focused primarily on improving the process for managing and monitoring new projects and on streamlining key areas.

With these objectives in mind, we have set up Kaizen teams in various areas of the factory, which hold regular meetings to identify and propose specific improvements. To encourage participation, a recognition scheme was introduced to acknowledge and highlight the teams' most significant contributions.

Other significant initiatives implemented during the financial year included the introduction of a **new production line for bars** and the **expansion of the packaging line** for one of the bar production lines. Thanks to these investments, we expect to increase our production capacity by **1,500 tonnes** on the new line and by a further **600 tonnes** on the other line.

In addition, we are carrying out a project to improve industrial efficiency on the bar production lines, with the aim of optimising productivity, reducing waste and minimising over-weight products.



All the above measures contribute to increased productivity, technological improvements, greater order, cleanliness and accessibility, fire prevention and protection, and an expansion of production capacity, primarily in the fruit bar production line and the refurbishment of an area for a future bar production project.

Other relevant actions for the year:



Innovative Drive with the essence of tradition



Innovation is a key lever for our profitable and sustainable growth. Thanks to it, we remain industry leaders, offering a range of products that constantly evolves to surprise and delight our customers and consumers.

At Delaviuda CG, the Transformation, R&D and Quality Department leads the development and launch of new products for our own-brand, third-party brand and B2B business units. To this end, we have a highly qualified team and a range of resources dedicated exclusively to fostering innovation within the organisation:



R&D Centre



We have more than 1,300 m2 dedicated to innovation. With its innovative architectural design, the R&D centre is equipped with laboratories, pilot plants and advanced technological systems to carry out a wide range of activities aimed at innovation and the development of new ideas and products.

Multidisciplinary team



Comprising twelve people from a range of backgrounds who are up to date with the latest trends, with specialist training and a solid track record in the food industry.

Filter meeting and innovation tracking



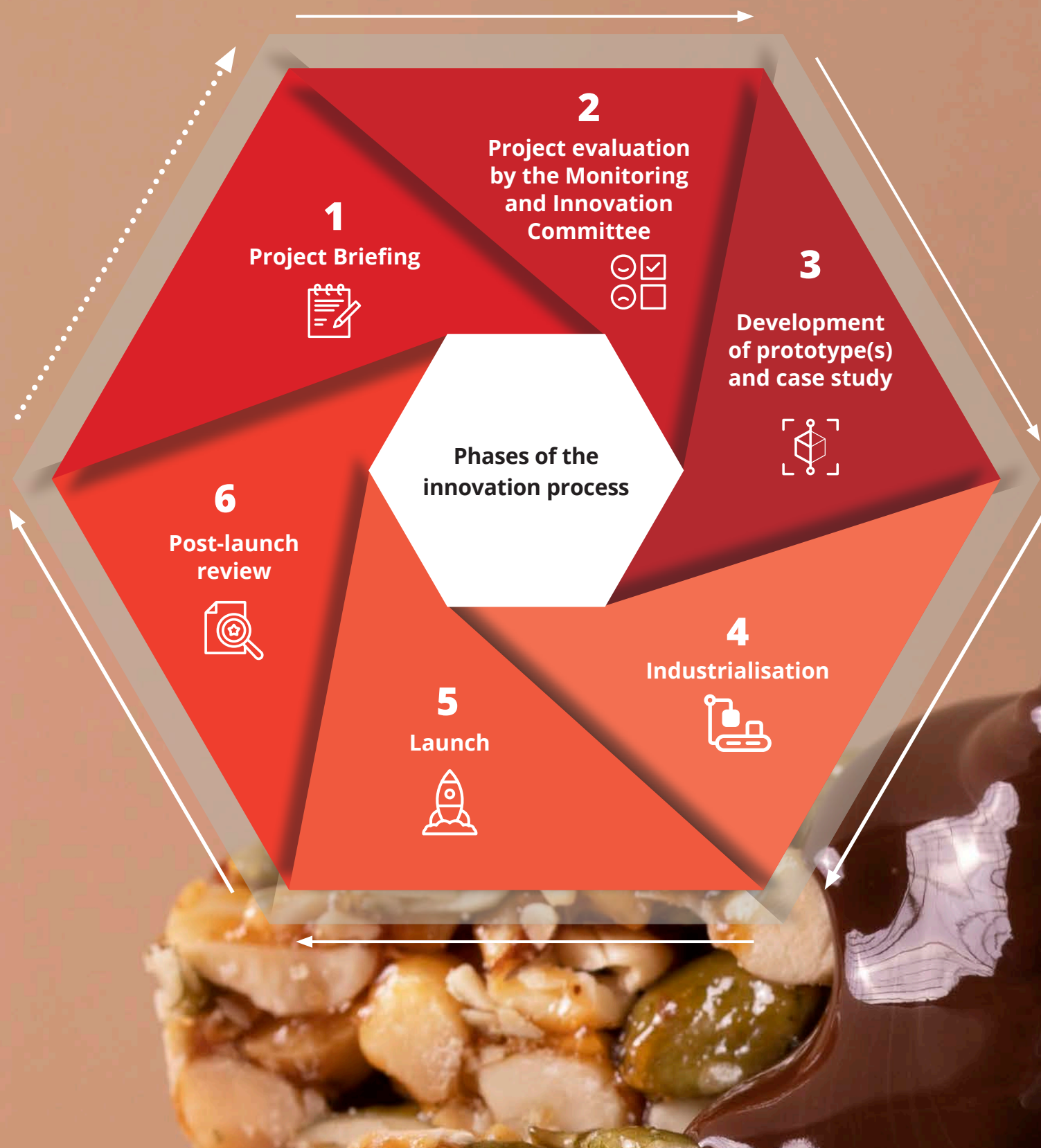
Comprising managers from various departments and business areas who bring a holistic perspective to every innovation project, ensuring alignment with our objectives and market needs.

Participation in trade fairs, forums, courses, *webinars* and other events



We maintain a comprehensive and up-to-date understanding of the sector, identify emerging trends and strengthen our capacity for innovation.





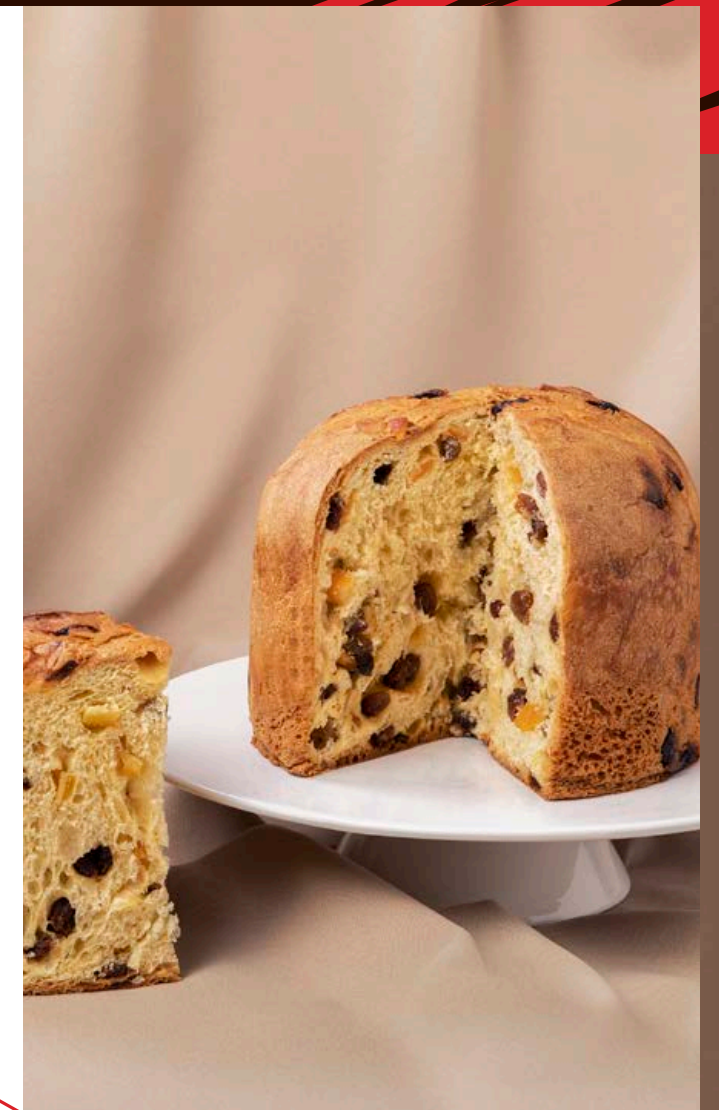
In-depth knowledge of our customers and consumers

At Delaviuda CG, innovation stems from the in-depth knowledge we have of our clients and the market. Each product responds to real market needs.

We create products that are appealing in terms of taste, quality and packaging, always tailored to those who choose our brands.

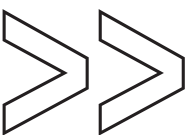
This expertise has established us as industry leaders and drives us to develop new solutions, staying ahead of industry trends.

Our commitment to our customers drives us to study and understand their preferences so that we can develop our products and respond to their needs. We are currently focusing on the wellness trend and improving nutritional profiles, whether through the launch of products with no added sugar or those enriched with fibre and protein. There is also growing demand for gluten-free, vegan and vegetarian products, chocolate with a high cocoa content, and snack-sized *formats*.



We are committed to relevant innovations and developments that stand out for their appeal and meet the expectations of our customers and consumers.

New 'all year round' consumer experiences



Our expertise makes us leaders in the turrón category in its most traditional format and in the new proposals we launch to the market.

We approach consumers through disruptive innovation with formats that offer new consumer experiences and 'all year round' products.

A concept that not only keeps pace with current trends but also features high-quality ingredients and offers surprising flavours and textures.



Throughout the year, we have worked on 4 product-level innovation approaches:

Raw materials



We are introducing new ingredients that are in line with current trends (e.g. healthy, organic, etc.).

Nutritional improvements



Reducing sugar and fat content, and increasing protein and fibre content, amongst other things.

Christmas 2.0



Innovation in product and format to reach more consumers.

Desseasonalisation



Extension of the range of El Almendro bars ('all year round'), reinforcing our presence on the shelf and offering more options to continue growing in this category. It is also worth noting the expansion into new product categories such as almond-based plant-based drinks and turrón ice cream.

New product launches

Christmas campaign 2024

Christmas is an unmissable event for our Group. With each campaign, we renew our promise with the millions of homes that choose our brands to fill their tables and celebrations with enthusiasm. With that commitment in mind, we presented a range of launches for the 2024 campaign that were as appealing as they were innovative.



El Almendro, the **leading brand in the hard and soft turrón category**, has revolutionised the way turrón is consumed. During the 2024 Christmas campaign, we opted for new formats and flavours that enhance the consumer experience, going beyond traditional turrón. Always true to our roots, at El Almendro we offer the tried-and-tested classics – hard and soft – as well as exciting new products that are winning over new customers with their fresh, modern appeal.

New range of turrón FINÍÍSIMO

Turrón tablets with traditional flavours, in a much finer and crispier format. With this new range, we have revolutionised the way people enjoy turrón, offering a light, unique and delicious alternative in three flavours:



Traditional FINÍÍSIMO

The most traditional flavour, now lighter and finer.



Soft turrón and chocolate FINÍÍSIMO

An irresistible temptation that combines the softness of soft turrón with the intensity of chocolate.



Crocanti and chocolate FINÍÍSIMO

The perfect choice for enjoying the combination of milk chocolate and caramel in every bite.



El Almendro turrón and Donettes®

With an extra-creamy filling, coated in dark chocolate and studded with mini Donettes-flavoured doughnuts, this turrón is the perfect blend of tradition and fun.



El Almendro and Monopoly turrón

An irresistible turrón with white chocolate which, thanks to its creamy and crunchy texture, offers an explosion of flavour and texture.



El Almendro turrón and Estrella Galicia Brewery

An exclusive innovation that fuses the sweetness of dark chocolate with the bitter and sophisticated touch of dark beer, designed for the most demanding palates.



La Confiteria Delaviuda

Delaviuda, the most iconic Christmas brand, leads the marzipan and traditional pastry categories. For this campaign, the brand has opted for an approach that combines tradition and innovation, incorporating elements that reflect the trend towards chocolate-based products and enhance the consumer experience.



Chocolate Marquises

The classic marquises now in their sweetest version made with quality almonds and chocolate, they make one of the Christmas classics the perfect choice for chocolate lovers.



Extra Creamy chocolates

A selection of creamy chocolates available in three varieties: white chocolate, milk chocolate and 70% dark chocolate.

Launches
Launches
Launches

Delaviuda and Cacaolat

An alliance that fuses the best of two iconic brands to create unique flavours.



Cacaolat Panettone. A fluffy, delicious panettone with that unique touch of cocoa that makes it the perfect dessert to share.

Cacaolat Praliné. This delicious creation is the first on the market to incorporate the authentic taste of Cacaolat. Also available in single-serve packs, it's perfect for enjoying at any time.



'All year round' Category

Thanks to our expertise and know-how in the use of almonds as the main raw material, we have entered new categories and channels with innovative proposals.



New El Almendro Bars

A delicious snack, with lots of almonds and natural ingredients that provide the necessary energy for everyday life.



Zero Bars

Two new recipes that are both nutritious and delicious: almond, peanut, and red berries, and almond, peanut, and intense dark chocolate.



Salted Peanut Bar

A protein-rich option, perfect to enjoy any time of day.



El Almendro plant-based drinks and turrón ice cream

We ventured into new categories whilst maintaining the same great taste and quality as always. In partnership with Biogran, we launched our plant-based drinks, and together with Murmuj, El Almendro's turrón ice cream.



Almond Drink Enriched with Calcium and Vitamins A, D and B12

An almond-rich drink with added calcium and vitamins, helping support bone health and overall well-being.



Almond Drink with No Added Sugar

A tasty drink with no added sugar and reduced salt content, ideal for those looking for a lighter option.



Turrón Ice Cream

An artisanal ice cream that lets you enjoy the authentic taste of El Almendro turrón, even during the summer.

CACAO SAMPKA

Cacao Sampaka is the Spanish luxury chocolate brand. At Cacao Sampaka, cocoa is much more than an ingredient: it is our inspiration and our reason for being. We were founded with a mission to **revive the culture of cocoa**, bringing it to its fullest potential through craftsmanship, creativity and excellence.

Our aim is for every creation—be it a chocolate bonbon, turrón or a bar—to invite you to **experience cocoa as a complete sensory journey**, capable of evoking memories, emotions and pleasure through its aroma, texture and flavour.



Highlights of the new products include:

Dubai Style Chocolate Tablet. Inspired by the flavours and textures of the Middle East, this bar combines dark chocolate with a crunchy filling of pistachios and toasted kadayif pastry.

Pistachio Easter Egg. Our Easter egg strikes the perfect balance between a thin chocolate coating and a creamy pistachio filling. A limited edition for Easter, aimed at true pistachio lovers.

Cacao Nuva. A cold drink made with pure chocolate and cocoa powder, offering a refreshing texture and flavour.

Homemade ice creams. Artisanal ice creams made with pure cocoa, available in two varieties:

- > **Madagascar origin 72%:** Intense chocolate with fruity notes.
- > **Dark chocolate with orange jam:** Contrast between bitterness and citrus sweetness.

Yuzu and pistachio turrón. An innovative combination that blends Japanese citrus with the flavour and crunch of nuts.

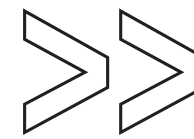
Assorted pyramid chocolates (mixed varieties). A unique selection of handcrafted pyramid-shaped chocolates, made in our workshop with exclusive flavours: three origins, Pine Nut, Creamy Almond and Honey, and Tonka Bean.

Mini Turrón Assortment. A tasting pack featuring the following varieties: Brasília, Three Origins, Creamy Almond and Honey, and Pine Nut.

Take Away Hot Drink. Hot chocolate in takeaway format, ideal for winter.



Developments



We remain faithful to what makes us unique, our essence, our classics in their most innovative version.

Developments focused on Christmas 2025



El Almendro is launching new products that combine the traditional flavour of turrón with lighter formats and valuable partnerships which, like those from last year's campaign, continue to strengthen our market leadership.

Finííísimo Turrón Range

It has established itself as a reimagining of the iconic hard turrón in a lighter form.

El Almendro Finííísimo Hard Turrón Cake. We reinvented one of the Christmas classics, the hard turrón cake now in its finest version.



Finííísimo Zero Hard Turrón. A product with no added sugar that retains all the flavour of traditional turrón.



El Almendro Mini Cakes

Traditional cakes, now in mini format, handmade using the classic recipe that preserves the same taste and quality as always.



Portion tray

The most traditional turrón, in individual portions and in a practical format to enjoy at any Christmas table.



Turrón El Almendro & Pantera Rosa

A combination of chocolate with an extra-creamy filling and biscuit pieces that capture the unmistakable flavour of the classic 'Pantera Rosa' cake.



Turrón el Almendro & Donettes Rayados

A recipe that combines a crispy sponge cake with a white chocolate coating, evoking the taste of 'striped' Donettes with every bite.



Zero Assorted Tray

A selection of zero added sugars trays, for those looking for more balanced options. Surprising collaborations: we continue to innovate through partnerships that reach new audiences.



Turrón El Almendro & Cacaolat

Chocolate turrón with authentic Cacaolat flavour. It surprises with its taste and crunchy texture.



In addition, we also adapt to the tastes of our customers in the international market:

Soft turrón with guava

A traditional Spanish product with a tropical Caribbean twist.



Soft turrón in portions

Soft turrón has never been easier to eat in its new format.



Turrón, 'Lazos' edition

The usual turrón with a new format.





Delaviuda is strengthening its position as the leading brand in Christmas confectionery, presenting a range of delightful panettone, traditional pastries and turrón that appeal to people of all ages.

Our products are constantly evolving to meet the growing demand for chocolate and cocoa-based products, without compromising on our core values.

Our Classics

Delicious marzipan figurines with chocolate chips, made with almond and with an irresistible touch of chocolate.



'Obrador' Assortment

A selection of handmade marzipan specialties: marzipan treats, traditional figurines, imperial almonds and 'huesos de santo'.



Las Almendras rellenas (stuffed almonds)

Almonds stuffed with soft turrón, an irresistible combination that combines texture and flavour in every bite.



Selection tray

Assortment of 25 pieces including chocolates, marzipan and specialties in an ideal format for sharing.



Panettones

White Chocolate Panettone. An irresistible white chocolate interior with a fluffy texture, bathed in a dark chocolate coating.



Peppa Pig Mini Panettone. A fun single serve treat filled with pink milk chocolate chips.



Special turrón

Dubai chocolate-flavoured turrón. Turrón filled with an irresistible crunchy pistachio cream topped with our delicious chocolate.



Mini Chocolate Cakes. Our traditional cakes, coated in chocolate and individually wrapped to keep them fresh, so you can enjoy them whenever you like.



Our Delaviuda brand also continues to rely on cobranding to create unique experiences.

Inés Rosales-flavoured turrón and Inés Rosales-flavoured chocolate crisp cake: two treats that combine Andalusian tradition with the flavours of Christmas.



Delaviuda White Chocobom Turrón. In collaboration with Galletas Gullón, we've created this creamy white chocolate turrón with a biscuit centre, topped with a crunchy Chocobom-flavoured coating.



Delaviuda Cacaolat Chocolates. The flavour of the iconic smoothie in a chocolate format with a combination of crunchy texture and an extra creamy filling.



Developments at the
Artenay Foods Business
Unit



At Artenay Foods we are the benchmark in the production of bars at European level. Therefore, we remain focused on developing recipes that lead innovation and quality in the sector, offering solutions for distribution and B2B brands.

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, technology and *expertise* enable us to produce a wide range of products, including gluten-free bars, fruit bars, cereal bars, baby food bars, sports bars and functional bars. Specifically, during this year we have developed:

We develop our products to suit different lifestyles and occasions, incorporating advanced technologies and innovative processes.

Wafer Fruit Bars

For fruit bars with a wafer layer, in addition to managing the entire recipe development process—from formulation through to technical validation and the selection of raw materials—we have incorporated new, specialised equipment into the production line to apply the wafer layer that is characteristic of this type of product. This investment enables us to introduce a pioneering solution in the sector, expanding the scope for innovation within this category.

Cereal bars and
fruit bars



Nut bars

We combine different textures and flavours, meeting the highest nutritional standards for fibre and protein, and developed using state-of-the-art technology to ensure excellence at every stage of production.



Digital *transformation and* cybersecurity

Digitising our processes enables us to optimise resources and move towards more agile and efficient management. Digital transformation is establishing itself as an essential tool for strengthening our sustainability and competitiveness and lays the foundations for the adoption of new emerging technologies.



We have a
**Cyber Attack
Response Protocol**

**There has been no data breach*
or any major cyber incident**

Our digital transformation model is based on four key pillars that guide our actions in this area, with the aim of optimising processes, fostering innovation and creating value for the company and its customers:



Customer relations

We understand consumers' needs and how they are evolving, and we adapt our products and processes to meet those needs.



Business model

We develop digital experiences that drive the sustained development and growth of the business.



Cultural change

We are driving a cultural transformation from within the IT department, with the support of the Management Committee, to strengthen digital adoption across the organisation.



New applications and services

We stay at the forefront through constant innovation and the agile adaptation of digital solutions tailored to business needs.

In the current climate, the rise of Artificial Intelligence (AI) is transforming business and management models across all sectors. Within the Group, we recognise that integrating AI into our services, operations and product development requires a strategy to ensure that innovation, growth and efficiency remain the driving forces behind growth, profitability and sustainability. Furthermore, this requires us to develop, in parallel, a reliable model for managing the confidentiality, integrity and availability of information within our business environment.

In line with the above, the Group has carried out a **cybersecurity assessment** of the organisation's technological environment, implemented new services and continuously improved existing ones, thereby ensuring the deployment of AI-based solutions that meet high standards of security, reliability and operational assurance.

Furthermore, regarding cybersecurity, our Information Security Management System is based on the requirements of the **ISO 27001** and **NIS2** standards, which set out the security requirements and risk management procedures for information security.

At DCG, our main short-term objective is to set up a **new CSIRT** (Computer Security Incident Response Team), a specialist IT security team operating 24 hours a day, 7 days a week. Its main role is to prevent, detect, manage and respond effectively to any cybersecurity incident that may affect the organisation. This initiative is part of compliance **with European Directive NIS2 (EU 2022/2555)**, which strengthens organisations' obligations regarding the reporting and management of security incidents through designated CSIRTs.

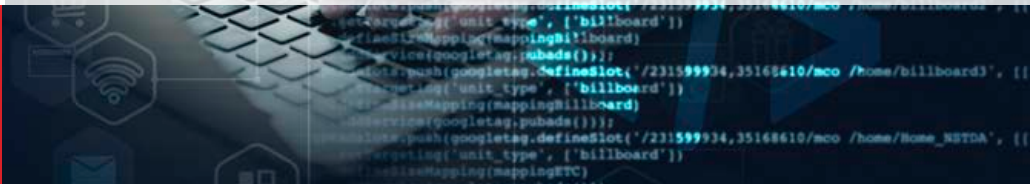
In addition, we will strengthen our in-house cybersecurity team by expanding its capabilities in monitoring, analysing and mitigating vulnerabilities, drawing on **information from the CVE** (Common Vulnerabilities and Exposures) reports published by the **MITRE Corporation**, to ensure a swift and coordinated response to potential threats and maintain a robust and reliable digital environment.

*In the event of an attack, we identify, isolate and resolve it using our SIEM and SOC services. In addition, we have implemented the necessary containment measures.

Below, we detail relevant actions that we have carried out during the year:

DCG AI Program

Roll-out of *Microsoft Copilot Chat*; development of service projects based on AI agents in strategic areas such as Legal, Security, HR and Marketing, amongst others; and creation of a *DCG Data Lake* environment as the new corporate data model.



Development of the Disaster Recovery Plan (DRP)

Designing a plan that prepares us to respond effectively to disruptive situations such as natural disasters, technical failures or cyberattacks, ensuring business continuity, minimising the negative impact on the business and facilitating a swift and effective recovery.



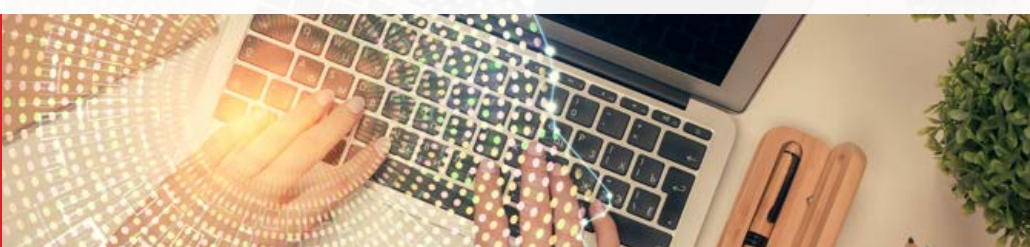
Implementing SAP Analytics Cloud (SAC)

It allows you to connect various data sources to edit, analyse and visualise financial information.



Migration to a data structure in OneDrive

It improves flexibility, accessibility and security, whilst also facilitating more agile and effective collaboration between teams.



Strengthening corporate email security

Implementation of advanced protocols such as ATP and DMARC, alongside a sandbox environment for threat analysis and the inspection of malicious packets using DPI-SSL technology.



Implementation of Phase III of Aradoxa project

The aim is to provide comprehensive, automated management of discount agreements (*off-invoice contracts*) between the buyer and the seller, through the implementation of a technological tool designed to facilitate the conclusion of agreements with customers in a simple and traceable manner.



Expansion of cyber-intelligence services

As an active fight in the prevention of cybersecurity incidents.



DESIGN AND IMPLEMENTATION OF A NEW CYBERSECURITY TRAINING PLAN

We have designed a cybersecurity training programme with the aim of educating employees in Spain and France about cyber threats and improving their ability to respond to them.

In the 2024–2025 financial year, we delivered the third round of cybersecurity training for the entire organisation using automated, AI-based security awareness training, including spear-phishing simulations; and we ran the annual online training and awareness courses.





planet

Our commitment to the planet goes beyond regulations

At Delaviuda CG we understand that the protection of natural resources and the environment is part of our responsibility as a company. We are aware of the impact generated by our activity, and we work to reduce it, integrating good environmental practices in all our operations.

Our Environmental Policy, which was reviewed and approved this year, sets out the commitments required to ensure that business development is compatible with environmental protection:



Identify and assess environmental aspects and their corresponding impacts from a life-cycle perspective.



Ensure compliance with legal requirements and other internal environmental regulations.



Promote a culture of continuous improvement in working methods and procedures and in the way we carry out our activities, fostering a philosophy of prevention.



Manage environmental risks and opportunities.



Ensure continuous improvement by incorporating sustainable technologies to mitigate environmental impacts.



Train and raise awareness amongst all staff regarding the importance of following working practices that lead to the optimal use of resources and the minimisation of waste.



Establish appropriate communication mechanisms to identify and ensure that the needs and expectations of stakeholders regarding environmental issues are met.



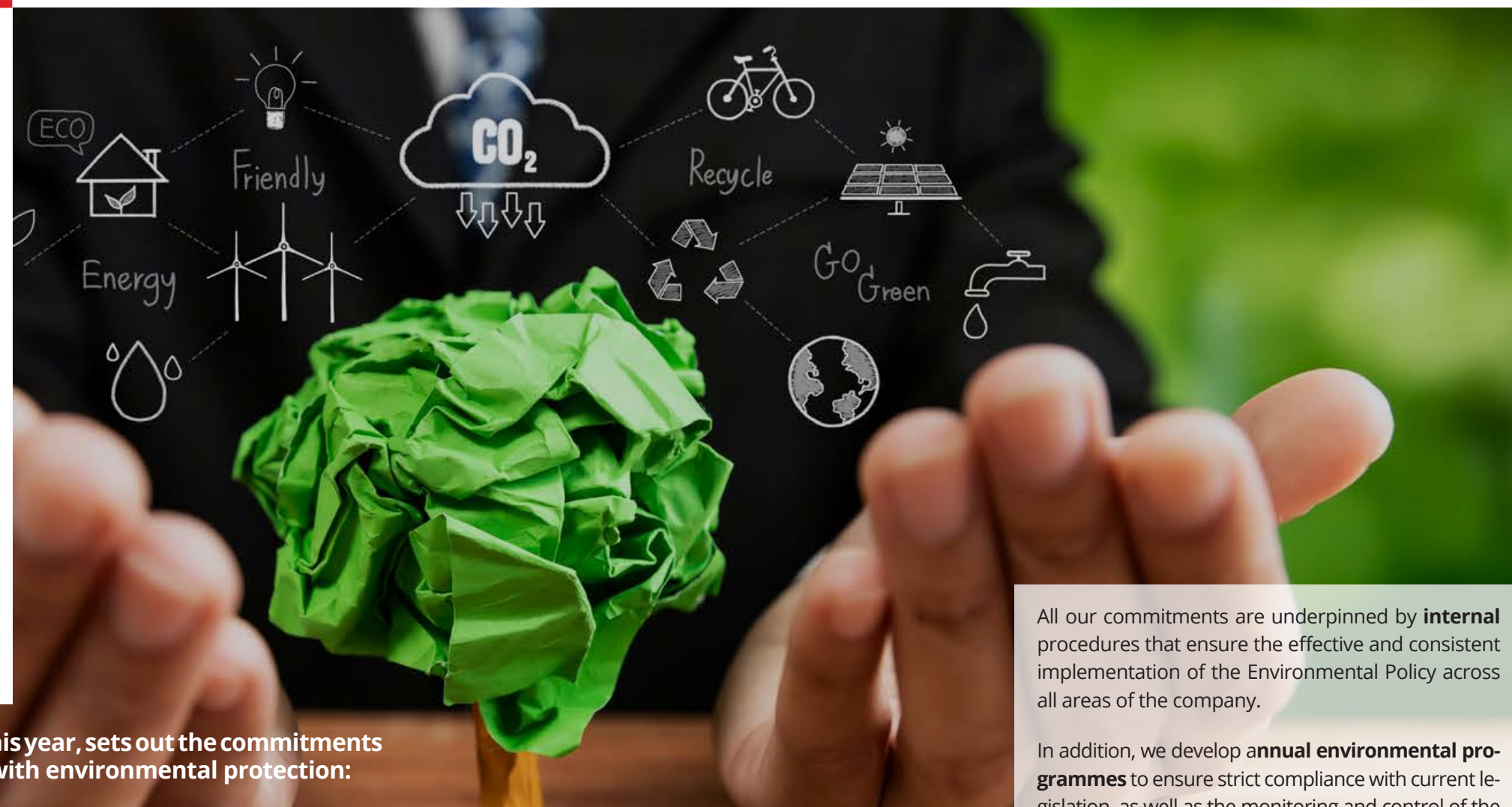
Develop programmes that enable the achievement of the established objectives, thereby improving environmental performance.



Manage our impact on global warming by identifying sources of GHG emissions, calculating our carbon footprint and putting reduction plans in place.



Integrate the environmental variable in the selection and evaluation of suppliers and contractors, as well as in the planning of new projects, activities, products and services, or in the modification of existing ones.



All our commitments are underpinned by **internal** procedures that ensure the effective and consistent implementation of the Environmental Policy across all areas of the company.

In addition, we develop **annual environmental programmes** to ensure strict compliance with current legislation, as well as the monitoring and control of the organisation's key environmental aspects.

This commitment to the environment includes annual training for all staff, raising awareness of the importance of environmental management at both a corporate and personal level. During the financial year, training sessions were held on environmental issues arising from our operations, and short informational clips on recycling and environmental awareness were displayed on screens in communal areas and on digital display screens.

We also take part in events and various webinars that help us keep up to date with the latest developments in the environmental sector.

1,157 hours
of environmental training

KEY ACHIEVEMENTS OF THE FINANCIAL YEAR



Carbon footprint certification for all group companies and the three scopes



Expansion of the Photovoltaic Plant in Sonseca



Emissions Reduction Plan de emisiones



Electricity consumption from renewable sources



Measures to reduce food waste



Implementation of sustainable packaging strategies



+1,100 hours of training on environmental issues



Participation in environmental events

Our environmental performance in numbers

In accordance with our Environmental Policy and the annual environmental programme, we continuously monitor environmental indicators that enable us to assess our performance and identify measures for continuous improvement.



Environmental performance DCG	Units	2023-2024	2024-2025	Variations
Electricity	kWh	11,407,958	10,462,294	-8.29%
Natural gas ¹	kWh	2,462,720	2,574,845	4.55%
Propane	kWh	510,830	615,026	20.40%
C diesel ²	l	447,448	508,494	13.64%
Fleet fuel (diesel, petrol, LPG)	l	34,918	35,818	2.58%
Emissions (scopes 1 and 2)	tCO ₂ e	3,749	4,271	13.93%
Water consumption	m ³	20,951	22,108	5.52%
Hazardous waste	t	4,898	7,178	46.55%
Non-hazardous waste	t	1,752,247	1,854,178	5.82%

¹ Data corresponding to Artenay Bars S.A.S.
² Data corresponding to Delaviuda Alimentación S.A.U. and Cacao Sampaka S.A.U.



Commitment to climate action

One of our key commitments is to manage our impact on global warming. To this end, we identify sources of greenhouse gas (GHG) emissions, calculate our carbon footprint and draw up specific reduction plans. Since 2022, we have been measuring our carbon footprint across all three scopes, enabling us to act with rigour and transparency.



In line with this commitment, we implement initiatives aimed at reducing our carbon footprint, and for this financial year we have set ourselves the following targets:

- > **Continue to calculate the carbon footprint** across all Group companies.
- > **Introduce measures to reduce energy and fuel consumption** associated with business activities and direct and indirect travel.
- > **Develop awareness campaigns** to reduce greenhouse gas emissions.

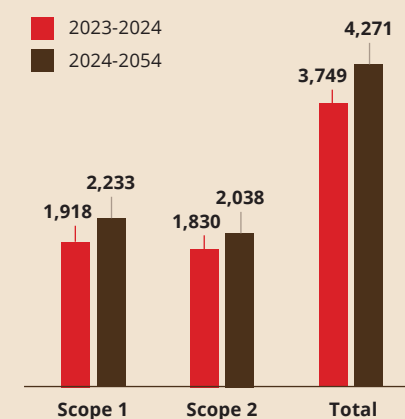
We have measured and certified our carbon footprint for the year 2024. We have also calculated the Scope 1 and Scope 2 emissions for the financial year, in accordance with the information presented in this report.

The emissions for the financial years 2023–2024 and 2024–2025 are set out in the table below. Scope 1 and 2 account for 52% and 48% of emissions, respectively.

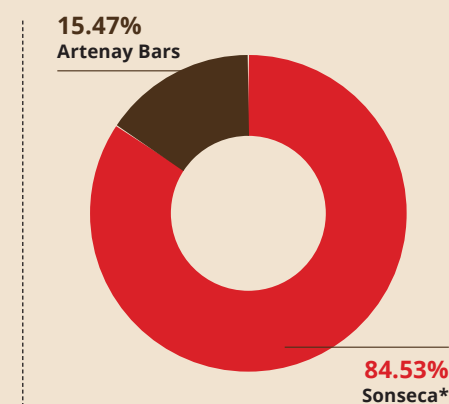
equivalent CO ₂ emissions	2023-2024	2024-2025	Variations
Scope 1	1,918	2,233	16.43%
Scope 2	1,830	2,038	11.38%
Total	3,749	4,271	13.93%

Emission factors for 2024 and 2025: MITECO for Spain and ADEME (French Environment and Energy Management Agency) for France

Scope 1 and 2 carbon footprints (tCO₂e)

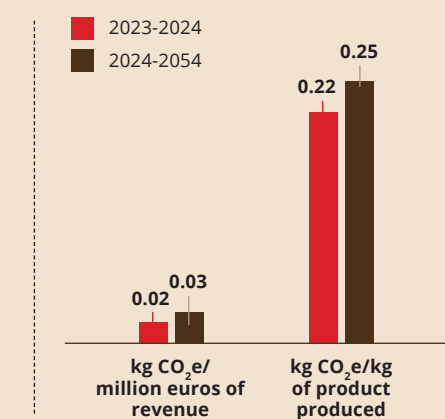


Distribution of total emissions by plant (%) *



* The difference is due to the size of the factories

Carbon footprint relative indicators



For the fifth year running, we have renewed our CHEP certification, reaffirming our commitment to sustainable logistics. This recognition highlights our efforts to promote a circular model that optimises the use of reusable pallets and strengthens collaboration with partners who share our vision of reducing environmental impact throughout the entire supply chain.

These efforts, in numbers:

- > Wood saving: **76,355 dm³**, equivalent to 74 trees.
- > Reduction of emissions: **126,684 kg of CO₂**, equivalent to 3 truck trips around the world.
- > Waste reduction: **9,142 kg**, equivalent to 2 trucks of waste.

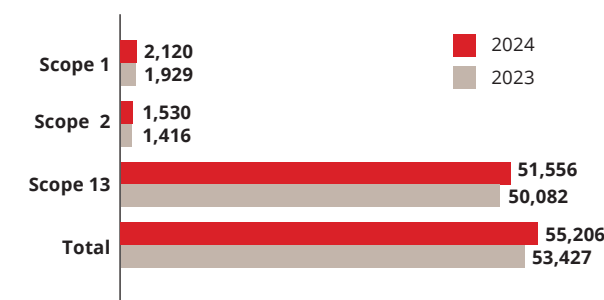
MEASURING DCG'S CARBON FOOTPRINT

Since 2022, we have been certifying our carbon footprint calculations across all three scopes, in accordance with the **GHG Protocol**. During the current financial year, we have renewed our carbon footprint certification for 2024. Having verified data allows us to:

- > Identify opportunities to reduce our environmental impact.
- > Set clear, realistic and measurable emission reduction targets.
- > Design effective strategies to advance our transition towards sustainability.



DCG Carbon Footprint 2023 and 2024*



*Measurement of the carbon footprint calendar year

Our medium-term **reduction plan** (base year 2022) sets out the following objectives:

- > Reduce by **15%** in **Scope 1** by **2030**
- > Reduce by **5%** in **Scope 2** by **2026**
- > Reduce by **30%** in **Scope 3** by **2030**



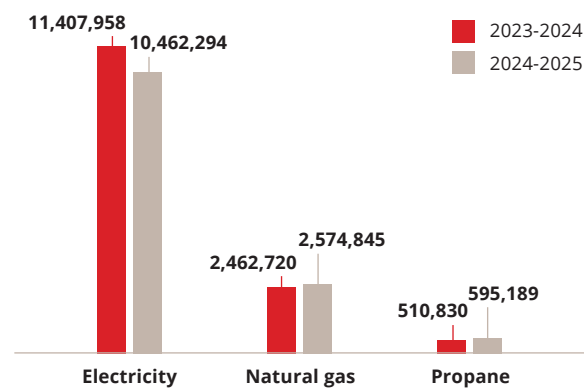
Management of resources

We take measures to ensure respect for the environment through efficient energy management, with a particular focus on renewable energy sources, pollution prevention, the incorporation of circular economy principles into our production processes, and responsible water management.

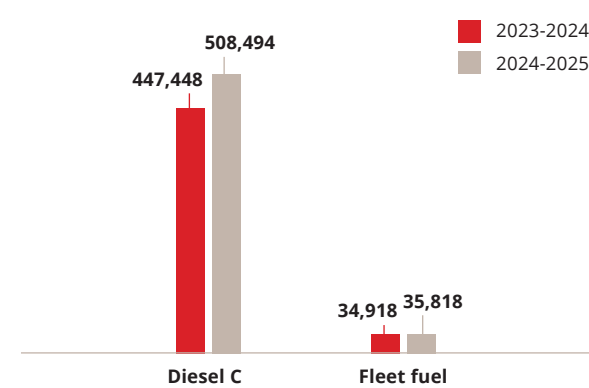
Energy

We use a variety of energy sources to ensure the smooth running of our operations. The energy consumption figures for the last two financial years are set out below:

Energy Consumption (kWh)



Fuel consumption (L)



Electricity consumption reached 10,462,294 kWh, which represents an 8% reduction compared to the 11,407,958 kWh recorded in the previous year. Of the total consumed, 1,390,900 kWh come from self-generated renewable energy, equivalent to 13.29% of total consumption.



Energy and fuel consumption (kWh)	2023-2024	2024-2025	Variations
Electricity	11,407,958	10,462,294	-8.29%
- Mains power consumption ¹	9,848,458	9,071,394	-7.89%
- Consumption of self-generated renewable electricity ²	1,559,500	1,390,900	-10.81%
Natural gas ³	2,462,720	2,574,845	4.55%
Propane ¹	510,830	615,026	16.51%
Total	14,381,508	13,652,165	-5.07%
Energy intensity (kWh/kg of product produced)	0.85	0.78	-7.70%
Intensidad energética (kWh/ Millón de euros de ingresos)	0.10	0.09	-8.35%

¹ Data corresponding to Delaviuda Alimentación S.A.U., Cacao Sampaka S.A.U. and Artenay Bars S.A.S.

² Data corresponding to Delaviuda Alimentación S.A.U. and Cacao Sampaka S.A.U.

³ Data corresponding to Artenay Bars S.A.S.

Fuel consumption, meanwhile, stood at 544,312 litres, compared with 482,366 litres in the previous financial year, representing an increase of 12.84%.



Fuel consumption (l)	2023-2024	2024-2025	Variations
Diesel C ¹	447,448	508,494	13.64%
Fleet fuel (diesel, petrol, LPG) ²	34,918	35,818	2.58%
Total	482,366	544,312	12.84%
Energy intensity (litres per kilogram of product produced)	0.02	0.031	56.40%
Energy intensity (litres per million euros of revenue)	0.003	0.004	21.80%

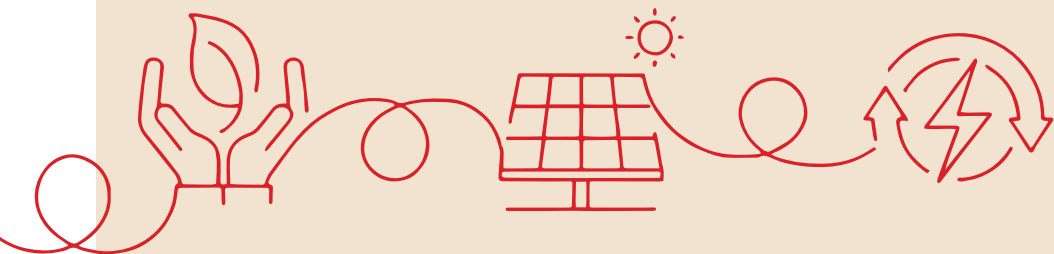
¹ Data relating to Delaviuda Alimentación S.A.U. and Cacao Sampaka S.A.U.

² Data relating to Delaviuda Alimentación S.A.U., Cacao Sampaka S.A.U. and Artenay Bars S.A.S.

In addition, we promote initiatives aimed at reducing energy consumption, such as:

- > **The incorporation of environmental criteria into vehicle fleet management**, prioritising the purchase of hybrid and/or electric vehicles.
- > **Encouraging sustainable travel among our employees** by promoting cycling for short journeys and car-sharing.





Expansion of the photovoltaic plant at the Sonseca factory

40%
of total electricity
comes from
renewable sources

Renewable energy

One of the great advances of the year was the expansion of our photovoltaic plant in Sonseca with the installation of 1,045 additional panels. With this addition, we now have a total of 2,800 solar panels, covering an area of approximately 20,000 m² with an installed capacity of 1,000 kWp.

Currently, 16.01% of total electricity consumption comes from self-generation, and 24.40% comes from purchased green energy, meaning that 40.41% of the energy used is from renewable sources.

With these actions, we actively contribute to the transition towards a more sustainable energy model.



Water resources

Recognising that water is a limited and essential resource, **we continue to implement measures designed to optimise its use:**

- > Installation of water sensors on taps.
- > Raising awareness among staff regarding the responsible and efficient use of water.
- > Preventive maintenance of existing facilities.
- > Use of a water parameter control panel at various points, to monitor the amount of water used in each process and/or activity.

The water we drink comes from the mains supply. Consumption for this financial year reached 22,108 m³,

representing an increase of 5.52% compared with the previous financial year.



	Units	2023-2024	2024-2025	Variation
Water consumption	m ³	20,951	22,108	5.52%

Waste prevention and management

The Group continues to implement measures for prevention, recycling, reuse and other forms of waste recovery and disposal, in compliance with **Law 7/2022**, the current legislation on waste and contaminated soil.

In addition, we have a specific procedure in place for waste management, ensuring that all waste streams generated are handled by authorised entities.

Our waste management is based on the **waste hierarchy**, prioritising options that have the lowest environmental impact.

Prevention



Reuse



Recycling



Recovery



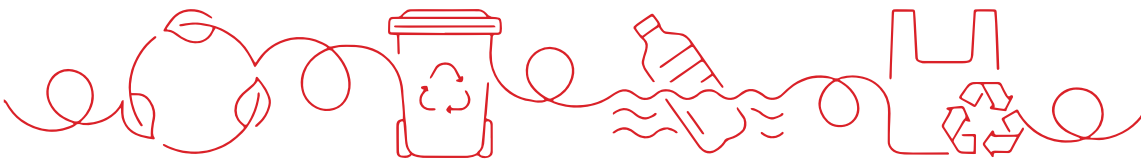
Elimination



Waste is identified, sorted and monitored according to waste type (hazardous and non-hazardous), as detailed in the tables below:

Total waste (kg)	2023-2024	2024-2025	Variation
Non-hazardous waste	1,752.247	1,854,178	5.82%
Hazardous waste	4,898	7,178	46.55%
Total	1,757,145	1,861,356	5.93%

Breakdown of non-hazardous waste (kg)	2023-2024	2024-2025	Type of treatment	% of recovery
Raffia bags	21,700	21,140	R12	100
Cardboard	500,078	372,911	R12	100
Mixture of plastics	3,060	6,656	R12	100
RSU	238,776	271,023	R13	0
Organic waste	748,920	729,080	R3	100
Wood		2,920	R12	100
Mixed pallets		22,209		100
Plastic (pallets)	49,035	29,050	R12	100
Wood (pallets)	25,285	15,025	recycling/reuse	100
Sheet metal drums	5,994		recycling/reuse	100
Containers 1000	25,840	34,112	recycling/reuse	100
Scrap	13,010	43,850	recycling/reuse	100
Fats	108,000	305,900	R13	100
Toner	44	17	R13	100
Batteries	5		R13	100
Glass	12,500		R13	100
Bulky waste	0		R13	100
Electrical and electronic equipment (WEEE)		285	R13	100
Total non-hazardous waste	1,752,247	1,854,178		



Breakdown of non-hazardous waste (kg)	2023-2024	2024-2025	Type of treatment	% of recovery
Mineral oils	247	320	R13	100%
Halogenated solvents	110		R13	100%
Non-halogenated solvents	169	271	R13	100%
Contaminated metal containers	477	46	R13	100%
Contaminated plastic containers	2.376	3,626	R13	100%
Contaminated glass containers	210	307	R13	100%
Contaminated paper/rags	44	59	R13	100%
Aerosols	52	56	R13	
Fluorescent tubes/HG lamps	87	197	R13	
WEEE	708		R13	
Mixed chemical waste	185		R13	
Lead batteries	20		R13	
Infectious waste	169		R13	
Remains of pasty paints	4		R13	
Contaminated absorbents - minerals	40	7	R13	100%
Oil filters		14	R13	100%
Ink waste		76	R13	100%
Infectious waste		178	R13	100%
Fuel mix		2,021	R13	100%
Total hazardous waste	4,898	7,178		

TOWARDS MORE SUSTAINABLE PACKAGING

Our packaging strategy is based on **regulatory compliance** and innovation.

In the corrugated cardboard and paperboard category, we prioritise the use of **recycled or FSC-certified cardboard**, whilst in the flexible packaging and polymers category we aim to prioritise **recycled and recyclable materials**, whilst always considering production requirements and product preservation.

During this year, important progress has been made:

- > Removal of the cellophane wrapping from ‘tortas imperiales’, reducing plastic consumption by **3,358 kg**.
- > Reduction in film thickness across several product lines, resulting in a reduction of approximately **489 kg of plastic** – a 13% decrease compared to the previous period.



Committed to the fight against food waste

Food waste is a key indicator in our sector. Managing it correctly contributes to sustainability, improves efficiency and strengthens the company's reputation.



In line with our commitment to combating food waste, we have implemented several measures, including:

Food donation

We make regular product donations to nonprofits and employees.



In-store clearance sale

At our shop in Sonseca, we offer products at reduced prices to help you get them off the shelves.



Collaboration with Too Good to Go

We have joined the network of partner businesses for Too Good to Go, the leading app in the fight against food waste. Through this platform, we offer packs containing products suitable for consumption.



Awareness-raising and in-house training

Training and awareness-raising campaigns for our teams, including short informative sessions on recycling and waste management, and initiatives to raise awareness of the impact of food waste.



Repurposing for non-human consumption

Surplus produce unfit for human consumption is repurposed as animal feed, thereby preventing it from being discarded and giving it a new use within the value chain.





Driving progress

At DCG, we see progress as an opportunity to be an agent of change that creates a positive impact, contributing to the economic and social development of the communities where we operate to build a fairer society.



In the social sphere, we are committed to supporting young people's employability by offering them the opportunity to undertake work placements within the Group and by actively participating in initiatives that promote employment and employability.

Another keyway in which we give back to the community is by donating our products to food banks, charities and NGOs, reinforcing our commitment to those most in need.

We also took part in various forums, trade fairs, meetings and associations, where we shared experiences, trends and insights on a range of issues that

help to strengthen the sector and build closer relationships with our customers.

As part of our commitment to ethics and transparency, we have adopted the **Donations and Sponsorship Policy**, which provides guidance on Delavivuda CG's participation in events, sponsorships and donations.

The Communications and ESG Department, together with the Marketing Department, is responsible for approving and documenting the contributions allocated to these initiatives.

Lines of action

Actions

Commitment to employment and employability, with a particular focus on the most vulnerable groups

- > **45% of young people** people who have completed work placements at DCG have been hired.
- > Participation in forums and events with a focus on employability:
 - Employment Forum of the University of Castilla-La Mancha
 - Forum 'Talento: Horizonte 2030'
 - Conference 'Walking towards employment, meeting with companies'.

An active presence on the local scene, participating in industry associations, forums, trade fairs and events

- > Participation in **sectoral associations (Produlce, Calidalia, AECOC, ASCOM, CEAPI...)**.
- > Participation in **various forums and trade fairs** to contribute to the development of the industry and strengthen the brand's presence.

Support for non-profit organisations through charitable initiatives aimed at helping vulnerable group.

- > Organisation of the second corporate volunteering event at the Amavir care home in Madrid.

Donation of products to vulnerable groups and at social and sporting events for charitable purposes

- > **53,273 kg of food donated** to organisations such as the Madrid Food Bank, Avanza NGO, Cáritas Diocesanas Toledo and the Misioneras de la Caridad.
- > Sponsorships that promote a healthy lifestyle: Race against Alzheimer's, Cross and Paseo Solidario Down Toledo, Toledo Bike Marathon, among others.

Social *action*

Our social action focuses on generating a positive impact on the people and communities where we are present. Our key initiatives include product sampling at charity runs and sporting events, product donations to non-profit organisations, and corporate volunteering.



Sampling actions in solidarity races and sporting events, aimed at promoting a healthy lifestyle.

Our brand, El Almendro, has sponsored and supported various sporting events that champion social causes and/or promote healthy lifestyles by providing *samples* of its energy bars.

Some of the highlights include: the Race Against Alzheimer's, the Paseo Solidario Down Toledo, the Toledo Bike Marathon, Carrera Solidaria, Carrera Autismo Toledo, Carrera Sonseca, Campeonato Gimnasia Rítmica, amongst others.



PRODUCT DONATION

We have donated **53,273 kilograms** of product to social entities committed to providing opportunities to people at risk of social exclusion, such as:

- > **Food Bank.** An organization that fights hunger and poverty by collecting donated food to serve the disadvantaged.
- > **Avanza NGO.** A non-profit organisation that supports people by bringing joy, food, smiles and hope to those they help.
- > **Cáritas Diocesanas Toledo.** An organisation that welcomes, supports and works with a commitment to people facing social exclusion and at risk.
- > **Misioneras de la Caridad.** An organisation whose work focuses on providing care, food, support and companionship to people who are ill, homeless or socially excluded.

These donations reflect our commitment to accessible and responsible food



Corporate volunteering

For the second year running, some of our staff have spent a special moment at Christmas at an Amavir care home in Madrid. Through this initiative, our team has shared their time with residents, creating moments of **closeness and joy at such a meaningful time of year for everyone.**



Promoting employment and employability

At Delaviuda CG we reaffirm our commitment to generating employment and improving the employability of young people and people in vulnerable situations. This commitment is reflected in concrete actions, such as hiring **45% of the young people** who have completed work placements with us.



In addition, we take part in events that promote the inclusion of women at risk of social exclusion in the workplace and help to raise awareness of the skills and competencies currently most in demand by the labour market and businesses.

Below, we highlight the forums in which we have participated:

The 19th University of Castilla-La Mancha Job Fair

at the Albacete Campus: this event, which brought together around 3,000 participants and 70 companies and organisations, gave us the opportunity to showcase the career opportunities we offer to young people.



Forum 'Talent: Horizonte 2030'. Organised by Adecco and Asociación Centro de Dirección de RRHH, this event served as a forum for reflection and discussion on the key challenges in people management. Our People Director participated in a round table with representatives from other companies, where he discussed how Human Resources departments are facing the new realities of AI, flexibility, senior talent or sustainability.



Conference 'Walking towards employment, meeting with companies', organised by the Fundación Mujeres in Puerto Llano. Event aimed at women in active job search, where our Talent Management and Organisation Manager shared with the attendees the skills and competencies most demanded in the selection processes. Taking part in events of this kind reaffirms our commitment to inclusion and equal opportunities.

Enriching *participation*

We collaborate with professional organisations with which we share common goals, interests and challenges, through our participation in various industry associations, forums and trade fairs.



Industry associations

At DCG, we are members of the sector's leading associations, with the aim of fostering collaboration and making a lasting impact on the industry.

Food industry



> **Spanish Sweet Association (Produlce).** A leading trade association in the sector, representing the categories of sweets and chewing gum, chocolate and cocoa products, biscuits, turrón and marzipan, and pastries; supporting and defending the interests of its manufacturers.



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

Multisectorial



> **Association of Manufacturers and Distributors (AECOC).** At Delaviuda Alimentación, we are part of this association, which brings together companies from across the entire value chain, from producers to distributors.



> **Spanish Compliance Association (ASCOM).** At DCG, we play an active role in this network, which provides advice and training to our staff and those of other companies, whilst also encouraging the exchange of experiences and best practices.



> **Business Council Alliance for Ibero-America (CEAPI).** A business council bringing together the CEOs of the largest Latin American companies committed to strengthening the business sector. It should be noted that our president, Manuel López, is part of the board of directors.

Family business and entrepreneurship



> **Castilla-La Mancha Family Business Association** An organisation dedicated to supporting and promoting the development of family businesses in Castilla-La Mancha, helping them to grow, consolidate and become stronger.



> **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.

Foundations



> **Inserta** > **Inserta: an organisation of the ONCE Foundation.** Organisation that trains and facilitates access to employment for people with disabilities, of which we are a member of the Advisory Council.



> **Cre100do Foundation.** At Delaviuda, we take part in this foundation's programme, which promotes high-impact business concepts and practices.

Active presence in forums and sectoral meetings

At DCG, we actively participate in forums and meetings that promote the exchange of knowledge and collaboration between companies.

These forums enable us to share experiences, create synergies, learn about global trends and contribute to the debate on the sector's challenges and opportunities, whilst promoting innovation, collaboration and sustainable development.



Corporate

> CEO Congress Murcia 2024. 'Looking to the future. Businesses on the road to success'

At the 5th edition of the CEO Congress, held in Murcia under the slogan 'Looking to the future. Businesses on the road to success', our CEO participated in the round table 'Innovation, Sustainability and Purpose. Pillars of resilience in family businesses', alongside representatives from KPMG, ACTIU and Grupo Cajamar. During her speech, she emphasised the importance of maintaining a strong identity, consistent values and a clear purpose to cope with changes in the business environment and move towards profitable and sustainable growth.

> 1st ICAMICAB Corporate Law Conference

Our CEO took part as a speaker in a panel discussion moderated by Ana Buitrago, during which she spoke about her career path, from practising law to her transition into senior management. During her talk, she reflected on the profile and skills required of a corporate lawyer, as well as the key qualities she considers essential for taking on management responsibilities.

> The 'Presidentex' section of Capital Radio's 'Palabras Mayores' programme

Manuel López, the Group's chairman, took part in the programme broadcast by Capital Radio and produced by Grupo Senda. During a relaxed discussion, the role of older consumers within the context of the Silver Economy was examined, highlighting the opportunities this presents for brands.

Presence at fairs

Food sector

> Food 4 Future Congress. 'The future of the food industry: challenges and opportunities'

We participated in Food 4 Future, the leading congress on innovation and technology for the food sector, held in Bilbao. Our CEO spoke at the round-table discussion entitled 'The future of the food industry: challenges and opportunities', where she shared the Group's strategic vision regarding the sector's main challenges and opportunities.

> Best in Food Marketing Summit 2025

We participated in the **Best in Food Marketing Summit 2025**, an event organized by IPMARK in Madrid, bringing together leading figures in the food and beverage sector in Spain. Our Marketing Director spoke at the event, explaining how the company is making progress towards its strategic objectives and adapting to new market trends.

> 13th Alimarket Mass Market Conference

Our CEO participated as a speaker, where she talked about the evolution of DCG and the consolidation of its brand value proposition, in response to an increasingly demanding and dynamic environment. Her speech highlighted the company's strategic priorities: seasonality management, innovation and international expansion.



Women in leadership and talent development

> Women's Chair Conference – San Telmo Business Scho

The event featured presentations on business success stories linked to women's leadership. During the event, our CEO presented the case of El Almenadro as a success story, citing its innovation strategy, expansion into new market segments and strong growth figures.

> Meeting on talent management organised by Cre100do

Our Talent and Organisation Manager attended on behalf of the company, addressing key issues in talent management such as leadership, the challenges faced by *middle management*, and the value of senior talent.

'RAÍCES, MEMORIAS DE VIDA' – INTERVIEW WITH MANUEL LÓPEZ DONAIRE ON CADENA SER

Our chairman, Manuel López, appeared on Cadena SER's programme 'Raíces, memoria de vida (Roots, memories of life)', a show that shares the personal stories behind the most prominent companies.



During the interview, Manuel López shared the story of Delaviuda CG, highlighting the entrepreneurial spirit, forward-thinking vision and hard work that have driven the company's growth since its inception, as well as the valuable legacy of its founder, **María Rojas**.

He also highlighted Delaviuda CG's deep roots in the local area and its active role in driving local socio-economic development, reflecting the company's firm commitment to the community and to creating opportunities in the Castilla-La Mancha region.



2024 TFWA Cannes (France): one of the most relevant fairs in the **Travel Retail channel worldwide**.



2025 Gulfood (Dubai, United Arab Emirates): Asia's largest food and beverage fair, focused on trends and international networking.



2025 SWEETS & SNACKS (Indianapolis, United States): a reference fair in **confectionery and gourmet food in North America**.



2024 Summit of the Americas Fair, IAADFS (Miami, United States): a key forum for **travel retail in the Americas**, with our second consecutive appearance.



2025 EXPO ANTAD 24 (Guadalajara, Mexico): leading event in the **retail sector in Mexico**, for both modern and traditional channels. We participated with our own stand.



TFWA Singapore 2025 (Singapore): Asia's leading travel retail trade fair, where we took part alongside our regional distributor.



ISM Cologne 2025 (Germany): reference meeting for **confectionery and snacks at a global level**, with participation through a new stand.



TASTE Spain 2025 (Mexico): an event organised by the Spanish Chamber of Commerce in Mexico, where we showcased our brands to **importers and key players in the modern retail sector**.



Delaviuda
Confectionery Group

www.delaviudacg.com