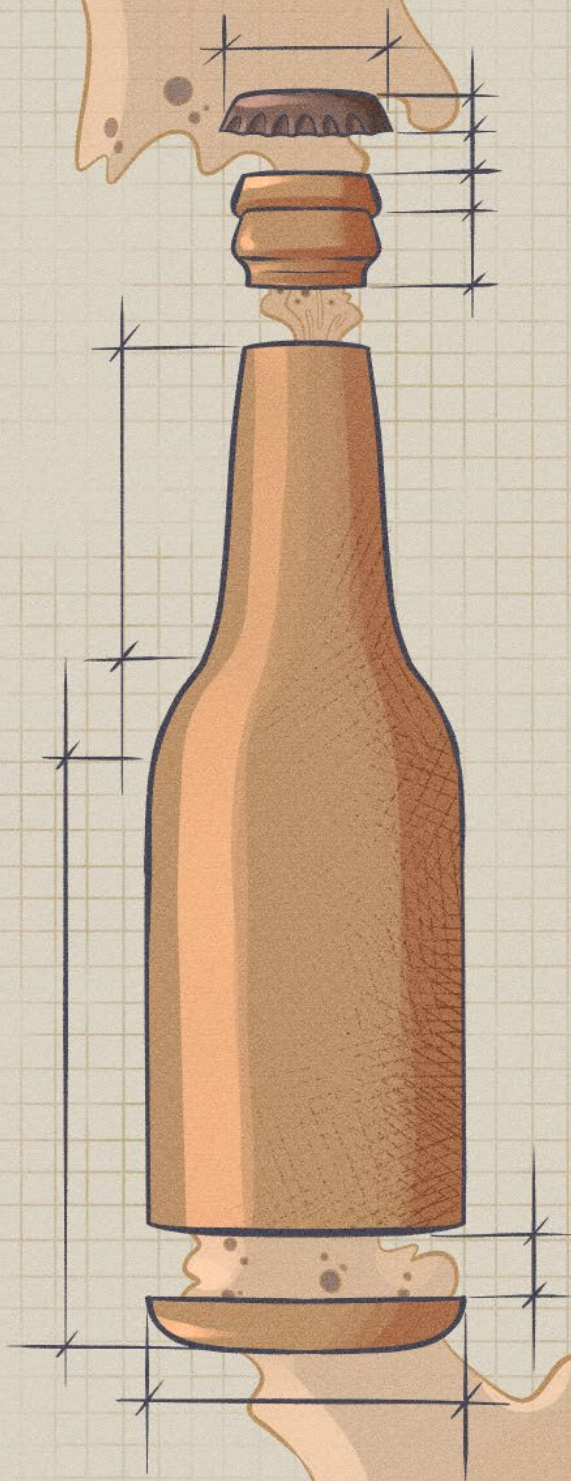


# **SUSTAINABILITY AND NON-FINANCIAL INFORMATION REPORT 2021**



**CORPORACIÓN HIJOS DE RIVERA, S.L.**  
Y SOCIEDADES DEPENDIENTES





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# LETTER FROM THE CHAIR- MAN

We like to say that we are the Resistance. But why do we say it? What is to resist? To resist is to have a plan and fight for it when it is curtailed. It's staying true to your most basic values when the easiest thing would be to betray them. To resist is to find a way to fulfil the objectives you have set, not harming anyone but looking for the greatest possible benefit around you. In a world where change is part of normality, resistance is an attitude. I have long been convinced that adapting to change is the greatest superpower of an organisation. Our 116 years of history prove it to us. Therefore, we have dedicated recent times to undertaking a deep transformation of our business, which prepares us for the future and helps us adapt to change, without losing our essence. The result is a new organisational model that is more netarchic, agile and efficient, which we have put to the test in 2021, the second year of the Covid-19 pandemic.

And when we believed we had overcome the worst, new waves hit our health and our lives again. More lockdowns confined us to our homes, shut bars and establishments and unexpectedly paralyzed our activity. During the first months of the year, the virus plunged us into sadness. Luckily, the arrival of vaccines began to create some stability, returning us little by little to the normality that we missed so much. And despite the difficulties, our family business group has once again demonstrated an immense capacity for adaptation and resilience. With the same conviction as in 2020, we have remained faithful to our principles, to our culture of protection and care for people, our employees and the communities in which we operate. Once again, we have tried to be a point of support for our allies, customers, suppliers, collaborators.

After this tough test, we have no doubt that the re-organisation of our businesses has helped us close the year with good results. But companies should not be here simply to make money. They must leave something else. That is why we maintain our adherence to the United Nations Global Compact Spain, as part of our commitment as a responsible company and aligned with the Sustainable Development Goals. And that is why we are also aware that our most important transformation is a change of mentality, a process that will help us work more every

day for our purpose: to generate positive impact wherever we go. To make it come true, we have integrated that purpose as the axis of our strategy, because good intentions no longer have a place. Because it is not about compensating for the imbalance, but about being the balance. A commitment that, in Hijos de Rivera, we carry inside. It has been in our DNA since my great-grandfather founded this company in 1906. And this shift in strategic focus simply has to help us let it flow. 2021 leaves another notch in our history and everything seems to indicate that there will be no recovery. Other crises are already around the corner. A war in Europe, coupled with a major geopolitical conflict, runaway inflation, a global energy crisis... It seems that we will all have to learn to live under the shadow of uncertainty and we have decided to do so without being intimidated. Doing the only thing we can do: betting on our future. That is why in 2021 we have announced the construction of our second brewery in the world, a new brewery in Araraquara, in the state of Sao Paulo, in Brazil, which will mean a paradigm shift for our development in

the American continent. We are also making progress in the expansion of our factory in A Coruña, in Morás. We plan improvements in our mineral water plants, and promote the construction of what will be our new corporate headquarters. We have continued to believe in our products, our raw materials, our origin, our authenticity. In short, in ourselves.

It is difficult to predict what will happen in the coming years, but 2021 will be remembered as the litmus test that showed us our ability to face problems and deal with uncertainty. Like the end of a pandemic and who knows if that of an era.

But of which we can proudly say that we come out prepared to continue with our plan and resist, whatever may come.

—

**IGNACIO RIVERA QUINTANA,**

Presidente ejecutivo de  
Corporación Hijos de Rivera



# 2021 MILESTONES

1

We reached a production of **440 million litres of beer** at our A Coruña brewery. Undoubtedly, a historical figure for the group.

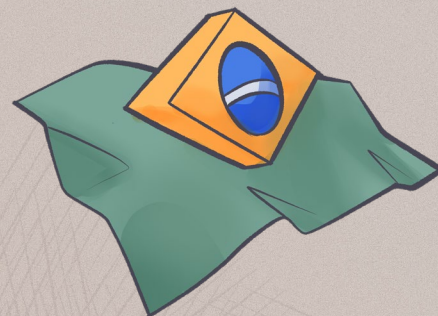


**Ignacio Rivera Quintana** is named Executive Chairman of the Grupo Corporación Hijos de Rivera. Two independent advisors join the Corporación Hijos de Rivera Board.

2

3

We announce the construction in **Brazil** of our **second brewery in the world**, a dream come true.



4

We open the doors of **Cervezas Estrella Galicia Mexico** and position Estrella Galicia as the official and exclusive beer of the catering service of the **Spanish Pavilion at Expo Dubai 2021**.

5

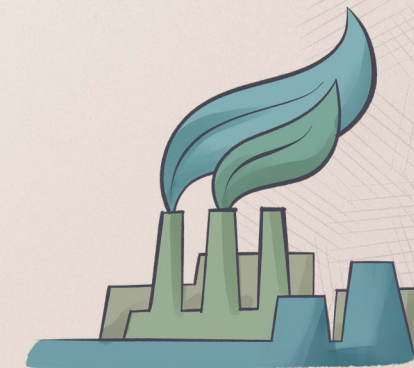
We reach a **distribution agreement with Coca-Cola FEMSA** in Brazil to incorporate our beers into its portfolio and reach a greater number of consumers.

6

We enter, for the first time, the **Best Work Places ranking at European level**. One more year, we appear in the **Best Work Places Spain 2021** ranking, placing us 11<sup>th</sup>, climbing two places.

7

We achieve **carbon neutrality** in our main facilities, which means the activity they develop generates zero emissions.

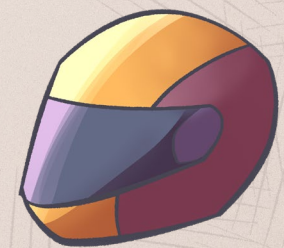


8

We launch the Cabreiroá **ORIGIN Project**, a new business model that is more sustainable and responsible.

9

We launch **new branding of Estrella Galicia**: we renew its image and packaging with the aim of reducing its carbon footprint.



We renew our commitment to the F1 driver **Carlos Sainz** with Estrella Galicia 0,0 and we accompany him in his new adventure at Ferrari.

10



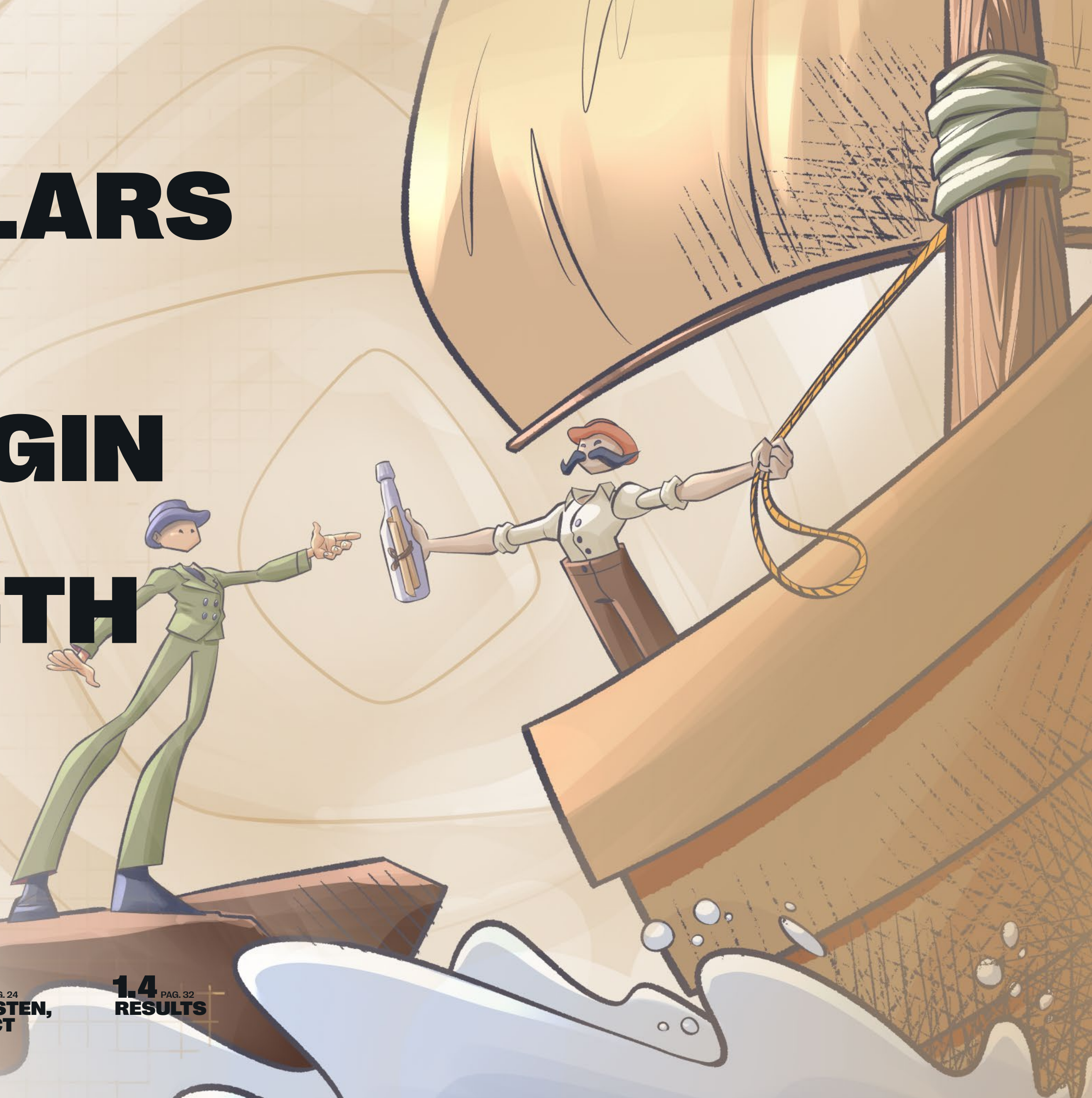
# 1 THE PILLARS OF THE GROUP, THE ORIGIN OF OUR STRENGTH

**1.1** PAG. 12  
A SUSTAINABLE  
PURPOSE

**1.2** PAG. 18  
A SOLID  
STRATEGY

**1.3** PAG. 24  
WE LISTEN,  
WE ACT

**1.4** PAG. 32  
RESULTS





THROUGHOUT 2021, WE  
HAVE REMAINED FIRM,  
FAITHFUL TO OUR VALUES,  
ADAPTING TO NEW SCENARIOS  
IN A COURAGEOUS AND  
UNAPOLOGETIC WAY

They say that when things get difficult, you have to grin and bear it. However, at Corporación Hijos de Rivera we say when things get difficult, RESISTANCE. Thus, throughout 2021, a year that, once again, has tested governments and companies due to the consequences derived from COVID-19, we have remained firm, faithful to our values, adapting to new scenarios in a courageous and unapologetic way.

This resilience is not new, it is part of our legacy. A legacy that is our guide, an imperfectly designed idea of what we want to be and that we have been taking care of since, in 1906, José María Rivera

Corral founded La Estrella de Galicia, the origin of everything we are today. Throughout the four generations that have been at the head of the group, we have faced multiple challenges, coming out of all of them strengthened. Now it is no different because, as throughout these 100 years of history, we continue to work with the same passion and responsibility, responding to the emerging needs of employees, suppliers, consumers, and those communities in which we carry out our work and to which we feel very united.



# 1.1

# A SUSTAIN- ABLE PURPOSE

APOYAMOS  
EL PACTO GLOBAL



Consistent with this way of acting, in 2021 we ratified our link with the United Nations Global Compact, the largest corporate sustainability initiative in the world. This step means that we work to create the world we believe in and want, also aligning our operations with its ten principles, as well as with the Sustainable Development Goals (SDGs).

Through the 'Proyecto Impacto Positivo' (Positive Impact Project) we link the phases of our value chain with the SDGs.

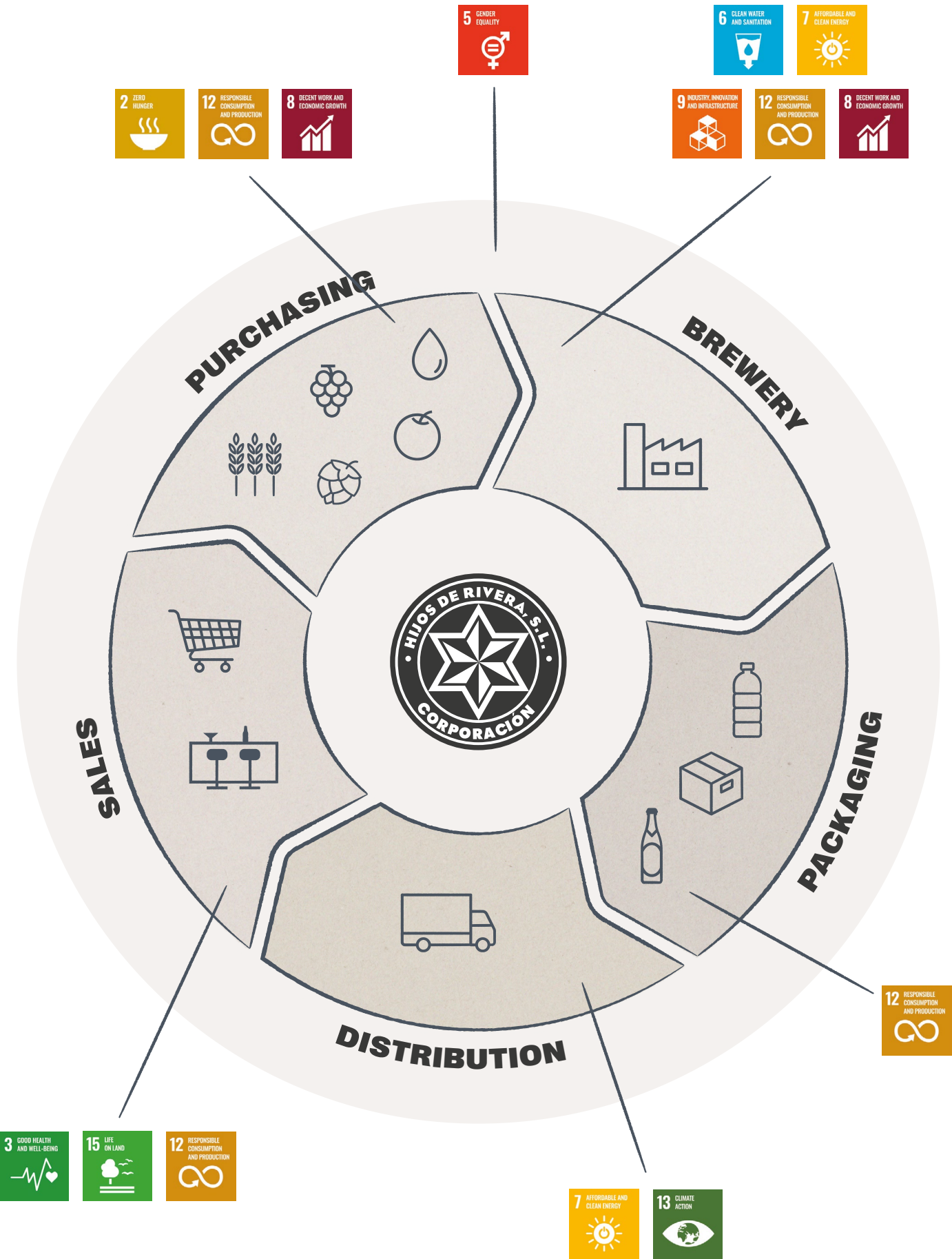
Four axes of action have emerged from this sustainability exercise:

- **Pride of origin and community:** favour the generation of value in the local economy; promote and stimulate the development of local agriculture in a sustainable manner; support, defend and promote Galician culture and heritage; fight against depopulation in rural areas by boosting the economy in villages.
- **Resilient planet:** boost the circular economy; fight against the climate emergency and support clean energy; invest in more sustainable forms of transport and mobility; improve water efficiency; promote biodiversity-related compensation actions.

- **Important people:** act in the field of accidents with the aim of reducing them and in occupational health by promoting healthy lifestyle habits; use mechanisms that ensure gender equality and leadership opportunities; support young talent, innovation and entrepreneurship; promote the education and training of employees - agents of change-; promote teleworking and avoid unnecessary travel; disseminate responsible consumption and recycling habits among consumers; and, finally, ensure responsible consumption of our products.
- **Responsible allies:** establish criteria of responsibility in relations with our suppliers; be agents of change with our clients; promote responsible and sustainable growth and internationalisation; explore alternative models of production and distribution at a global level; promote this strategy throughout our investment ecosystem and establish key alliances with key actors with both our sector and public administrations to achieve these objectives.



Allies and People



# Corporacion Hijos de Rivera projects aligned with the SDGs



**SDG 2 - Zero hunger**

We collaborate with the Rías Altas Food Bank, to which, thanks to the collaboration of our employees, we provide non-perishable products such as milk, canned fish, and breakfast products. Through the Moncho Rivera Memorial,

we donated 37,000 euros to the Cocina Economica, and we joined 'The Great Food Collection' organised nationally by the Spanish Federation of Food Banks, FESBAL.



**SDG 3- Health and well-being**

We have implemented an occupational health and safety management system in all our sales delegations. In addition, we created two R&D projects that seek to improve health through the development of functional and bioactive products: one, the 'Hybridization of biotechnology and 4.0 tools in the agri-food industry for the accelerated development of new formulations', and another on 'Functional formulations in new non-alcoholic beers (O,OF)'.

We have also designed our first functional product: Fontarel Zero Sodio, which removes sodium from the natural mineral water of the Aguas El Pilar spring, in Loja (Granada), thus offering an alternative for those groups especially sensitive to sodium intake. This is a pioneering idea in the Spanish market and is backed by the Spanish Heart Foundation.



**SDG 6 - Clean water and sanitation**

At the brewery, an ambitious plan to minimise water consumption is implemented, thanks to which we have

managed to reduce water consumption by 37% in ratio in recent years.





### SDG 7 – Affordable and non-polluting energy

We are committed to the use of renewable energies through the installation of solar panels in our factories and warehouses, allowing us to generate electricity at our own facilities. The rest of the electricity we need is acquired with guarantees of renewable origin. A highlight is the start-up of the photovoltaic plant of the A Grela brewery, which won an award in the VIII edition of the Galicia Energy Awards. Also, in

2021, Customdrinks, in alliance with the specialised electricity company POWEN, has set up 900 panels of its first photovoltaic installation for self-consumption. In addition, we expanded our electricity self-generation capacity through the commissioning of new photovoltaic plants in the Cabreiroá Spring and in six delegations.



### SDG 8 – Decent work and economic growth

We strive to create a work environment that satisfies our employees. Thus, for the third time, we became part of the GPTW Ranking (Great Place to Work) coming 11th in the Best Companies to Work for in Spain 2021 ranking. Also, and for the first time, this ranking has placed us among the Best Places to Work in Europe.

We also contribute to growth by promoting the local economy. 93.22% of the purchases of goods and services associated with the production of beer and sale of our products come from suppliers domiciled in the Iberian Peninsula, reaching 99.94% in Europe. Likewise, 91.37% of the purchases made in the sphere of our mineral waters come from suppliers established in the Peninsula, reaching 100% at European level.



### SDG 9 – Industry, innovation, and infrastructure

We announce the construction of a new brewery in São Paulo, Brazil. With an investment of nearly 300 million euros, this centre will become our second brewery after 115 years of history and will help create 400 jobs in the new facilities.

With the aim of promoting innovation, The Hop - our Collaborative Entrepreneurship Ecosystem- was born, which in its third edition has focused on supporting hospitality professionals, focusing on the identification of the sector's digital needs and the search for solutions that can be useful for its development.



### SDG 12 – Responsible production and consumption

The Mercado de la Cosecha initiative launched, coinciding with the Christmas holidays, the 'Christmas in the Markets', a campaign that aims to present the benefits of responsible consumption at this period of the year.

We keep strict control of our consumption of water, electricity, natural gas / LPG and other resources. In order to reduce them, the feasibility of implementing the best available techniques

identified both in the production, as well as ancillary processes, is assessed. With the different improvements implemented in recent years we have managed to reduce the consumption in ratio of the brewery in:

- Electricity: 26%
- Water: 37%
- Natural Gas: 56%



### SDG 13 – Climate action

In 2021 we continue to neutralise the carbon footprint of our main facilities, which is technically equivalent to the fact that the activity carried out in them generates zero emissions. We have reached this milestone through an ambitious emission reduction plan based mainly on the use of energy from renewable sources and the continuous improvement of the efficiency of our processes. The emissions that we

have not been able to avoid have been compensated by collaborating in the "Pacajai REDD+ Project", aimed at the forest conservation of the Brazilian Amazon, considered the lung of the planet. In 2021, investment in environmental protection in the brewery and the three springs amounted to 3,084,926.77 euros, while the contribution to integrated packaging waste management systems amounted to 6,777,143.30 euros.



### SDG 15 – Life of land ecosystems

We collaborate with WWF in a three-hectare forest restoration project in the Xurés Natural Park, Ourense (Galicia); together with We The Sustainability Project we support local initiatives such as the cleaning of beaches and seas in A Coruña (Galicia); and we participate

together with Libera – Stop Basuralaza (Stop Littered Nature) (SEO BirdLife – Ecoembes) during volunteer days for the cleaning of natural spaces and awareness workshops in two parts of the Camino de Santiago (English and Via de la Plata).

At the Board of Directors meeting of Corporación Hijos de Rivera, S.L. on January 27, 2022, the resolution was adopted to propose to the General Meeting of Partners to be held in June 2022, to modify the Company bylaws regarding the Corporate Pur-

pose, specifying that, in the performance of said Corporate Purpose, the Company will ensure the generation of a positive social impact for society, the people linked to it and for the environment.



# 1.2

## A SOLID STRATEGY



At Corporación Hijos de Rivera – a family beer group specialised in the production, marketing and distribution of beverages – we base our business model on the generation of a positive impact in all areas and markets (national and international) in which we carry out our work.

Likewise, innovation and digitalization are our levers when it comes to providing added value both in the development and design of our products, and in the relationship we establish with our stakeholders, with the environment, and with society in

general. This way of understanding the business is complemented by the commitment we have with our own traditions, those that differentiate us within the market and prevent us from falling into standardisation. Because we are unique, because we are true to our origins and have a clear purpose "To be the most loved Big Craft fighting against standardisation".

To this end, in 2021 the Strategic Plan 2022-2024 has been prepared for the Hijos de Rivera Corporación group, whose pillars are:



TO BE THE MOST  
LOVED BIG CRAFT  
FIGHTING AGAINST  
STANDARDISATION

## 1.2.1 A COMMON CAUSE

### THE PILLARS OF OUR STRATEGY

#### OUR MTP

#### PURPOSE

Be Big Craft

#### MASSIVE

the most loved

#### TRANSFORMER

Fighting against  
standardisation

#### DIFFERENTIATION AND INNOVATION

Increasingly **differentiate ourselves** from our competitors, using innovation as a lever



#### AGILITY & PRECISION

Boost **collaborative intelligence** to gain agility, synergies, and cohesion



#### INTERNATIONAL- ISATION

Diversify our sales internationally



#### POSITIVE IMPACT

**Positive impact 360°**  
in our environment.  
SUSTAINABILITY PEOPLE  
SOCIAL ALLIES



#### DIGITALISATION

Be more digital, backing **traction** in the businesses and **open innovation**

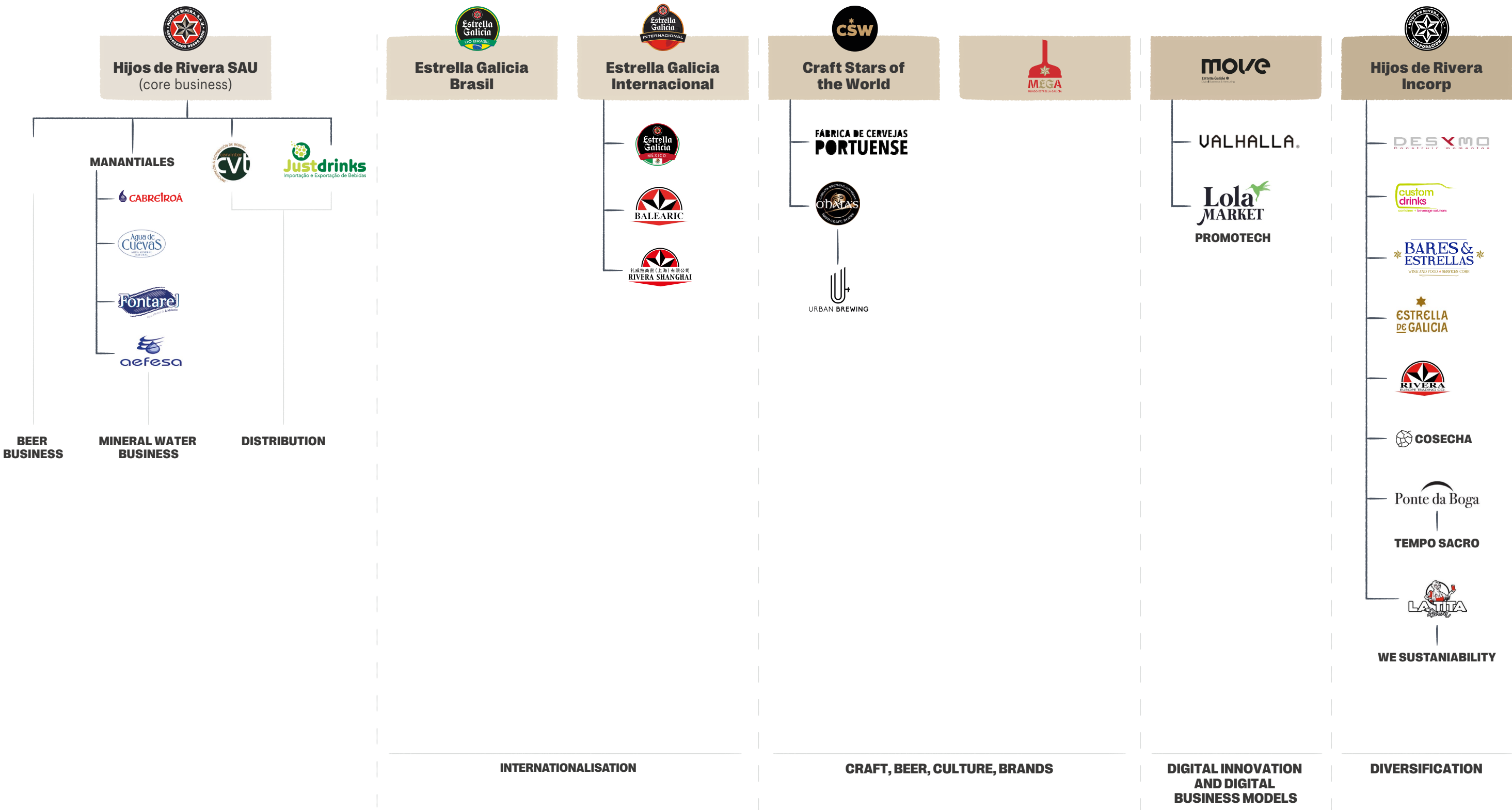


Our business model is common to all companies belonging to Corporación Hijos de Rivera. Thus, the 31 entities that are part of the group complement each other and work together to provide the best service to our customers, working on contin-

uous improvement and the generation of positive impact on our entire value chain. Constituting a common cause that makes it possible to emerge strengthened from any adverse situation.



# Entities belonging to Corporación Hijos de Rivera





# 1.3

**WE LISTEN,  
WE ACT**

THE ACTIVE LISTENING IS  
WHAT ALLOWS US TO CONTINUE  
GROWING AND IMPROVING  
THE RELATIONSHIP WITH OUR  
STAKEHOLDERS

The relationship with our stakeholders is based on global, two-way, and trustworthy communication. To do this, we put various spaces at their disposal aimed at establishing fluid dialogue. This active

listening is what allows us to continue growing and improving and shows us that their loyalty and commitment are our best reason to continue resisting.



# Materiality Study: focused on what is important

Transforming our environment and generating a positive impact on people and the planet implies listening to what really matters to our different stakeholders to respond with a proactive, creative and innovative attitude to their needs.

A key tool to achieve this is our Materiality Study. It is a complete and exhaustive analysis where for the first time the most important issues have been identified and prioritised from a vision of double materiality or impact.

This means that we integrate both the perspective of the issues that are relevant to the Corporación Hijos de Rivera group, from a perspective of devel-

opment and performance of our business, as the vision of the expectations of our main stakeholders.

The Materiality Study, therefore, offers us a complete vision of the environment that allows us to align and guide our strategic approach with what our customers and consumers, collaborators, employees and society in general need and expect from the Hijos de Rivera Corporacion group.

The group will update the Materiality Study with the same periodicity as the preparation of the Strategic Plans (triennially), supporting the orientation of the strategy with the interests expressed by the stakeholders.

## HOW DO WE CONDUCT THE MATERIALITY STUDY?

The Materiality Study has been carried out in a three-phase process:

### WE ANALYSE

### WE LISTEN

### WE ACT

#### Identification

Exhaustive analysis of corporate information and of the context.  
Identification of the first list of relevant issues and internal validation.

#### Prioritisation

Surveys and interviews with the main stakeholders with the objective of discovering the most relevant issues for each of them

#### Matrix

Consolidation of the results on a matrix.  
Report on the performance in the most relevant issues for stakeholders.

## 1. IDENTIFICATION OF RELEVANT ISSUES

In the first phase of the study, we identified and defined the relevant issues for the group and for our main stakeholders through the analysis of 29 internal sources of corporate information and 38 external sources of information (trends in sustainability and reputation, trends in the sector, information from analysts and ratings, among others).

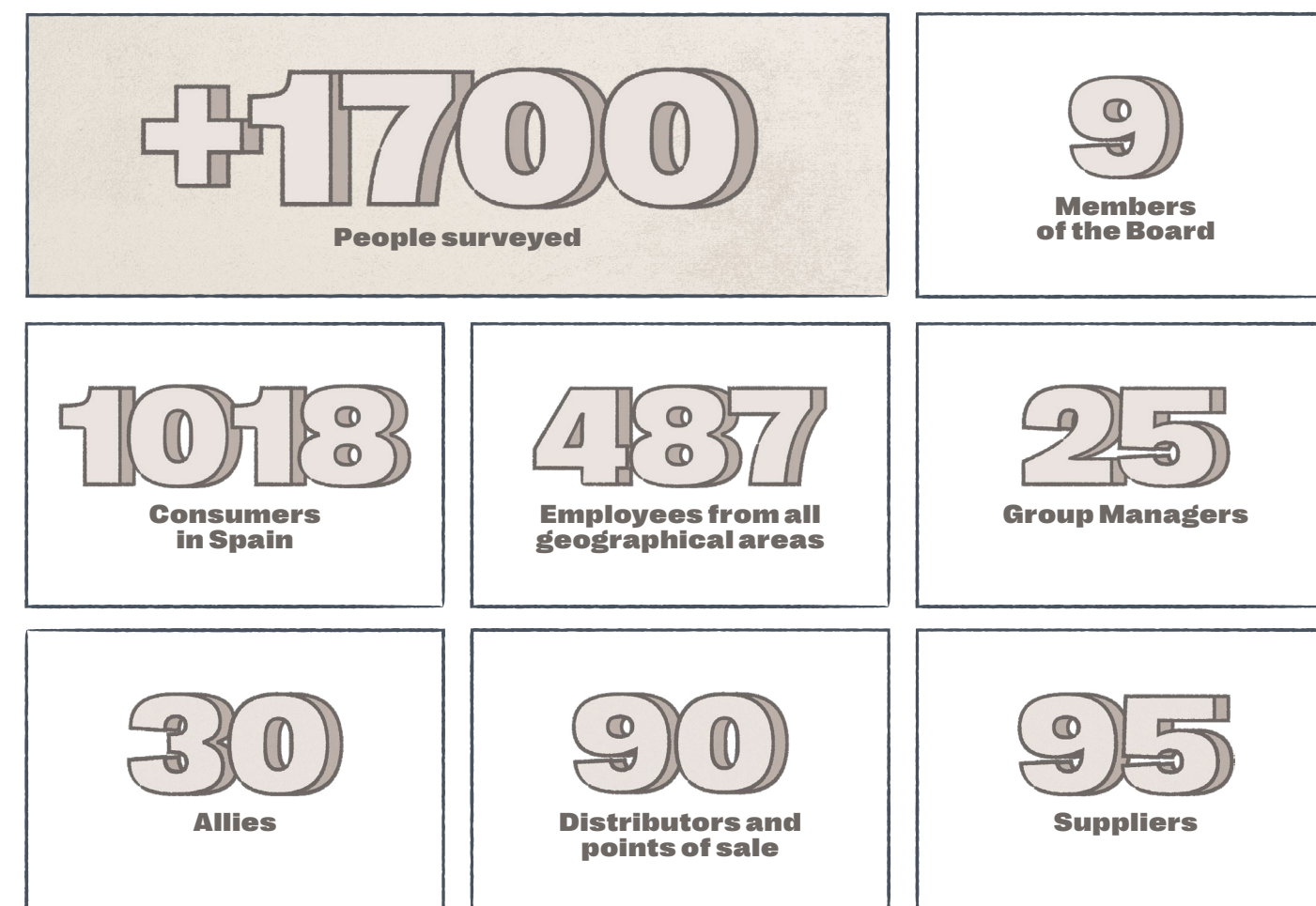
As a result, a list of 35 relevant issues was obtained, reviewed, and validated by a working group composed of members of the Executive Committee and the Corporate Management Committee, including the CEO.

## 2. PRIORITISATION OF ISSUES

The issues identified were the subject of surveys, interviews and focus groups involving the group's main stakeholders, with the aim of determining the relevance of each issue from an internal and external vision.

In addition, at this stage, the following complementary analyses were carried out:

- Media analysis of 5,474 news items about the group related to the material issues.
- Sustainability trends from reference national and international reports.
- Sustainability and materiality benchmarking against different companies in the sector and other sectors.





3. MATERIALITY MATRIX

The results of the internal and external consultations are consolidated in a materiality matrix in which the 29 priority issues for the development of the group's strategy and for our stakeholders are included. In this matrix we report detailed informa-

tion on the management and performance of these key issues.

Materiality matrix of Corporación Hijos de Rivera in 2021:



- Business culture and origin**
- 1. responsible economic growth and value creation
  - 2. Artisan culture
  - 3. Digitalisation and IT operating model
  - 4. Innovation and differentiation
  - 5. Galician origin and heritage
- Governance**
- 6. Ethics and values
  - 7. Risk management
  - 8. Good governance and transparency
  - 9. Compliance
- Clients and consumers**
- 10. Food quality and safety
  - 11. responsible consumption and healthy lifestyle.
  - 12. Proximity to customers and distributors and contribution to their success.
  - 13. Experience and connection with consumers

- Our people**
- 14. Employee satisfaction and workplace climate.
  - 15. Diversity, equality and equity.
  - 16. Talent management and training
  - 17. Leadership culture.
  - 18. Employee safety health and well-being.
- Planet**
- 19. Action against climate change, and clean energy
  - 20. Sustainable and circular packaging.
  - 21. Sustainable water management.
  - 22. Sustainable agriculture.
  - 23. Protection of biodiversity.
  - 24. Zero waste.
- Community and allies**
- 25. Contribution to glocal socio-economic development.
  - 26. Responsible suppliers and purchasing.
  - 27. Creation of employment and promotion of employability.
  - 28. Support of culture and sport.
  - 29. Alliances with hospitality partners for the development of the sector.

All issues considered as material by our stakeholders obtain a relevance of more than 70%.

MOST RELEVANT ISSUES FOR OUR MAIN STAKEHOLDERS

|                       | #1                      | #2  | #3  | #4  | #5   |
|-----------------------|-------------------------|---|---|---|--|
| Consumers             | Food quality and safety | Sustainable water management  | Safety, health and well-being of employees        | Zero waste  | Action against climate change and clean energy |
| Employees             | Food quality and safety | Ethics and values   | Compliance  | Experience and connection with consumers                                  | Good governance and transparency               |
| Retail points of sale | Ethics and values       | Alliances with hospitality partners for the development of the sector | Contribution to glocal socio-economic development | Galician origin and heritage  | Sustainable water management                   |
| Distributors          | Food quality and safety | Responsible consumption and healthy living                            | Sustainable and circular packaging                | Proximity to customers and distributors and contribution to their success | Experience and connection with consumers       |
| Suppliers             | Food quality and safety | Ethics and values   | Compliance  | Safety, health and well-being of employees                                | Good governance and transparency               |
| Allies                | Ethics and values       | Safety, health and well-being of employees                            | Leadership culture                                | Sustainable water management  | Food quality and safety                        |



MATERIALITY AND STRATEGY

The most relevant material topics for our stakeholders are directly integrated into the lines of our business strategy with the aim of responding to the needs and expectations of our environment.

| STRATEGIC AXES                 | RELATED ISSUES IN ORDER OF PRIORITISATION                                 |   | TRANSVERSAL ISSUES               |
|--------------------------------|---|---|----------------------------------|
| Differentiation and innovation | Food quality and safety   |   |                                  |
|                                | Experience and connection with consumers                                  |   |                                  |
|                                | Proximity to customers and distributors and contribution to their success |   |                                  |
|                                | Innovation and differentiation  |   |                                  |
|                                | Alliance with hospitality partners to develop the sector                  |   |                                  |
|                                | Artisan culture   |   |                                  |
|                                | Galician origin and heritage  |   |                                  |
| Agility and cohesion           | Employee satisfaction and workplace climate                               |   | Ethics and values                |
|                                | Safety, health and well-being of employees                                |   | Good governance and transparency |
|                                | Diversity, equity and equality  |   |                                  |
|                                | Talent management and training  |   | Compliance                       |
|                                | Leadership culture  |   |                                  |
| Internationalisation           | Responsible economic growth and creation of value                         |   | Risk management                  |
|                                | Contribution to glocal socio-economic development                         |   |                                  |
| Positive impact                | Sustainable water management  | Protecting biodiversity                       |                                  |
|                                | Packaging sostenible y circular   | Sustainable agriculture                       |                                  |
|                                | Sustainable and circular packaging  | Zero waste                                    |                                  |
|                                | Employment creation and promotion of employability                        | Support of culture and sport                  |                                  |
|                                | Responsible suppliers and purchasing                                      | Responsible consumption and healthy lifestyle |                                  |
| Digitalisation                 | Digitalisation and IT operating model                                     |   |                                  |

Dialogue with our stakeholders

We promote active and constant dialogue with our stakeholders with the aim of listening and responding to their suggestions, opinions, proposals, and ideas. The creation of transparent relationships, and of trust, with our different audiences allows us to create shared value while strengthening loyalty and the commitment to our environment.

| MAIN COMMUNICATION CHANNELS WITH OUR STAKEHOLDERS |   |   |
|---|---|---|
| consumers   | * Customer Service<br>* Advertising campaigns<br>* Social networks<br>* Mobile applications (apps)  | * Brand web pages<br>* Proprietary premises<br>* Press releases<br>* Sustainability Report  |
| employees   | * Workplace climate surveys<br>* Employee portal (intranet)<br>* Corporate news blogs<br>* Newsletter<br>* Notice boards  | * Internal meetings and emails<br>* Ethical Committee<br>* Work Council and legal representation<br>* Sustainability Report                                 |
| shareholders                                      | * Governing body<br>* Shareholders Annual Meeting<br>* Shareholders channel   | * Family Board<br>* End of year accounts<br>* Sustainability Report   |
| distributors and points of sale                   | * Customer Service<br>* Technical assistance<br>* Mobile application<br>* Events with distributors<br>* Sponsorship Events  | * Sales catalogues<br>* Participation in sector fairs<br>* Proprietary premises<br>* Sustainability Report  |
| suppliers   | * Homologation process<br>* Supplier evaluation<br>* Supply contracts<br>* Calidalia  | * Workshops<br>* Participation in sector fairs<br>* Sustainability Report   |
| allies and society                                | * Membership of local associations<br>* Corporate volunteering<br>* Sport and cultural sponsorship<br>* Collaboration with NGOs and foundations<br>* Presence at national and international sector events and fairs | * Collaboration with universities and research centres<br>* Relations with tax, environmental, health and employment authorities<br>* Sustainability Report |



# 1.4

# RESULTS

| Consolidated data              | 2021  | 2020  |
|--------------------------------|-------|-------|
| Turnover (M€)                  | 610,4 | 479,1 |
| Capital assets (M€)            | 65,0  | 68,1  |
| Environmental assets (M€)      | 3,09  | 5,15  |
| Environmental expenses (M€)    | 7,06  | 5,59  |
| Sales volume (HIs)             | 635   | 511   |
| Capital subsidies balance (M€) | 5     | 5     |
| Operating subsidies (M€)       | 0,358 | 0,429 |
| Number of Employees (FTE)      | 1.448 | 1.250 |

| Tax information                           | 2021   | 2020   |
|---|--------|--------|
| Profit/Losses before Corporacion Tax (M€) | 210,00 | 130,00 |
| Spain                                     | 209,75 | 131,50 |
| Rest of Countries (*)                     | 0,25   | (1,50) |
| Corporacion Tax paid (M€)                 | 28,10  | 15,57  |
| Spain                                     | 28,10  | 15,60  |
| Rest of Countries (*)                     | 0      | (0,03) |
| Corporacion Tax in current year (M€)      | 29,80  | 16,80  |
| Spain                                     | 29,60  | 16,80  |
| Rest of Countries (*)                     | 0,20   | 0,00   |

\*Brazil, China, United States, Philippines, Mexico, Portugal.



**2**

# OUR VALUES, OUR INSPI- RATION



**2.1** PAG. 38  
**GOOD GOVERNANCE**

**2.2** PAG. 42  
**TRANSPARENT**

**2.3** PAG. 44  
**WITH HUMAN RIGHTS**

**2.4** PAG. 46  
**WITH ABSOLUTE  
GUARANTEE**

**2.5** PAG. 50  
**WE JOIN FORCES**



FIRM ROOTS ALLOW US  
TO REMAIN STANDING,  
WITHOUT GIVING WAY OR  
RETREATING. IN THE CASE  
OF CORPORACIÓN HIJOS DE  
RIVERA THESE FOUNDATIONS  
ARE OUR VALUES, THOSE  
THAT HAVE GUIDED OUR PATH  
THROUGHOUT THESE YEARS  
AND THAT GIVE MEANING  
TO WHAT WE DO

Firm roots allow us to remain standing, without giving way or retreating. In the case of Corporación Hijos de Rivera these foundations are our values, those that have guided our path throughout these years and that give meaning to what we do.

Thus, integrity, respect, responsibility, sustainability and demanding ethical behaviour have become more than values - 'superpowers' that make us go beyond what is possible.



# 2.1

# GOOD GOVER- NANCE

OUR VALUES HELP US NOT ONLY  
TO BE EFFICIENT, BUT ALSO  
TO DEFINE THE OBJECTIVES WE HAVE  
AS A GROUP

Our values are present in how we develop our governance. These help us not only to be efficient, but also to define the objectives we have as a group and the responsibilities of each of the corporate governance bodies.

The bodies that the group has for its governance are:



**Board of Directors of Corporación Hijos de Rivera S.L.**

**Chairman**

Ignacio Rivera Quintana

**CEO**

Ignacio Rivera Quintana

Santiago Ojea Rivera

José María Rivera Trallero

Fernando José Hernández Rivera

Ramón Blanco–Rajoy Rivera

María Josefa Ojea Rivera

Fernando Wirz Rodríguez

Juan Rodríguez Rivera

Lorenzo Otero Martínez

Carlos Blanco–Rajoy Rivera

**Sole Administrator Hijos de Rivera Inversiones Corporativas, S.L.**

Corporación Hijos de Rivera, S.L., represented by José María Rivera Trallero

**Sole Administrator Estrella Galicia Internacional, S.L.U.**

Hijos de Rivera, S.A.U., represented by Ignacio Rivera Quintana

**Sole Administrator Move Estrella Galicia Digital, S.L.U.**

Hijos de Rivera, S.A.U., represented by Ignacio Rivera Quintana

In 2021 Ignacio Rivera Quintana was appointed Corporate Executive Chairman of the group.

Two independent advisors joined the Corporación Hijos de Rivera, S.L. Board of Directors.

The Board of Directors of Corporación Hijos de Rivera, S.L. held on January 27, 2022 adopted the decision to propose to the Shareholders General Meeting, to be held in June 2022, the modification of the Articles of Association in relation to the duties of the position of Director of the group,

**Board of Directors of Hijos De Rivera S.A.U.**

**Chairman**

Ignacio Rivera Quintana

**CEO**

Ignacio Rivera Quintana

Manuel Anca Mesejo

Fernando José Hernández Rivera

Ramón Blanco–Rajoy Rivera

María Josefa Ojea Rivera

Fernando Wirz Rodríguez

María Romero Rivera

Lorenzo Otero Martínez

Carlos Blanco–Rajoy Rivera

Pedro Ojea Duarte

**Sole Administrator Mundo Estrella Galicia, S.L.U.**

Hijos de Rivera, S.A.U., represented by Ignacio Rivera Quintana

**Sole Administrator Craft Stars of the World, S.L.U.**

Hijos de Rivera, S.A.U., represented by Ignacio Rivera Quintana

who must take into account in their decisions and actions the effects of said decisions or actions with respect to the interests of (i) shareholders, (ii) employees of the Company and its subsidiaries; (iii) clients, suppliers and other parties directly or indirectly linked to the company such as, for example, the community where the company operates, directly or indirectly. They must also ensure the protection of the local and global environment and the interests of the company in the short and long term.

# Committees

As part of the Corporación Hijos de Rivera Board of Directors, we have working committees for consultations, information and control, which carry out the essential duties of governance:

- Audit and Management Control Committee
- Appointments and Remuneration Committee (in process of implementation)

## AUDIT AND MANAGEMENT CONTROL COMMITTEE

**Chairman**

Andrés Lucendo Monedero

Fernando José Hernández Rivera

Ramón Blanco–Rajoy Rivera

Ramón Rodríguez Rubiños

In 2021 it met five times, both the group's external account auditors and members of the financial, control and information systems teams of companies attending.

During the year, it also oversaw the audit process of the group's companies so that the audit reports of the annual accounts had no reservations, as well as to ensure the independence of the auditors.

Likewise, it reviewed the individual and consolidated annual accounts and the group's Non-Financial Reporting Statement, prior to its formulation by the administrators, to ensure its reliability and that it had been prepared in accordance with the accounting criteria and contained the breakdowns required by the regulatory frameworks for financial and non-financial information applicable in Spain.

This committee, of a voluntary, advisory, informative nature with oversight, was created in 2013. It is made up of four members and since 2018 its chairman is an independent professional. Its functions are contained in the Regulations of the Board of Directors of the Corporación, as well as in its own regulations and encompasses auditing of accounts and the relationship with account auditors, supervising the financial and non-financial information preparation process, and supervision of risk control and management.

# Policies

In 2021 we approved the Corporacion's Dividend Policy which is based on the basic principles of Sustainable Profitability and Proportionality. We

also updated the Purchasing Policy of Hijos de Rivera, S.A.U. and the three companies through which the mineral water springs are managed.



# 2.2

# TRANSPAR- ENT

We are aware that the clearer an organisation is, the greater the trust it generates in its stakeholders. Thus, we always proceed from veracity, offering comprehensible, verifiable and accessible information.

In this sense, we have our own ethical management model that guarantees the integrity of all our actions. This model has three key elements: a Code of Ethics, a Corporate Ethics Committee and an Ethical Channel (Canal Etico).

## CODE OF ETHICS

This contains the behaviour, principles and values by which we are governed, which must be strictly observed by all societies and individuals who are part of our group.

Our Code of Ethics ensures compliance with human and employment rights, as well the commitment to the integration of all people, with their complexity and diversity, in the corporate culture. It also establishes the ethical principles of action in relations with customers, suppliers, competitors, group personnel, civil society and public administrations.

To facilitate its consultation and ensure its accessibility, the document is available both on the corporate website and on our intranet. To disseminate it, we offer annual training workshops in which employees and managers of the group participate.

In 2021, 50 people from the group in the "Top and middle Managers, and graduates" and "Commercial and administrative" categories have received specific training in this area.

## CORPORATE ETHICS COMMITTEE

This is the body responsible for ensuring compliance, implementation, dissemination, promotion, updating and interpretation of the code, as well as for the proper functioning of procedures and

protocols, and the establishment of measures that prevent its violation. There are rules in which its functions are set out.

## THE ETHICAL CHANNEL

Listening to and responding to the concerns of employees and citizens is a priority. Only then can we improve. Our employees can channel any doubt, suggestion or complaint related to the Code of Ethics via email to [etica@estrellagalicia.es](mailto:etica@estrellagalicia.es), or by post to CORPORACIÓN HIJOS DE RIVERA, S.L., A/a. Secretario del Comité de Ética Corporativa (c/ José María Rivera Corral 6, 15008 A Coruña).

To serve our users, we have Customer Service, a tool that allows us to manage their claims and give them a quick response to avoid any negative impact that the actions of the group companies may have.

In 2021, no complaints have been registered regarding corruption, bribery or money laundering.



# 2.3

# WITH HUMAN RIGHTS

## WE ACT FOLLOWING AND RESPECTING THE CRITERIA OF THE UNITED NATIONS GLOBAL COMPACT

We act following and respecting the criteria of the United Nations Global Compact, guaranteeing, via our Code of Ethics, compliance with human rights, employment and anti-corruption standards, as well as the integration of the entire group of people, with their complexity and diversity.

The risks related to this area are not respecting the criteria of the United Nations Global Compact contemplated in the Code of Ethics, which would seriously affect our reputation and relations with our stakeholders.

### POLICIES AND PROCEDURES

The main aspects of due diligence covered by the Code of Ethics are based on the promotion of and compliance with the provisions of the fundamental conventions of the International Labour Organization related to respect for freedom of association and the right to collective bargaining, the elimination of discrimination in employment and occupation, the elimination of forced or compulsory labour, and the effective abolition of child labour.

As mentioned earlier, the Corporate Ethics Committee is the highest body in charge of ensuring compliance with human rights in the group and

assumes the functions of advising, resolving, prevention and surveillance, and information. Any type of violation of our Code of Ethics can be communicated through the Ethical Channel, including the violation of human rights.

Throughout 2021, no complaint of human rights violations has been registered through the channels available for this purpose.



# 2.4

## WITH ABSOLUTE GUARANTEE

WE HAVE A MANAGEMENT SYSTEM THAT  
ALLOWS US TO CONTROL, PLAN AND DIRECT  
THE STEPS WE TAKE TO OPTIMISE OUR  
RESULTS EVERY YEAR.

We have a Management System that allows us to control, plan and direct the steps we take to optimise our results every year.

The Management System is a strategic tool at the service of the government and the business that contributes to collection of the set of policies, standards, processes, which describe what defines us as a company with regards to the interested parties.

Through the Management System, the Corporation guarantees that the knowledge of the processes is structured within the company, ensuring the alignment of the processes with the policies and standards on which the System is based, through the performance of internal audits and certification on an annual basis.

The Management System has adapted to the needs of the company and our position in the market, adhering to certifiable criteria and standards that have evolved from customer satisfaction to the re-

quirements to guarantee food safety, human safety and environmental safety, from a risk approach perspective.

Throughout 2021, we have adapted the Management System to the new organisational structure, achieving the renewal of all our certificates by the certifying entity Bureau Veritas. In addition, we have addressed the adaptation to version 5.1 of the FSSC22000 food safety standard and carried out the implementation of an occupational health and safety management system in our Sales Delegations.

The Company ratifies its commitment to the maintenance and improvement of our Management System through the principles defined in the Management System Manual, available to our stakeholders.



Other certifications we have are:

|  |  |  |  |  |  |
|--|---|--|---|---|---|
| UNE-EN ISO 9001:2015 Quality Management Systems  | ✳   | ✳  | ✳   |   | ✳   |
| UNE-EN ISO 22000:2018 Food Safety Management Systems   | ✳   | ✳  | ✳   |   | ✳   |
| FSSC 22000 V5  | ✳   |  | ✳   |   |   |
| IFS Food Version 6.1 Food Safety Management Systems  |   |  |   | ✳   |   |
| ISO 45001:2018 Occupational Health and Safety  | ✳   | ✳  |   |   |   |
| ISO 14001:2015 Environmental Management  | ✳   | ✳  |   |   |   |
| EMAS III Validation of Environmental Statement   | ✳   |  |   |   |   |
| Galicia Calidade   | ✳   | ✳  |   |   | ✳   |
| Ecological production certificate issued by the Regulatory Ecological Agriculture Council of Galicia |   |  |   |   | ✳   |
| European Licensing System. Crossed Grain symbol: <i>Cerveza Estrella Galicia Especial Sin Gluten</i> | ✳   |  |   |   |   |
| Kosher Certification issued by the Court of the Chief Rabbi, London Beth Din                         | ✳   |  |   |   |   |
| V-Label. Certification for vegans: Sidras Maeloc (Maeloc Ciders)                                     |   |  |   |   | ✳   |
| Protected Geographical label "Orujos de Galicia": licores Quenza                                     |   |  |   |   | ✳   |

## AN OBSESSION: THE SAFETY OF OUR PRODUCTS

We have an unwavering commitment to our consumers, who trust us to offer them products of the highest safety and quality. Through our global / corporate model of food safety and quality the group ensures / guarantees quality throughout the value chain, from the design of the products, through to the raw materials used in their elaboration, their production, distribution and even the final consumer experience, always ensuring strict compliance with current legislation and regulations, as well as the procedures applicable in aspects of quality and food safety.

Thus, we are committed to ensuring food safety of the products we manufacture and distribute and, in accordance with Regulations (CE) N.º 852/2004 regarding the hygiene of foodstuffs, we have implemented a Hazard Analysis and Critical Points Control System (HACCP) in our facilities that is reviewed annually by the Food Safety Team.

Our Food Safety Model is responsible for governing activity in this matter throughout the value chain, focussing on the following aspects:

- Risk management that allows us to identify and assess potential risks, as well as their prioritisation and the establishment of an action plan to minimise them.
- Food Defence Plan with applicable measures in the company to minimise the possibility of intentional actions on products, brands and facilities.
- Traceability management that allows us to monitor the history, physical location and track a product throughout the value chain
- Claims management with a focus on the client and based on root-cause analysis that avoids or minimises recurrence.
- Food crisis procedure that establishes the protocols to follow in case of real or potential food safety problems, as well as the management of actions in the market that entail the withdrawal of products. The viability of these procedures is ensured by conducting periodic drills under different scenarios.



# 2.5

WE JOIN  
FORCES

We collaborate with organisations whose goals, interests and challenges are similar to ours. This collaborative philosophy is what leads us to interact with other professionals in the sector, stay informed and lead the conversation with

institutions and public administrations. We also cooperate with various local associations as we are firmly committed to our surroundings. And we do all this because we know one thing: together we are stronger.

We collaborate with the following associations:

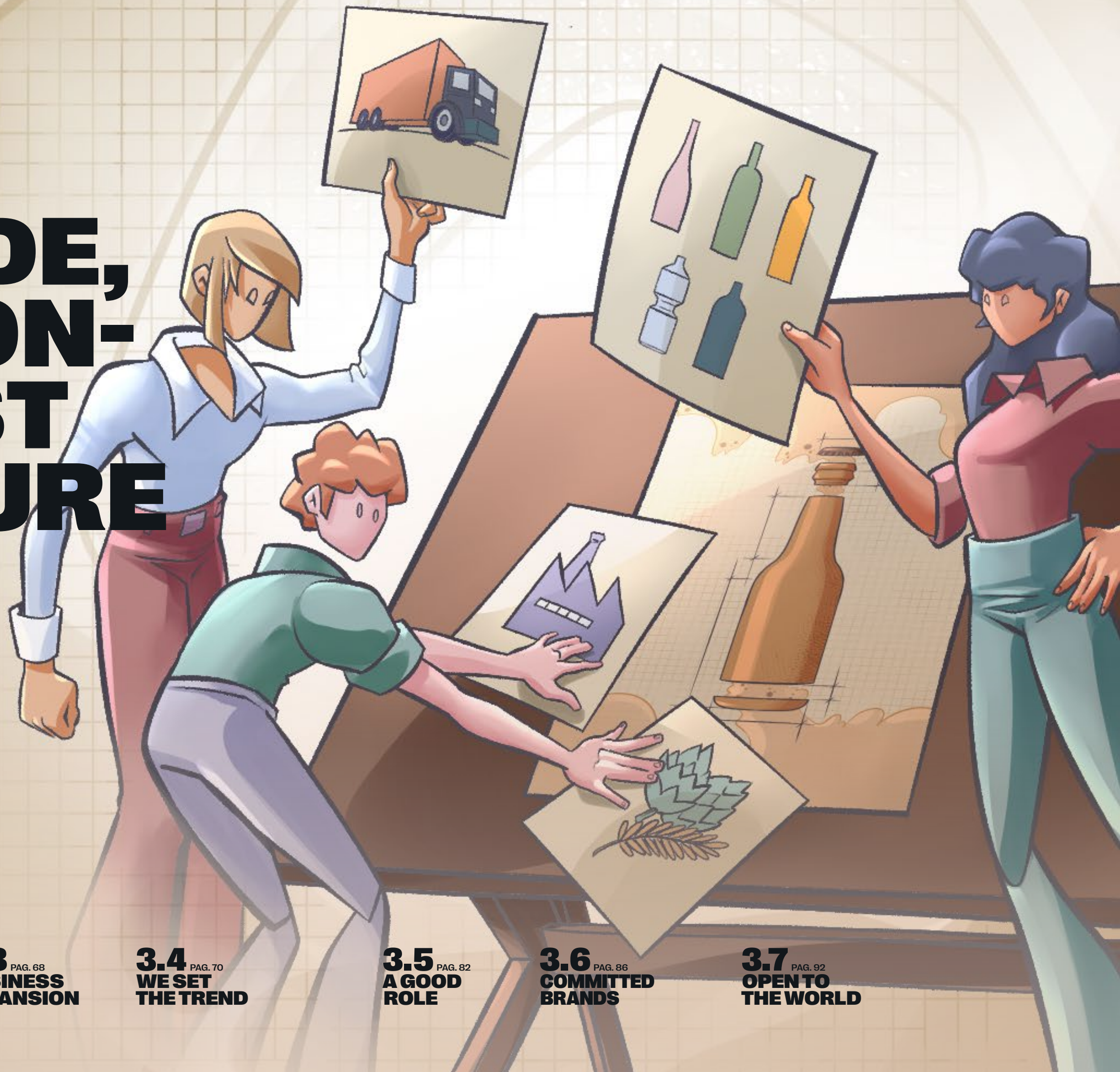
- |  |  |
|--|--|
| • Cerveceros de España (Spanish Brewers)   | • Asociación Empresarios Agrela  |
| • Asociación Gallega de la Empresa Familiar (Association of Galician family businesses)                                      | • Asociación de Marcas Renombradas Españolas (Leading Brands of Spain Forum)                                 |
| • Instituto Empresa Familiar   | • AECOC: Asociación de Fabricantes y Distribuidores (Association of Producers and Distributors)              |
| • APD: Asociación para el Progreso de la Dirección (Management Development Association)                                      | • ANEABE: Asociación Nacional de Empresas de Agua Envasada (National Association of Bottled Water Companies) |
| • Círculo de Empresarios de Galicia (Galician Business Circle)   | • VLB ((Research and Teaching Institute for Brewing in Berlin.)  |
| • Asociación de Amigos do CGAC   | • Analytica-EBC  |
| • Asociación Foro Económico de Galicia   | • LGC Standards  |
| • Ecovidrio  | • AESI: Asociación Española de Sidras (Spanish Cider Association)  |
| • “Club de los 20”   | • Asociación de Empresarios de Chantada  |
| • Calidalia  | • CLUSAGA: Clúster Alimentario de Galicia (Galician Food Cluster)  |
| • Asociación Española de Anunciantes   | • AUSAPE. Asociación de usuarios de SAP de España (Spanish Association of SAP users)                         |
| • Ecoembes   | • Clúster de la Función Logística de Galicia (Logistics Cluster in Galicia)                                  |
| • Asociación de Cargadores de España   | • Plataforma Tecnológica de Vino   |
| • Asociación de Empresarios Gallegos de Madrid   | • Consello Regulador de la Ribeira Sacra   |
| • Consello Regulador de Aguardientes y Licores Tradicionales de Galicia (Traditional “aguardientes” and liqueurs of Galicia) | • Confederación de Empresarios de A Coruña – CEC (Confederation of A Coruna Entrepreneurs)                   |
| • Fundación Benéfico Docente de la Escuela Superior de Cerveza y Malta   |  |
| • Consello Regulador de Agricultura Ecológica de Galicia (CRAEGA) ( Galician Organic Agriculture Regulatory body)            |  |

Our economic relationship with the above associations is limited to the corresponding membership fee.



**3**

# OUR ATTITUDE, NON-CON- FORMIST BY NATURE



**3.1** PAG. 56  
**IMPERFECT  
AMBITION**

**3.2** PAG. 64  
**THE VALUE OF  
INNOVATION**

**3.3** PAG. 68  
**BUSINESS  
EXPANSION**

**3.4** PAG. 70  
**WE SET  
THE TREND**

**3.5** PAG. 82  
**A GOOD  
ROLE**

**3.6** PAG. 86  
**COMMITTED  
BRANDS**

**3.7** PAG. 92  
**OPEN TO  
THE WORLD**



AT CORPORACIÓN HIJOS DE RIVERA WE WORK EVERY DAY TO OFFER PRODUCTS AND SERVICES OF THE HIGHEST QUALITY. AND WE DO IT EVERY DAY BECAUSE ACHIEVING EXCELLENCE IS NOT THE RESULT OF CHANCE, BUT OF PERSEVERANCE

At Corporación Hijos de Rivera we work every day to offer products and services of the highest quality. And we do it every day because achieving excellence is not the result of chance, but of perseverance. Thus, hand in hand with innovation and

creativity, but also with the artisan tradition, we seek to be excellent and unique throughout our entire value chain, resisting falling into standardised or short-term formulas.



# 3.1

# IMPERFECT AMBITION

WE OFFER THE BEST OF OURSELVES  
WITH THE AIM OF TRANSFORMING  
THE BUSINESS AND THE SECTOR  
THROUGH POSITIVE IMPACTS

Our effort to be excellent in everything we set out to do has taught us one thing: that there is always a way to do it better and, therefore, that perfection does not exist. Aware of this, we define our way of acting as 'imperfect ambition' and, without

complexes, we offer the best of ourselves with the aim of transforming the business and the sector through positive impacts, as well as a proactive and bold attitude capable of anticipating new needs.



# 3.1.1 AN INTER-CONNECTED NETWORK

A clear example of this 'imperfect ambition' is the work we develop throughout our entire productive, logistical and commercial fabric, a network that allows us to be at the side of our customers, listening to them and satisfying their demands in an agile and continuous way.

We currently have six production centres in Spain that have innovative technological systems

that help us in the making of our beers, ciders, wines and spirits, as well as in the packaging of mineral waters.

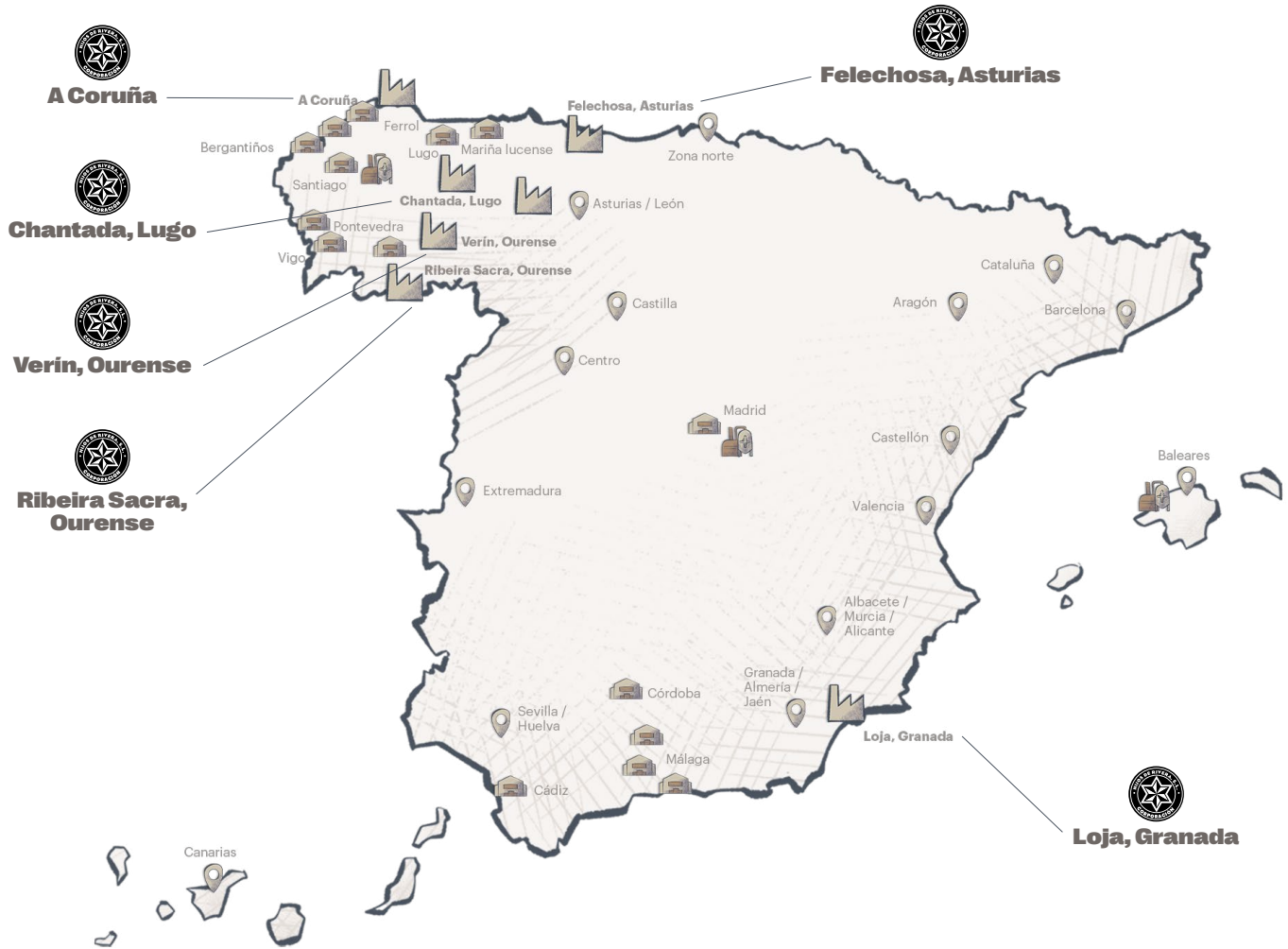
It is worth highlighting that in 2021 we reached a production of 440 million litres of beer at our plant in A Coruña - without a doubt, a historic figure for the group.

## NEW BREWERY IN BRAZIL

In 2021 we announced the construction of a new brewery in Araraquara, in the state of São Paulo, Brazil, where an excellent quality water supply is guaranteed. With an investment of nearly 300 million euros, this centre will become our second 'beer kitchen' after 115 years of history, and will help create 400 jobs in the new facilities, which will be technologically cutting-edge in terms of sustainability and respect for the environment.

We also reached an agreement whereby our beers are incorporated into the portfolio of the nine bottling plants that operate the entire Coca-Cola distribution system in the Brazilian market. This is an agreement with a long-term vision with which we intend to intensify our presence in the premium segment of the country thanks to Coca-Cola's solid distribution network, which has more than one million customers, a team of more than 68,000 employees and a fleet of over 6,000 trucks.

# 3.1.2 NEAR AND CLOSE



Production centre      Warehouse / logistics centre + sales office      Sales office      Cellar beer centres



**6** Production centres



**1674** Cellar beer centres



**19** Warehouses



**29** Sales offices



# 3.1.3 WITHOUT BORDERS

**Brewery**

Location: Polígono Industrial A Grela (A Coruña)  
Surface: 76.000 m²  
Production 2021: 440 million litres  
Production Capacity: 450 million litres

**Cabreiroá**

Location: Verín (Ourense)  
Surface: 210,418 m2  
Production 2021: 90 million litres  
Flow: Cabreiroá: 3.5 litres/second  
Flow: Magma de Cabreiroá: 13.8 litres/second

**Fontarel**

Location: Loja (Granada)  
Surface: 5 hectares  
Production 2021: 55 million litres  
Flow: 10 litres/second

**Ponte da Boga**

Location : Lg. De O Couto, San Paio Castro Caldelas (Ourense) y Lg. de San Adrián, Sacardebois, Parada de Sil (Ourense)  
Surface: 320,000 m2  
Production: 2021: 400,000 litres  
Production Capacity 2021: 750,000 litres

**Agua de Cuevas**

Location: Felechosa (Asturias)  
Surface: 6,500 m2  
Production 2021: 44 million litres  
Flow: 3.5 litres /second

**Customdrinks**

Location: Chantada (Lugo)  
Surface: 350,000 m2  
Production 2021: 4 million litres  
Production Capacity 2021: 30 million litres of all drinks

We are nonconformists and, therefore, we take our 'imperfect ambition' to the five continents. Thus, we have subsidiaries in Brazil, China, the United

States, the Philippines, Ireland, Mexico and Portugal\*, and we export our products to 62 countries around the world.

**UNSTOPPABLE INTERNATIONAL PROJECTION!**

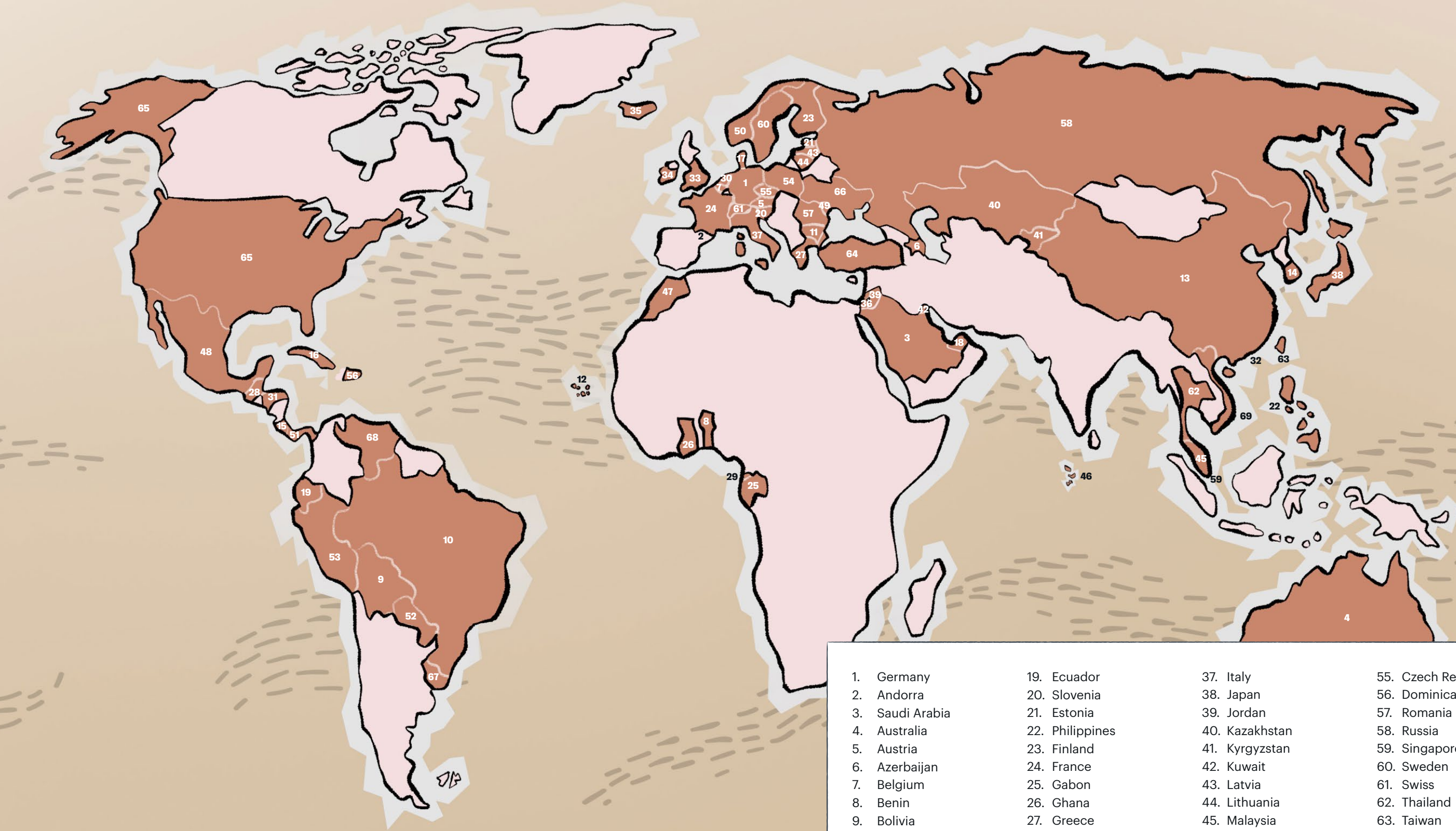
We believe in the quality of our products, so we want everyone to enjoy them. So much so that we strengthen our international presence in strategic countries such as Mexico, China and the United Arab Emirates.

So, we celebrate in style our firm commitment to Cervezas Estrella Galicia Mexico. Thanks to its import and distribution capacity, this subsidiary is the perfect lever to promote the development of our business in the country, a region with enormous growth potential for our brands. The presentation ceremony at the Four Seasons in Mexico City was attended by the best-known faces of the Mexican business, social and artistic worlds.

We also launched our own marketplace within one of the most important global e-commerce platforms, TMALL, aimed at the Chinese consumer. It is an online store sponsored by the technology giant Alibaba group that ranks as the third most visited website in the world, after Google and Yahoo, and reaches more than 500 million users per month.

We cannot forget that, in addition, our estrella Galicia brand is the official beer of the Spanish Pavilion store at Expo Dubai 2020, an event of enormous scope that millions of people from all over the world are expected to pass through over a six-month period.





**\*Subsidiaries**

- Estrella de Galicia Importação e Comercialização de Bebidas e Alimentos, Ltda. (São Paulo, Brazil)
- Balearic Beverage Distributors Inc. (Washington, USA)
- Carlow Craft Brewery Limited (Carlow, Ireland)
- Urban Brewing Ltd. (Dublin, Ireland)
- Justdrinks Limitada (Loule, Portugal)
- Fabrica de Cervejas Portuense, PRHM TPRT, S.A. (Porto, Portugal)
- Rivera Business Trade Shanghai Co. Ltd. (Shanghai, China)
- Bares & Estrellas - Wine & Food Services Corporacion (Mandaluyong City, Philippines)
- Cervezas Estrella Galicia México, S. de R.L., de C.V. (Mexico DF, Mexico)

|                 |                       |                |                        |
|-----------------|-----------------------|----------------|------------------------|
| 1. Germany      | 19. Ecuador           | 37. Italy      | 55. Czech Republic     |
| 2. Andorra      | 20. Slovenia          | 38. Japan      | 56. Dominican Republic |
| 3. Saudi Arabia | 21. Estonia           | 39. Jordan     | 57. Romania            |
| 4. Australia    | 22. Philippines       | 40. Kazakhstan | 58. Russia             |
| 5. Austria      | 23. Finland           | 41. Kyrgyzstan | 59. Singapore          |
| 6. Azerbaijan   | 24. France            | 42. Kuwait     | 60. Sweden             |
| 7. Belgium      | 25. Gabon             | 43. Latvia     | 61. Swiss              |
| 8. Benin        | 26. Ghana             | 44. Lithuania  | 62. Thailand           |
| 9. Bolivia      | 27. Greece            | 45. Malaysia   | 63. Taiwan             |
| 10. Brazil      | 28. Guatemala         | 46. Maldives   | 64. Turkey             |
| 11. Bulgaria    | 29. Equatorial Guinea | 47. Morocco    | 65. USA                |
| 12. Cape Verde  | 30. Holland           | 48. Mexico     | 66. Ukraine            |
| 13. China       | 31. Honduras          | 49. Moldova    | 67. Uruguay            |
| 14. Korea       | 32. Hongkong          | 50. Norway     | 68. Venezuela          |
| 15. Costa Rica  | 33. England           | 51. Panama     | 69. Vietnam            |
| 16. Cuba        | 34. Ireland           | 52. Paraguay   |                        |
| 17. Denmark     | 35. Iceland           | 53. Peru       |                        |
| 18. UAE         | 36. Israel            | 54. Poland     |                        |



# 3.2

## THE VALUE OF INNOVA- TION

ONE OF OUR PRIORITY CHALLENGES  
IS THE GENERATION OF A POSITIVE  
IMPACT IN FOUR PILLARS: PEOPLE,  
PLANET, ORIGIN AND ALLIES

We innovate because it is in our DNA, it is our way of responding to a changing environment and an increasingly demanding consumer. One of our

priority challenges is the generation of a positive impact in four pillars: People, Planet, Origin and Allies.



PEOPLE

We have two R&D projects with calls from the CDTi (Centre for Industrial Technological Development) and the Galician Innovation Agency through which we seek alternatives that help improve health through the development of functional and bioactive products:

- **Hybridization of biotechnology and tools 4.0** in the agri-food industry for the accelerated development of new formulations: We continue to investigate the inflammatory behaviour that takes place in the organism and advancing in the study of the anti-inflammatory capacity of processes and raw materials, which have allowed us to formulate brewing musts with promising properties for future developments.
- **Functional formulations in new non-alcoholic beers (O,OF):** We seek the natural incorporation of active ingredients that allow us to provide beneficial properties for health to our future developments of O,0 beers. During 2021 we have started the first laboratory-scale production of a product with functional properties.

The results obtained, with the collaboration of university research groups, technology centres and start-ups, have allowed us to start the drafting of a European patent, as well as the publication of three scientific articles.

In another area of action, but in this same pillar, in 2021 we designed our first functional product: Fontarel Zero Sodio. Thanks to advanced technology we have managed to eliminate sodium from the natural mineral water of the Aguas El Pilar spring, in Loja (Granada), thus offering an alternative for those groups especially sensitive to sodium intake. This commitment is a pioneer in the national market and is endorsed by the Spanish Heart Foundation.

PLANET

From all departments, we work on projects related to packaging and its reuse, reduction and recycling of the materials used. Some of them are:

- **rPet:** We continue to extend the use of recycled PET in Cabreiroá, Agua de Cuevas and Fontarel to reach all formats with the goal of reaching 100% rPet.
- **Bag-in-box container:** New format of Cabreiroá of 8L and with a 100% recyclable container that reduces the use of plastic by 60%.
- **Agua Cabreiroá sin Gas (Still Mineral water) in aluminium.**

- **Lightening of non-returnable glass bottles:** We reduce the glass used in non-returnable bottles by 12%, accompanied by the replacement of label paper with FSC seal paper.
- **Research into new biobased materials:** We investigate and test the use of new materials that may have application in the packaging of our products.

In addition, we have opened a research channel to find new formulas to add value to our by-products in the brewing process, favouring the reuse of resources.



ORIGIN

Our origin is a fundamental pillar in the development of our activity. We encourage the use of raw materials of origin to promote their care and the generation of wealth. In this way, we help reduce the environmental footprint, as well as support the local economy and the maintenance of rural areas.

A clear example is the launch of *Fábrica de Cervezas Abadía Sobrado dos Monxes*, for whose development we have collaborated with the monastery itself and with the Microbiology Laboratory of the Faculty of Sciences in Ourense of the University of Vigo. In this same line, we created the *Estrella del Camino*, a wheat beer with natural ingredients linked to several enclaves of the Camino de Santiago.

ALLIES

Just as important as working on impact initiatives, is to do it with partners who also share this concern, therefore, among the partners with whom we collaborate are: Anfacó-Cecopesca, the University of Coruña and Glecex for the development of R&D

research; the University of Vigo, with which we collaborate together with the Monastery of Sobrado dos Monxes on the launch of *Fábrica de Cervezas Abadía*; and more partners such as Clusaga or Bioga, among others.



# 3.3

## BUSINESS EXPANSION

Our way of understanding the business leads us to always go one step further, because we resist falling into conformism and flee from stagnation. Thus, we evolve to provide our clients with a complete range of services that help them when starting their projects, staying by their side when they need us most. This diversification involves:

### **Design**

Our experience in the sector is transferred to interior design by Desymo. This company of the group is responsible for accompanying and advising our clients when it comes to creating unique spaces with personality. Its scope is its own and associated commercial premises, maintenance and evolution of its own buildings, heritage management of land and real estate, fairs and residential.

### **Distribution**

We distribute both our own products and other brands including O'Hara's, Erdinger, Grolsch, Peroni, Brewdog, Abadía Retuerta, Finca Allende, Cillar de Silos, Belondrade, Sanclodio, Dominio de Pingus, Finca Nueva, Marqués de Murrieta, Vallobera and Moët&Chandon, Budvar and the prestigious brands from Bruges by the brewing group Halve Maan, Brugse Zot and Straffe Hendrik. In addition, we also distribute the spirits Ron Caney (rum) and Ginebra F de Formentera (gin).

### **Experiences**

MEGA, Mundo Estrella Galicia, has become an emblematic museum for "megabrewers" thanks to its experiential and informative character. In this space you can see, smell, touch, taste and feel beer, its history and styles from different points of view and disciplines.

### **On-trade**

We have our own premises that allow us to be present during our consumers' leisure time. Currently, we have three La Tita Rivera premises (Madrid, Vigo and A Coruña) and the Cervecería in Cuatro Caminos.

### **Merchandising**

The official MEGA store is linked to our most iconic brands. In it you can find from the official clothing of our sports sponsorships in motorcycling, Formula 1 or football, to accessories and utensils linked to the beer culture.

### **Customization**

The Customdrinks group company produces and packages innovative products adapted to the needs and tastes of our customers through the made-to-order concept.



# 3.4

**WE SET  
THE TREND**

WE ARE PROUD TO PRODUCE  
AND MARKET BRANDS THAT  
ARE A CLEAR REFERENCE  
FOR CONSUMERS

We are proud to produce and market brands that are a clear reference for consumers. The secret of our successful portfolio? Pay attention to the market

to anticipate its future needs, constantly creating trends within the sector.



# 3.4.1 AN EXCLUSIVE PORTFOLIO

## BEERS

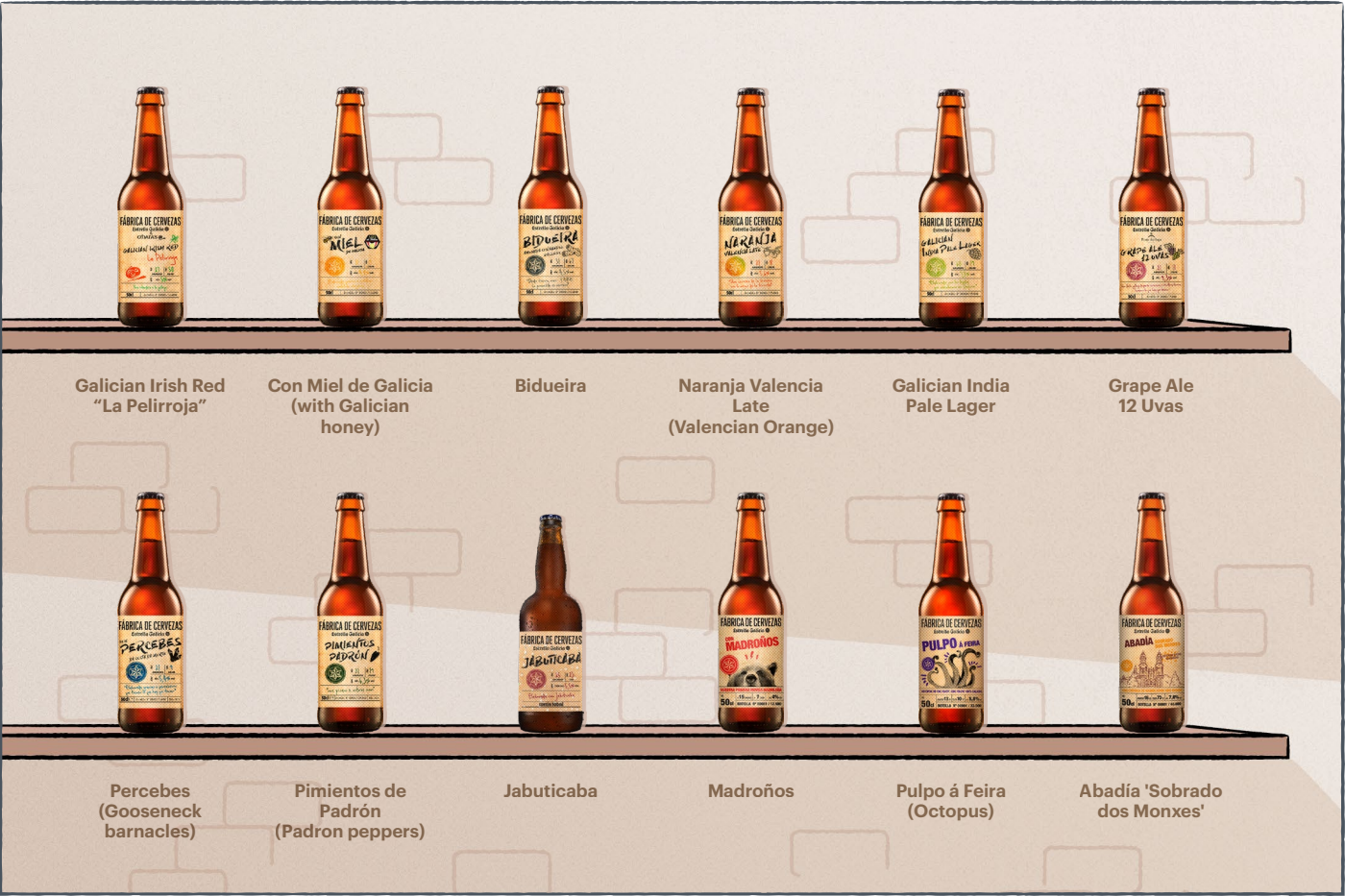
### Estrella Galicia



### Cervezas 1906



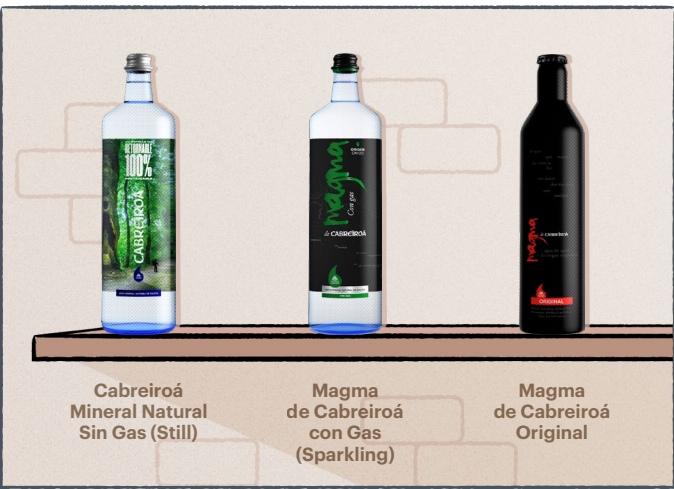
### Fábrica de Cervezas Estrella Galicia






MINERAL WATERS

**Cabreiroá**




Cabreiroá Mineral Natural Sin Gas (Still)    Magma de Cabreiroá con Gas (Sparkling)    Magma de Cabreiroá Original

**Fontarel**



Fontarel Mineral Natural    Fontarel ZERO SODIO

**Agua de Cuevas**



Agua de Cuevas

REFRESHING MIXED DRINKS

**La Tita Rivera**



Tinto de verano    Tinto de verano al limón    Sangría    Sangría Blanca

WINES

**Ponte da Boga**



Ponte da Boga Albariño    Ponte da Boga Godello "G"    Ponte da Boga Blanco Lexítimo "B"    Ponte da Boga Mencía    Ponte da Boga Bancales Olvidados    Ponte da Boga Expresión Histórica    Ponte da Boga Porto de Lobos

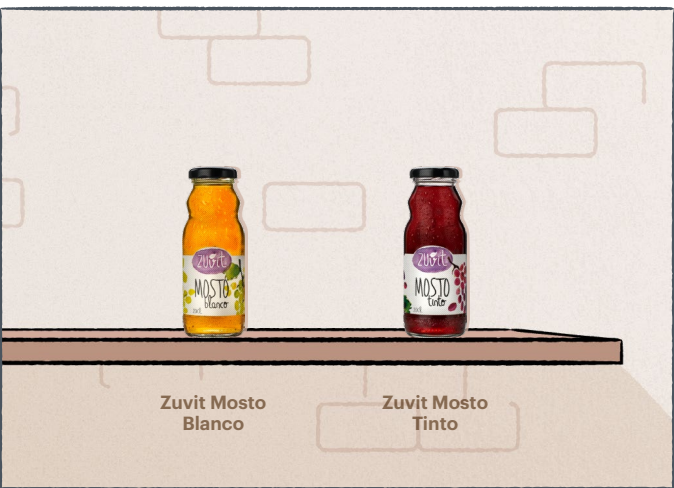
Ponte da Boga Capricho de Merenzao    Ponte da Boga Capricho de Sousón    Ponte da Boga Capricho de Godello    Ponte da Boga La Reina Pez    Ponte da Boga Fulgor    Ponte da Boga Academia

**Vermut Rivera**



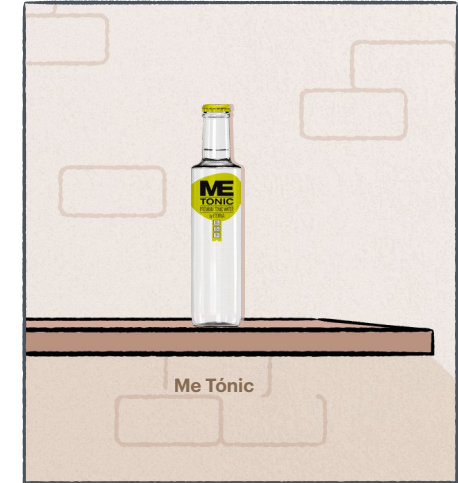
Vermut Rivera Rojo (red)    Vermut Rivera Blanco (white)

**Mostos**



Zuvit Mosto Blanco    Zuvit Mosto Tinto

**Tónica**



Me Tonic



## LIQUEURS

### Licores Hijos de Rivera

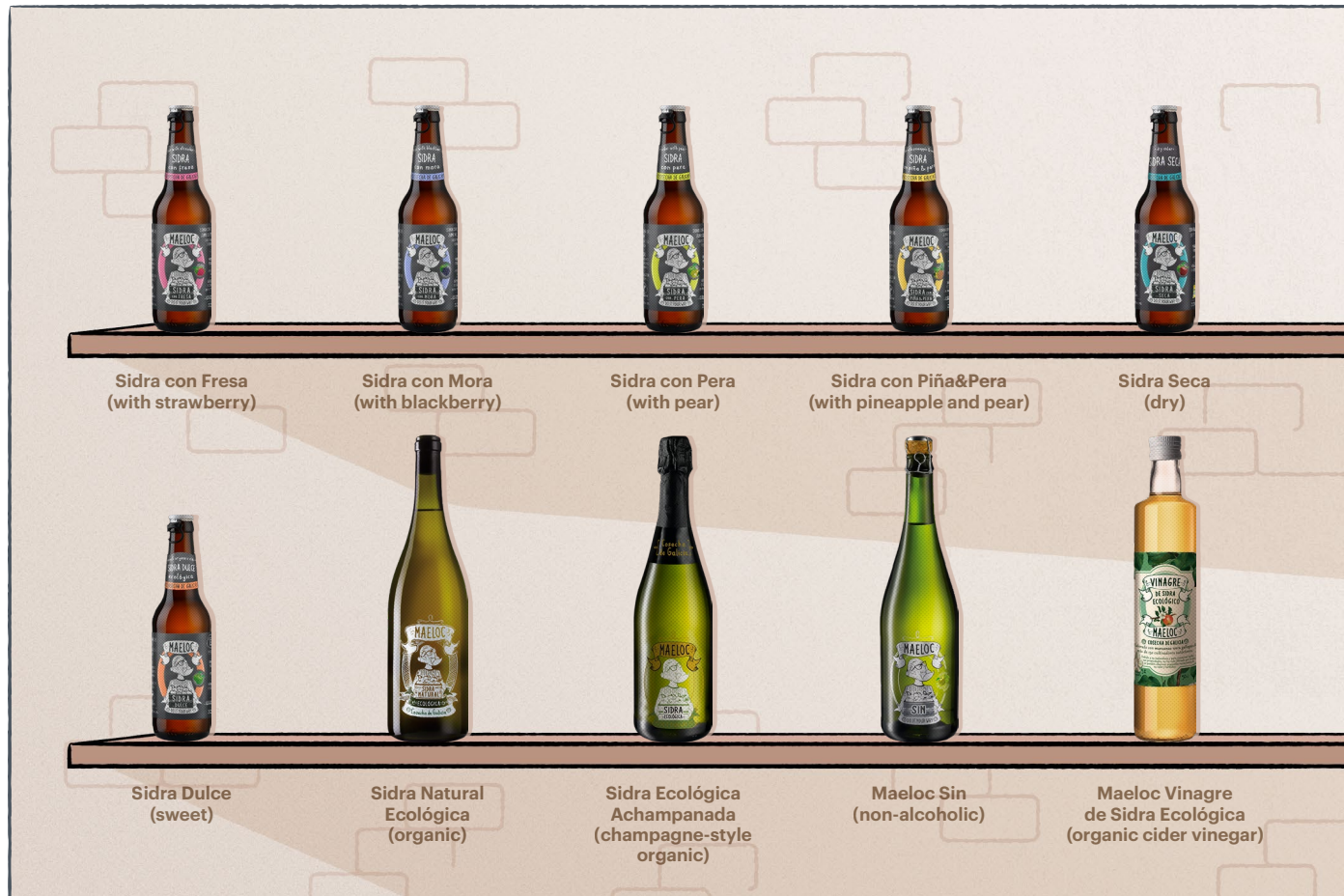


### Quenza



## CIDERS

### Maeloc



# 3.4.2 NEW PROPOSALS

## LAUNCHES

**Fábrica de Cervezas:** We launch Fábrica de Cervezas Estrella Galicia Abadía 'Sobrado dos Monxes', an Abbey type Ale beer and Galician seal, fruit of two years of work and research on the yeast strains present in the gardens of the Monastery of Sobrado dos Monxes.



**Estrella del Camino:** A limited edition Galician witbier created to pay tribute to the Xacobeo 2021-22, made with natural ingredients from the different routes that are part of the Camino de Santiago.

**Fontarel ZERO SODIO:** Our Andalusian water brand has incorporated a sodium-free product into its family, thus meeting the needs of groups especially sensitive to salt intake, such as people with cardiovascular problems, pregnant women or children.





**Ponte da Boga Capricho de Godello:** Monovarietal proposal that offers all the potential of this emblematic variety of the Ribeira Sacra. A limited production of 1,350 bottles that adds to the unique line of 'whims' (caprichos) of Ponte da Boga.



**Estrella de Navidad 2021:** Yet another year, we present our winter lager made from five types of malt, including a toasted malt from barley grown in Galicia.



## SPECIAL EDITIONS

**Agua de Cuevas:** With the aim of offering attractive proposals for the youngest members of the household, we launched a special edition of labels with Spirit Untamed as the protagonist. Likewise, the packaging featured the image of the Descent of the Sella River to give visibility and materialise our support to this popular sporting event from Asturias.



**Cabreiroá:** The 33 cl. bottles welcomed the Minions back onto their packaging through seven collectible models designed for the youngest members of the family. The 1.5 litre bottles featured the image of players of the Spanish football team such as Morata, Fabián or Jesús Navas to champion the concept of Mineral Lovers.



**Estrella Galicia:** To commemorate the premiere of the new season of Money Heist ('La Casa de Papel') we launched a special edition of 85 million bottles destined for 60 countries whose labelling paid tribute to this successful, already international, series.

And to celebrate the end of the series, we launched a special and very exclusive edition pack paying homage to the band, with which we wanted to share the spoils with the spectators. Made up of two bottles, one with a gold label alluding to the series

and another edition in which the gold was inside the bottle, this pack was not available to buy, but consumers had to negotiate with Logroño to get it.

We also launched a special edition of 66 cl. of the 0,0 Tostada to celebrate Expo Dubai 2021, reflecting the most representative elements of the Spanish Pavilion. On the other hand, to support Real Valladolid CF at the end of the football season the brand's bottles featured the team's colours.



**Fontarel:** The 50 cl. bottles featured the characters of the children's films Shrek, Madagascar, Abominable, and How to Train your Dragon to engage with the youngest members of the family.





## NEW FORMATS

**Cabreiroá:** In our commitment to sustainability, the brand launched in 2021 its #ecoenvases (#ecopackaging) - more environmentally friendly formats from materials such as recycled plastics from other bottles, glass, aluminium and 100% recyclable cardboard. Also, in 2021 it began to package Cabreiroá Mineral Natural and Magma de Cabreiroá con Gas (sparkling) in non-returnable glass format.



### Growler Cerveza de Bodega (Cellar Beer growler):

We present a limited edition of Growler – a format that allows takeaway and delivery, thus becoming a highly sustainable packaging – designed by Sargadelos, a firm with over 200 years of history that combines avant-garde and tradition in its unique pieces of handmade porcelain in Galicia.



**Agua de Cuevas y Fontarel:** We have started to manufacture all these brands' bottles with 100% recycled plastic (rPET). The use of these materials will give a new lease of life to these containers, reducing the carbon footprint from their manufacturing process.

## IMAGE RENEWAL

**Agua de Cuevas:** With the intention of better reflecting the spirit of the brand, we updated its image by adding the colour green, and the image of the mountains on the labelling, making reference to the enclave where the spring is located. We are also working so that, by the end of 2021, 100% of the brand's packaging comes from other bottles.



**Estrella Galicia:** Estrella Galicia: After more than a decade, our most iconic brand has renewed its image in all formats of the family with the aim of reinforcing our values and generating positive impact. Thus, we have recovered the original design of the star

which was present on the first label, showing our resistance to the standardisation of beer, and introduced novelties in the packaging that allow us to reduce the carbon footprint and increase circularity.





# 3.5

## A GOOD ROLE

WE WORK BY CONVICTION,  
WITH AN INNATE WAY OF DOING  
THINGS, WITHOUT INTENTION  
OF BRAGGING OR FUSSING AND WITH  
THE SOLE MISSION OF SHOWING  
WHAT WE ARE

We work by conviction, with an innate way of doing things, without intention of bragging or fussing and with the sole mission of showing what we are. We can say that humility guides our path, of

course, without giving up becoming better every day and feeling proud and motivated when our good work is recognized.



## QUALITY PRODUCTS

Our family of 1906 beers has continued to add prizes to its extensive list of international awards.

Among them, the World Beer Awards have chosen 1906 Reserva Especial, 1906 Black Coupage and 1906 Galician Irish Red Ale as the best in Spain in their respective categories. The latter, known as “La Pelirroja” ('The Redhead'), has also been awarded the silver medal by the Meinigers Craft Beer Awards, one of the oldest and most reputa-

ble specialist publications in the beverage sector in Germany.

Likewise, 1906 Red Vintage has once again stood on the podium of the European Beer Star, on this occasion receiving the bronze award in the German Style Heller Doppelbock category and becoming the only Spanish beer that has received an award; and has been recognized with a silver by the Brussels Beer Challenge 2021.

## FOR CULTURE AND ART

MEGA is among the finalists of the European Museum Award 2021. It is an award given by the European Museum Forum, the European institution of reference in this field.

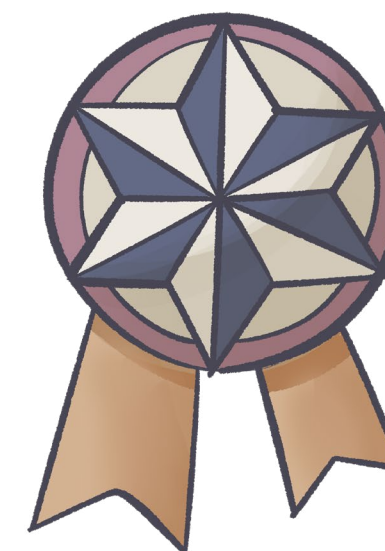
'Las Estrellas del Camino', the most extensive artistic exhibition in the world with which we pay tribute to the people who keep the spirit of the Camino de Santiago alive, has received a Bronze in the 2021 Effectiveness Awards for the Best Regional Campaign.

Likewise, SON Estrella Galicia Posidonia 2021 has been awarded a Gold in the Best! N Food convened by IPMARK and DA/Retail magazines, in collaboration with Alimentaria. The festival has received the highest award in the Brand Experience category in Events for being the first immersive and interactive festival.

## POSITIONING

After monitoring and analysing the presence of a total of 120 CEOs of Spanish companies in social networks, Ignacio Rivera has been placed as the

most efficient CEOs of LinkedIn according to the Epsilon Icarus Analytics Panel.



## BRAND DEVELOPMENT

The VI edition of the Umbrella Awards has given us six awards that recognize the work we do in the development of our brands. Thus, we received the award for the Best Idea, for Restyling Tattoo by Estrella Galicia; to the Best Production (Craft), for “Una cerveza com Dios manda” (A beer as good as it should be); to the Best Branding Strategy, for 'Las estrellas del Camino'; to the Best Promotion, for 0,0

Emissions; the Best External Communication Strategy, for the KmC campaign; and the Best Event, by SON Estrella Galicia Posidonia.

Estrella Galicia has also received the recognition for the Best Brand Advertising Trajectory by the Jury Club of the Premios Eficacia.

## REFERENCE EMPLOYERS

According to the Great Place to Work ranking, Hijos de Rivera is among the Best Places to Work in Europe. To come 46th encourages us to continue working because of and for our staff, as people are at the heart of our business strategy. Likewise, we have come 11th in the category 'More than 500 employees' as one of the Best Companies to

Work for in Spain in the Best Workplaces Spain 2021 Ranking.

The consultancy has also placed Agua de Cuevas as the fourth Best Company to work for in Asturias, and Cervinter as the ninth Best Company to work for in Malaga.



# 3.6

## COMMITTED BRANDS

COMMUNICATION WITH  
CONSUMERS, AND WITH SOCIETY  
IN GENERAL, IS VITAL WHEN  
IT COMES TO TRANSMITTING  
OUR NON-CONFORMIST NATURE,  
BECAUSE THINGS CAN ALWAYS  
BE DONE BETTER

“We do everything in our power to achieve it, and this also happens because of the need to convey our message to the community. Communication with consumers, and with society in general, is vital when it comes to transmitting our non-conformist

nature, because things can always be done better. Through our brands, we develop campaigns committed to origin and to people, sharing experiences and interests.



1906

Through **'An immense minority'**, we value the rebellious personality and unique attitude of the brand. The campaign, disseminated nationwide, is aimed at the most demanding brewers. Framed within it, we have developed **'Imperfectxs: Gastronomy for an immense minority'**, a new dissemination platform on

gastronomy and positive impact, available on the website imperfectxs.es. The project is conceived as a collaborative community in which there is room for that immense minority that is aware of being imperfect and that understands the need for change.



FÁBRICA DE CERVEZAS

Coinciding with the distribution in all sales channels of our first Abbey beer, we shot a video with the monks of the Monastery of Sobrado as protagonists.



AGUA DE CUEVAS

We communicate the renewal of its image through the regional television of Asturias and the exterior supports such as advertising pan-

els or buses giving visibility to the new colours of the brand.

ESTRELLA GALICIA

To celebrate the renewal of the brand's image, we developed the campaign **'Estrella Galicia cada día más sostenible'** ('Estrella Galicia, every day more sustainable'). As part of this action, we launched the search for a group especially affected by this restyling: those who wore our old image tattooed on their skin in order to tattoo the new one. Social networks, along with a giant tarp on Madrid's Gran Vía, were our great allies when it came to locating them.

In Galicia, we launched **'A Resistencia nunca camina soa'** (The Resistance never walks

alone), a campaign that reaffirms the pride of belonging to the Resistance movement and in which our Galician origin is valued.

With the challenge of gaining notoriety in England and coinciding with the agreement with the Sainsbury's supermarket chain, we launched a communication campaign in this market, focused mainly on the cities of London, Birmingham, Leeds and Manchester, which had more than 2,600 advertising panels, three high-impact locations and a mural in Shoreditch (London).





# Special Actions

## 1906

We have launched a contest aimed at awakening the inspiration of the 'homebrewers' to cover the style of two of our most awarded beers: 1906 Black Coupage and Galician Irish

Red Ale. They have been able to present their different proposals and surprise our brewmasters at Hijos de Rivera.

## ESTRELLA GALICIA

Five years after the start of the series Money Heist ('La Casa de Papel') and, coinciding with the broadcast of its fifth and final season, we present **"la Historia termina, la Resistencia continua"** ('The story ends, the resistance continues'). On this occasion, we wanted to transfer the spotlight to real people, whose

experiences are available on [estrellagalicia.es/historias-de-resistencia](https://estrellagalicia.es/historias-de-resistencia). We also created a special pack for fans of the brand and the series that was not sold, it could only be obtained by negotiating with the actor Ramón Agirre, who brings the fictional character Logroño to life.



## ESTRELLA GALICIA KM C

This platform brings together a multitude of leisure experiences around music, sport and gastronomy, with the aim of revitalising the

cultural activity of A Coruña. All activities can be consulted on the web: [estrellagalicia.es/kmc](https://estrellagalicia.es/kmc).

## ESTRELLA GALICIA

Coinciding with the celebration of the Año Xacobeo, we set out to pay tribute to all those who, for hundreds of years, have welcomed and kept the spirit of the Camino de Santiago alive. To do this, with the help of the artist Mon Devane, we inaugurated **'El Camino de las**

**Estrellas'** ("The Stars of the Camino"), a series of murals with the portraits of some of these people, making up the most extensive artistic exhibition in the world, with a route of 140 kilometres that run along the last seven stages of the 'Camino Frances' (French Route).



## ESTRELLA GALICIA 0,0

In our commitment to sustainability and taking a step forward for sustainable mobility, the brand put on the streets a total of 150 electric motorcycles through an ambitious promotion alongside the innovative start-up of Galician

origin, Velca. Consumers of any of the beers in the Estrella Galicia 0,0 range were able to participate in raffles to get hold of these zero-emission, zero-noise motorcycles.



# 3.7

## OPEN TO THE WORLD

WE BELIEVE  
IN SUCH 'REVOLUTIONARY' THINGS  
SUCH AS CLOSENESS, ACTIVE  
LISTENING AND UNDERSTANDING.  
THEREFORE, TO CONNECT WITH THOSE  
AROUND US AND BE PARTICIPANTS  
IN THEIR CONCERNS AND DESIRES  
WE HAVE NUMEROUS DIGITAL TOOLS  
THAT ALLOW US TO INTERACT  
WITH THE WORLD

We believe in such 'revolutionary' things such as closeness, active listening and understanding. Therefore, to connect with those around us and be participants in their concerns and desires we have numerous digital tools that allow us to interact with the world.

The web [www.corporacionhijosderivera.com](http://www.corporacionhijosderivera.com) gathers general information from the group, while our brands, group companies and subsidiaries abroad have their own websites and open communication channels on social networks.



|                             |  |
|-----------------------------|--|
| Corporación Hijos de Rivera | <a href="http://www.corporacionhijosderivera.com">www.corporacionhijosderivera.com</a> |
| Mundo HR                    | <a href="http://www.mundohr.com">www.mundohr.com</a>                                   |
| Mercado de la Cosecha       | <a href="http://www.mercadodelacosecha.com">www.mercadodelacosecha.com</a>             |
| MEGA Mundo Estrella Galicia | <a href="http://www.mundoestrellagalicia.es">www.mundoestrellagalicia.es</a>           |
| Estrella Galicia            | <a href="http://www.estrellagalicia.es">www.estrellagalicia.es</a>                     |
| Estrella Galicia 0,0        | <a href="http://www.estrellagalicia00.es">www.estrellagalicia00.es</a>                 |
| Cervezas 1906               | <a href="http://www.cervezas1906.es">www.cervezas1906.es</a>                           |
| SON Estrella Galicia        | <a href="http://www.estrellagalicia.es/son">www.estrellagalicia.es/son</a>             |
| Cabreiroá                   | <a href="http://www.cabreiroa.es">www.cabreiroa.es</a>                                 |
| Customdrinks                | <a href="http://www.customdrinks.es">www.customdrinks.es</a>                           |
| Maeloc                      | <a href="http://www.maelocway.com">www.maelocway.com</a>                               |
| Ponte de Boga               | <a href="http://www.pontedaboga.com">www.pontedaboga.com</a>                           |
| La Tita Rivera              | <a href="http://www.latitarivera.com">www.latitarivera.com</a>                         |
| Agua de Cuevas              | <a href="http://www.aguadecuevas.es">www.aguadecuevas.es</a>                           |
| Fontarel                    | <a href="http://www.fontarel.es">www.fontarel.es</a>                                   |
| RRHH                        | <a href="http://subes.hdrivera.com">subes.hdrivera.com</a>                             |

And our subsidiaries:

|  |  |
|--|--|
| Estrella Galicia USA                   | <a href="http://www.estrellagaliciausa.com">www.estrellagaliciausa.com</a>       |
| Estrella Galicia Brazil                | <a href="http://www.estrellagalicia.com.br">www.estrellagalicia.com.br</a>       |
| Estrella Galicia UK                    | <a href="http://www.estrellagaliciabeer.co.uk">www.estrellagaliciabeer.co.uk</a> |
| Estrella Galicia Italy                 | <a href="http://birraestrellagalicia.it">birraestrellagalicia.it</a>             |
| Estrella Galicia Portugal              | <a href="http://estrellagalicia.pt">estrellagalicia.pt</a>                       |
| Estrella Galicia Germany               | <a href="http://estrellagalicia.de">estrellagalicia.de</a>                       |
| Bares & Estrellas (the Philippines)    | <a href="http://www.bares.com.ph">www.bares.com.ph</a>                           |
| Rivera Business Trade Shanghai (China) | <a href="http://www.riverashanghai.com">www.riverashanghai.com</a>               |



4

# THE BEST RESULT, A POSITIVE IMPACT



**4.1** PAG. 100  
**STRENGTH  
IN  
UNITY**

**4.2** PAG. 140  
**THE VALUE  
OF HAVING  
THE BEST**

**4.3** PAG. 148  
**THE  
IMPORTANCE  
OF BEING THERE**

**4.4** PAG. 154  
**COMMITTED  
TO OUR  
SURROUNDINGS**



... WE PUT PEOPLE AT THE  
(ENTRE OF OUR STRATEGY

... WE REGENERATE THE SYSTEM  
AND COMPREHENSIVELY REVIEW  
THE VALUE CHAIN

... WE CREATE SHARED VALUE  
TO PUT IT AT THE SERVICE  
OF EVERYONE

... WE FIGHT FOR A SUSTAINABLE  
FUTURE, RECOGNIZING THE  
LIMITATIONS OF THE PLANET

We are a competitive, differential, agile, digitised and international group whose purpose is to generate a positive impact in all the areas in which it operates. That is why...



## 4.1



# STRENGTH IN UNITY

## OUR COMMITMENT TO OUR EMPLOYEES IS EVEN STRONGER

After an atypical 2020, we face 2021 with optimism and enthusiasm even knowing that the level of uncertainty could be very high. The spirit of Resistance of 2020 helped us to continue fighting with the highest priority placed on the protection of all our collaborators during this second year of the pandemic.

All our activities were affected by the restrictions that were applied in all our markets, but once again our teams have demonstrated their adaptability and flexibility in the face of the obstacles that have appeared along the way.

2021 has also been the second year of the reorganisation of our businesses and the adaptation of the teams to this new model that has to prepare us for the challenges of the future: greater differentiation and innovation, greater flexibility and agility, being

more international, being more digital without forgetting the positive impact that our businesses must have. Changes impossible to achieve without the extraordinary level of commitment that everyone demonstrated with this new ecosystem.

The pandemic has shown us the relevance of our values when it comes to focusing our actions and decisions. Our commitment to our employees is even stronger and we want to continue guaranteeing the quality and stability of employment, the development of talent, as well as implementing initiatives that improve work-life balance and working conditions.

We continue to lead a value proposition for our employees in line with our conviction that people are key to the success of our purpose.



# 4.1.1 PEOPLE: THE KEY TO THE SUCCESS OF OUR ORGANISATION

The decision not to apply an ERTE (temporary redundancy scheme) in 2020 was just one example of Hijos de Rivera's level of commitment to its teams. Much to our regret, the effects of COVID-19 have continued throughout 2021, causing a situation of maximum uncertainty.

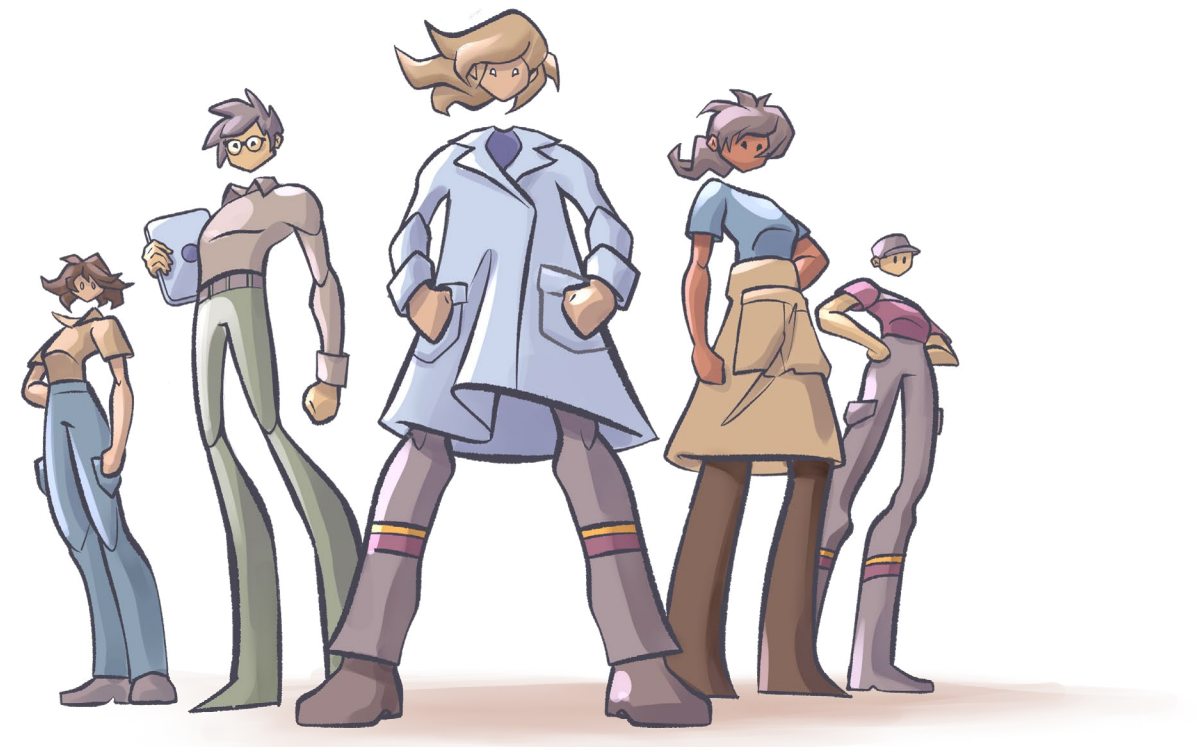


This macroeconomic environment has forced us to modify all the selection, contracting and onboarding processes to ensure the level of flexibility necessary to variations in market demand. Despite these circumstances, we have not changed our constant effort of promoting quality employment.

Undoubtedly, our production and hospitality activities have been the ones that have suffered the most from the impact of these restrictions, complicating the work of production planning and customer service.

## In figures

During 2021, the number of employees has grown by 198 people ending the year with **1,448 professionals in the group** (we report 97.31% of the group's employees).



# 1448

Professionals



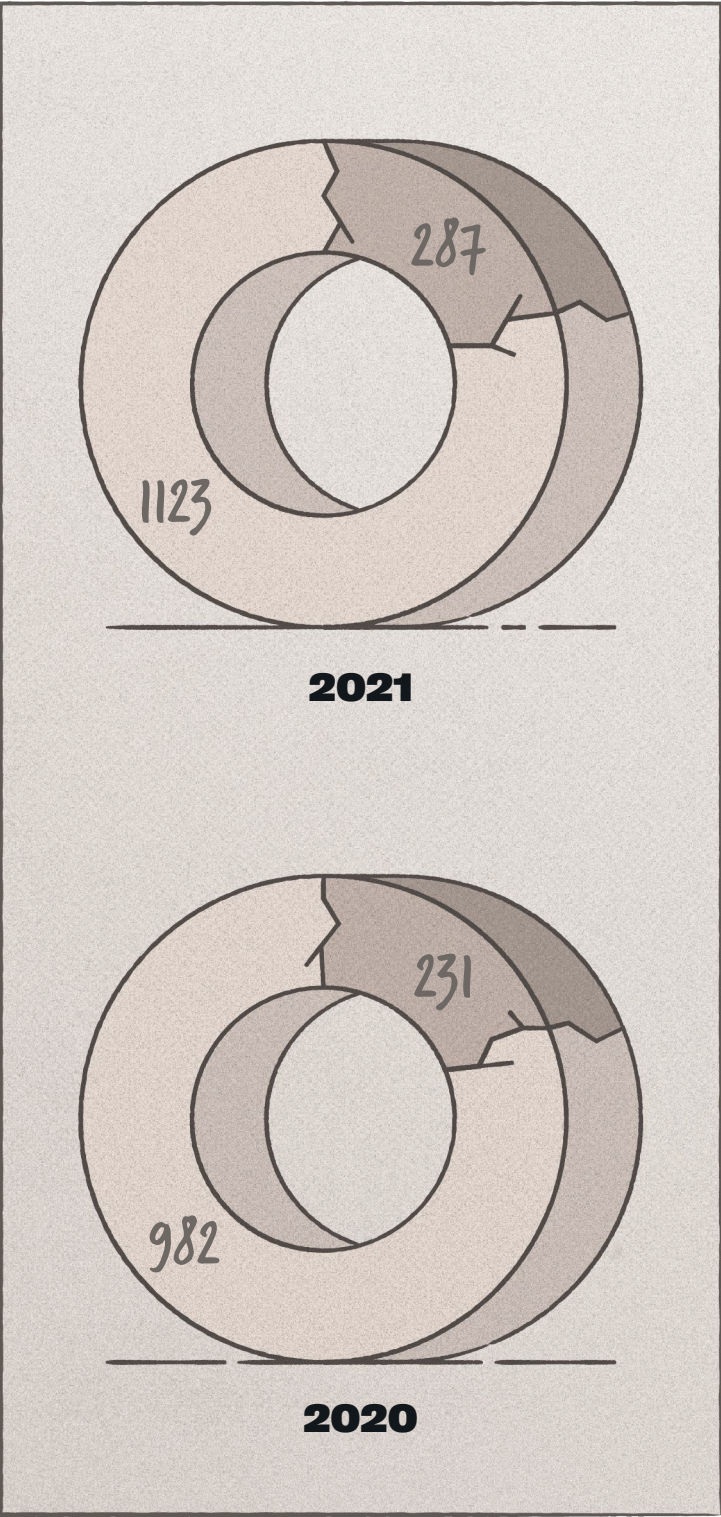
Staff

BREAKDOWN BY GENDER

The industrial component predominates within our activities, which is reflected in the fact that 80% of employees are men and 20% women, the percentage of women in 2021 increasing by 1 point.

- Men
- Women

| Year | Gender |       | TOTAL |
|------|--------|-------|-------|
|      | Women  | Men   |       |
| 2021 | 287    | 1.123 | 1.410 |
| 2020 | 231    | 982   | 1.213 |



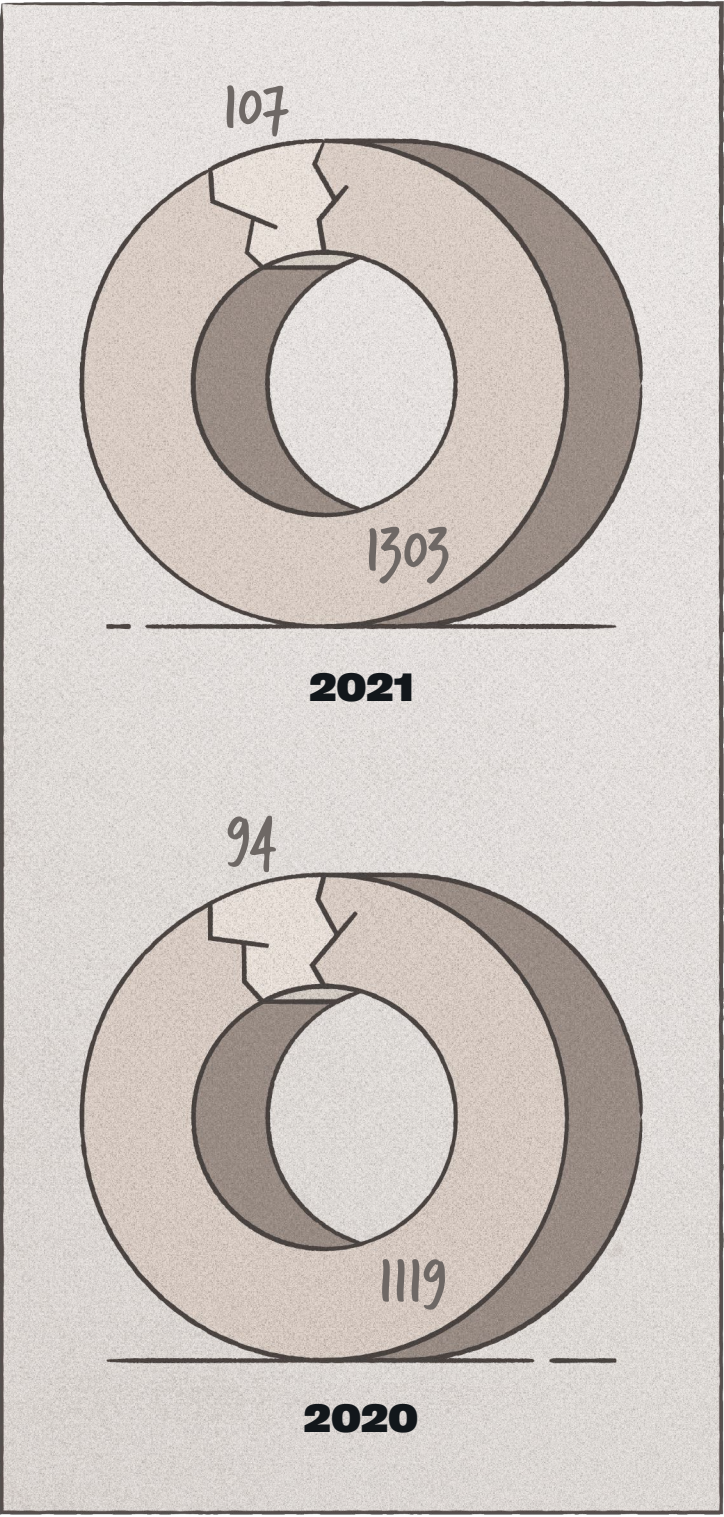
BREAKDOWN BY COUNTRY

Most employees belong to companies located in Spain.

- Spain
- Rest of Countries (\*)

(\*) Brasil, China, EEUU and Portugal

| Year | Country |                       | TOTAL |
|------|---------|-----------------------|-------|
|      | Spain   | Rest of Countries (*) |       |
| 2021 | 1.303   | 107                   | 1.410 |
| 2020 | 1.119   | 94                    | 1.213 |



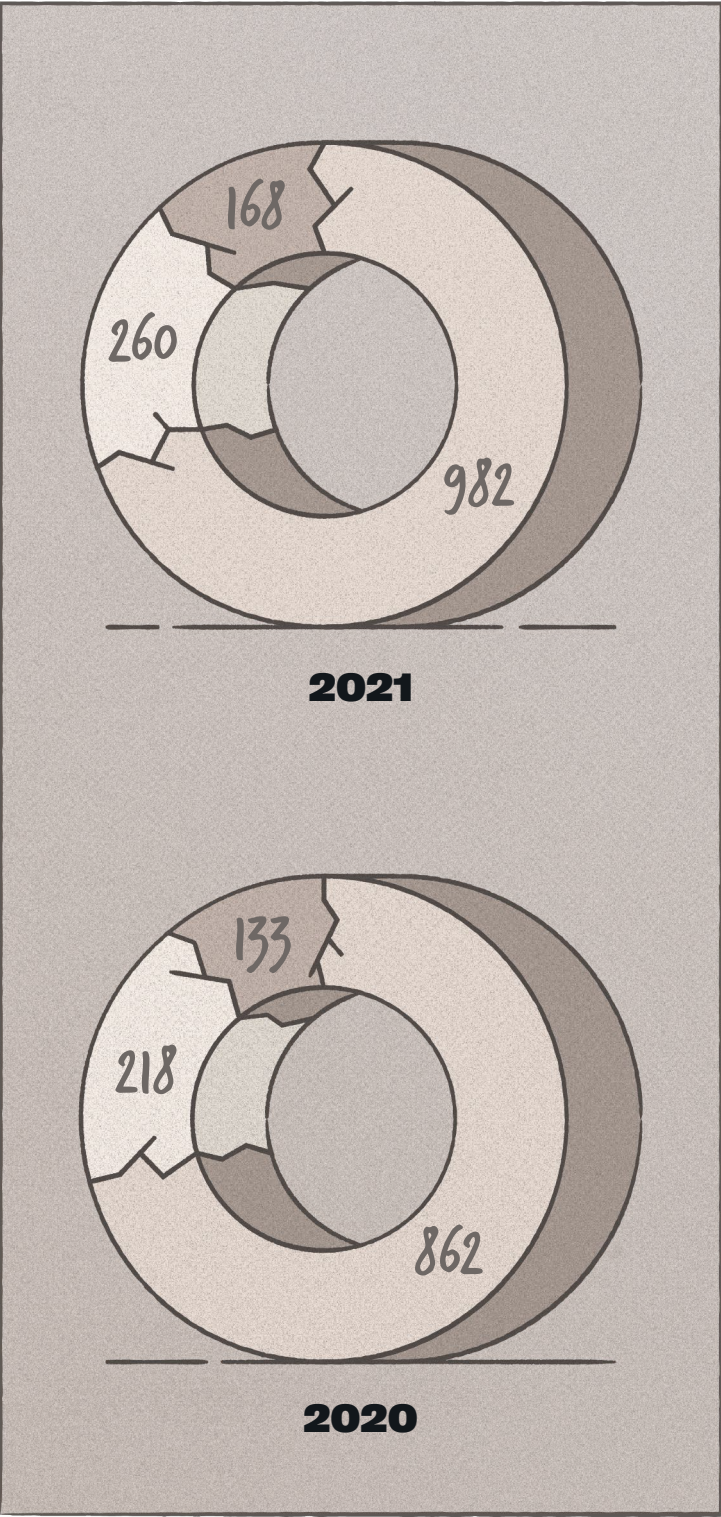


BREAKDOWN BY AGE GROUPS

70% of the workforce, both men and women, are between 30 and 50 years old.

- <30
- 30-50
- >50

| Year | Age |       |     |
|------|-----|-------|-----|
|      | <30 | 30-50 | >50 |
| 2021 | 168 | 982   | 260 |
| 2020 | 133 | 862   | 218 |

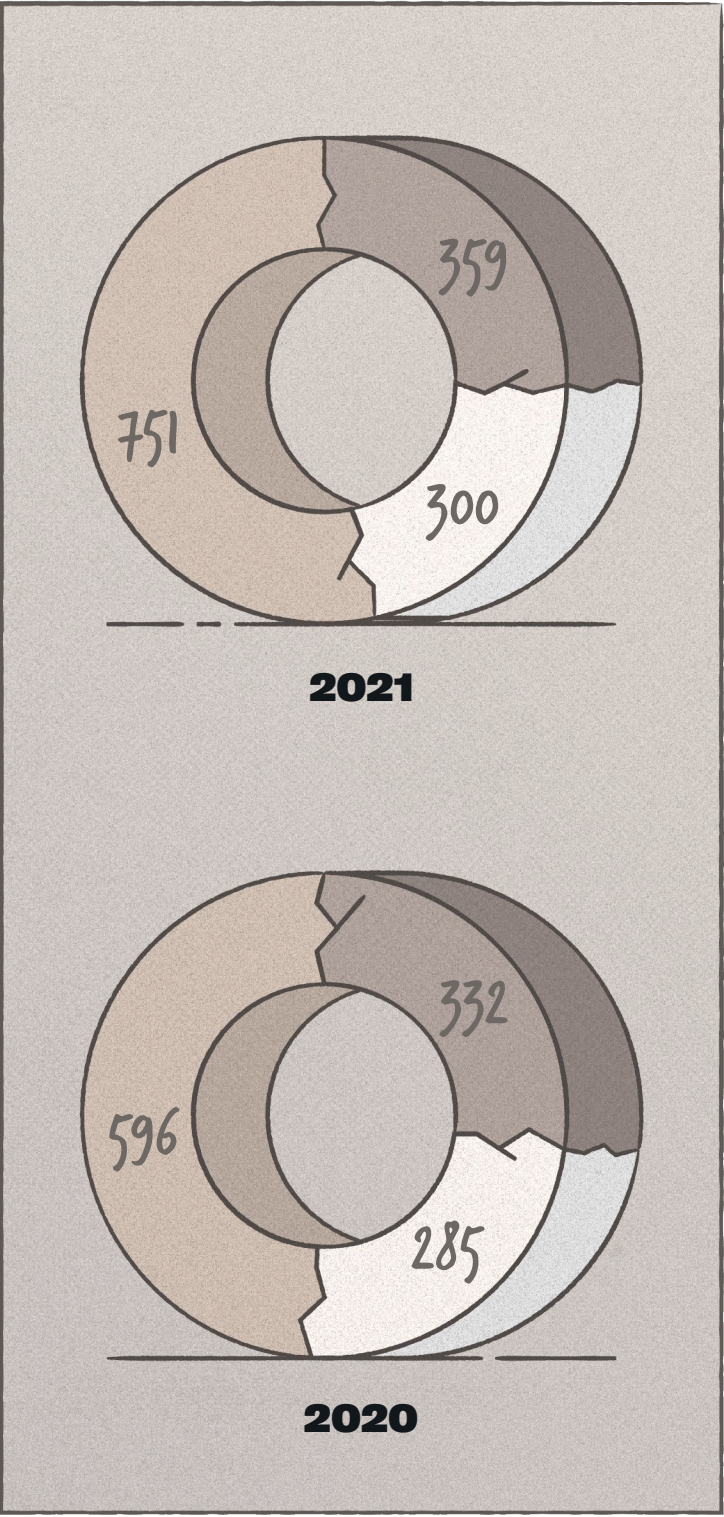


BREAKDOWN BY PROFESSIONAL CATEGORY

The professional groups used correspond to those established in the company agreement of Hijos de Rivera S.A.U. By category, 53% belong to plant employees and ancillary services, as we have extensive industrial activity.

- Top management, middle management, qualified specialist
- Admin. and Sales
- Plant employees and ancillary services

| Year | Categorías  |                  |  |
|------|---|------------------|--|
|      | Top management, middle management, qualified specialist | Admin. and Sales | Plant employees and ancillary services |
| 2021 | 359   | 300              | 751                                    |
| 2020 | 332   | 285              | 596                                    |





## Type of contract

### TOTAL NUMBER AND TYPES OF CONTRACTS BY GENDER

We are characterised by offering stability in employment, with 79% of contracts being permanent and 21% temporary. Women have a percentage of temporary contracts 5 points higher than men.

99% of employees have full-time employment and only 1% part-time. Among women, the part-time percentage doubles with regards to the average, being 10%.



|                  | 2021       |              |              | 2020       |            |              |
|------------------|------------|--------------|--------------|------------|------------|--------------|
|                  | Women      | Men          | Total        | Women      | Men        | Total        |
| <b>Permanent</b> | <b>219</b> | <b>912</b>   | <b>1.131</b> | <b>200</b> | <b>876</b> | <b>1.076</b> |
| Full time        | 212        | 905          | 1.117        | 193        | 869        | 1.062        |
| Part-time        | 7          | 7            | 14           | 7          | 7          | 14           |
| <b>Temporal</b>  | <b>68</b>  | <b>211</b>   | <b>279</b>   | <b>31</b>  | <b>106</b> | <b>137</b>   |
| Full time        | 45         | 172          | 217          | 19         | 82         | 101          |
| Part-time        | 23         | 39           | 62           | 12         | 24         | 36           |
| <b>TOTAL</b>     | <b>287</b> | <b>1.123</b> | <b>1.410</b> | <b>231</b> | <b>982</b> | <b>1.213</b> |

### TOTAL NUMBER AND TYPE OF CONTRACTS BY AGE

In groups over the age of 30, over 80% of contracts are permanent. For employees under the age of 30, the percentage of permanent contracts stands at 46%, and temporary contracts at 54%. In the under 30 and over 50 age groups there is a higher percentage of part-time contracts, standing at 11% and 50%, respectively.



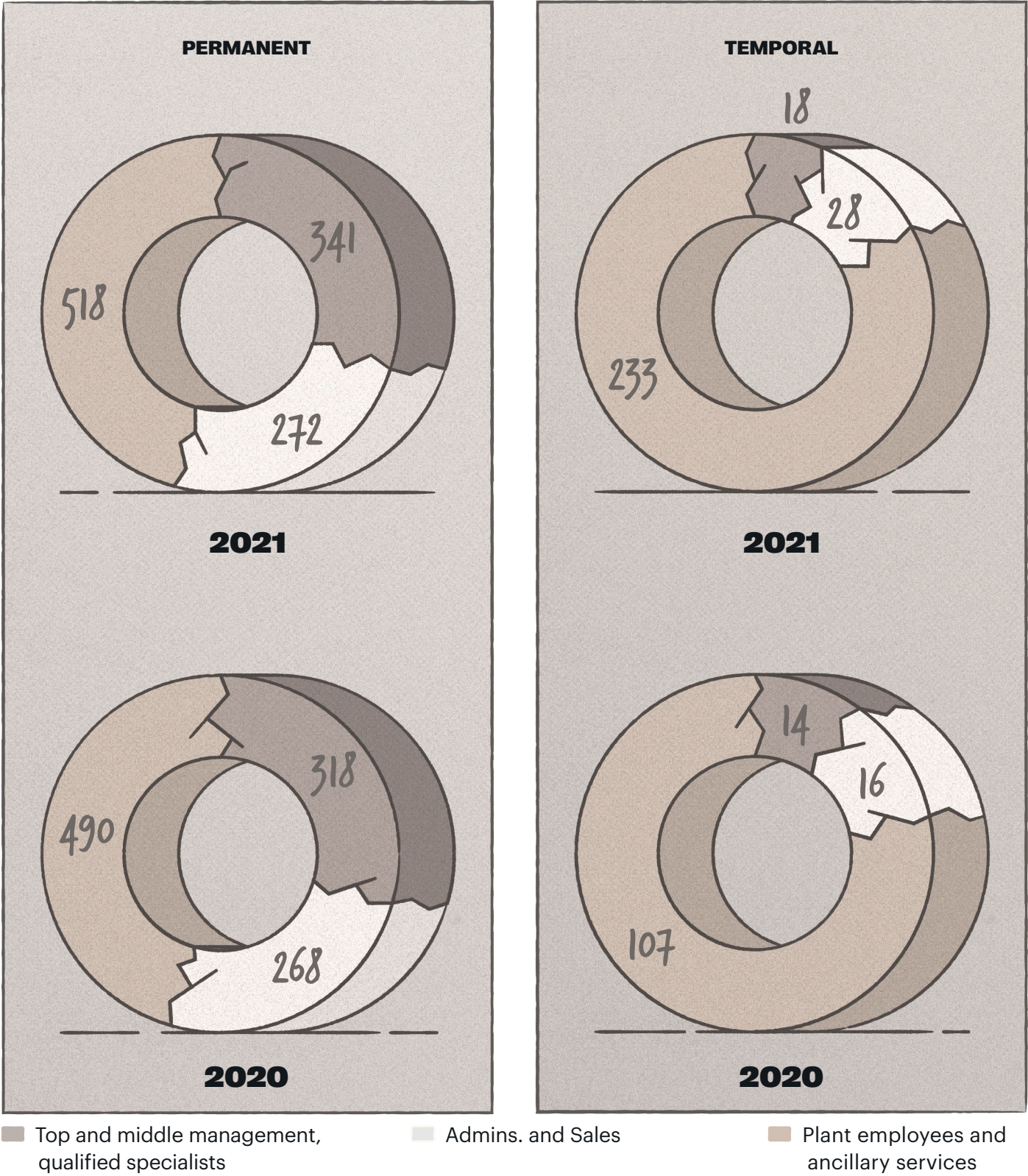
|                  | 2021       |            |            |              | 2020       |            |            |              |
|------------------|------------|------------|------------|--------------|------------|------------|------------|--------------|
|                  | <30        | 30-50      | >50        | Total        | <30        | 30-50      | >50        | Total        |
| <b>Permanent</b> | <b>81</b>  | <b>836</b> | <b>214</b> | <b>1.131</b> | <b>88</b>  | <b>791</b> | <b>197</b> | <b>1.076</b> |
| Full time        | 76         | 827        | 214        | 1.117        | 82         | 783        | 197        | 1.062        |
| Part-time        | 5          | 9          | –          | 14           | 6          | 8          | –          | 14           |
| <b>Temporal</b>  | <b>87</b>  | <b>146</b> | <b>46</b>  | <b>279</b>   | <b>45</b>  | <b>71</b>  | <b>21</b>  | <b>137</b>   |
| Full time        | 64         | 130        | 23         | 217          | 34         | 61         | 6          | 101          |
| Part-time        | 23         | 16         | 23         | 62           | 11         | 10         | 15         | 36           |
| <b>TOTAL</b>     | <b>168</b> | <b>982</b> | <b>260</b> | <b>1.410</b> | <b>133</b> | <b>862</b> | <b>218</b> | <b>1.213</b> |



TOTAL NUMBER AND TYPE OF CONTRACTS BY PROFESSIONAL CATEGORY

| 2021      | Top and middle management, qualified specialists | Admins. and Sales | Admins. and Sales | Total |
|-----------|--|-------------------|-------------------|-------|
| Permanent | 341  | 272               | 518               | 1.131 |
| Full time | 338  | 270               | 509               | 1.117 |
| Part-time | 3  | 2                 | 9                 | 14    |
| Temporal  | 18   | 28                | 233               | 279   |
| Full time | 16   | 24                | 177               | 217   |
| Part-time | 2  | 4                 | 56                | 62    |
| TOTAL     | 359  | 300               | 751               | 1.410 |

| 2020      | Top and middle management, qualified specialists | Admins. and Sales | Admins. and Sales | Total |
|-----------|--|-------------------|-------------------|-------|
| Permanent | 318  | 268               | 490               | 1.076 |
| Full time | 315  | 266               | 481               | 1.062 |
| Part-time | 3  | 2                 | 9                 | 14    |
| Temporal  | 14   | 16                | 107               | 137   |
| Full time | 13   | 14                | 76                | 103   |
| Part-time | 1  | 2                 | 31                | 34    |
| TOTAL     | 332  | 284               | 597               | 1.213 |





AVERAGE ANNUAL  
CONTRACTS BY GENDER

|                  | 2021          |                 |                 | 2020          |               |                 |
|------------------|---------------|-----------------|-----------------|---------------|---------------|-----------------|
|                  | Woman         | Men             | Total           | Woman         | Men           | Total           |
| <b>Permanent</b> | <b>204,98</b> | <b>889,58</b>   | <b>1.094,56</b> | <b>186,21</b> | <b>859,34</b> | <b>1.045,55</b> |
| Full time        | 199,95        | 885,13          | 1.085,08        | 183,57        | 857,70        | 1.036,10        |
| Part-time        | 5,03          | 4,45            | 9,48            | 2,64          | 1,64          | 4,28            |
| <b>Temporal</b>  | <b>52,88</b>  | <b>155,72</b>   | <b>208,60</b>   | <b>24,57</b>  | <b>104,56</b> | <b>129,13</b>   |
| Full time        | 43,66         | 144,29          | 187,95          | 25,72         | 103,83        | 127,56          |
| Part-time        | 9,22          | 11,43           | 20,65           | 0,40          | 3,33          | 3,73            |
| <b>TOTAL</b>     | <b>257,86</b> | <b>1.045,30</b> | <b>1.303,16</b> | <b>210,78</b> | <b>963,90</b> | <b>1.174,68</b> |

Most contracts (84%) are permanent and 98.3% are full-time.

84%  
Permanent

98,3%  
Full time

AVERAGE ANNUAL  
CONTRACTS BY AGE

| 2021             | <30           | 30-50         | >50           | Total           |
|------------------|---------------|---------------|---------------|-----------------|
| <b>Permanent</b> | <b>83,50</b>  | <b>803,18</b> | <b>207,88</b> | <b>1.094,56</b> |
| Full time        | 80,03         | 797,17        | 207,88        | 1.085,08        |
| Part-time        | 3,47          | 6,01          | 0,00          | 9,48            |
| <b>Temporal</b>  | <b>71,20</b>  | <b>116,24</b> | <b>21,16</b>  | <b>208,60</b>   |
| Full time        | 61,45         | 108,77        | 17,73         | 187,95          |
| Part-time        | 9,75          | 7,47          | 3,43          | 20,65           |
| <b>TOTAL</b>     | <b>154,70</b> | <b>919,42</b> | <b>229,04</b> | <b>1.303,16</b> |

| 2020             | <30           | 30-50         | >50           | Total           |
|------------------|---------------|---------------|---------------|-----------------|
| <b>Permanent</b> | <b>85,06</b>  | <b>760,07</b> | <b>200,41</b> | <b>1.045,54</b> |
| Full time        | 84,41         | 756,44        | 200,41        | 1.041,26        |
| Part-time        | 0,65          | 3,63          | 0,00          | 4,28            |
| <b>Temporal</b>  | <b>50,71</b>  | <b>72,76</b>  | <b>9,82</b>   | <b>133,29</b>   |
| Full time        | 50,34         | 71,98         | 7,24          | 129,56          |
| Part-time        | 0,37          | 0,78          | 2,58          | 3,73            |
| <b>TOTAL</b>     | <b>135,77</b> | <b>832,83</b> | <b>210,23</b> | <b>1.178,83</b> |



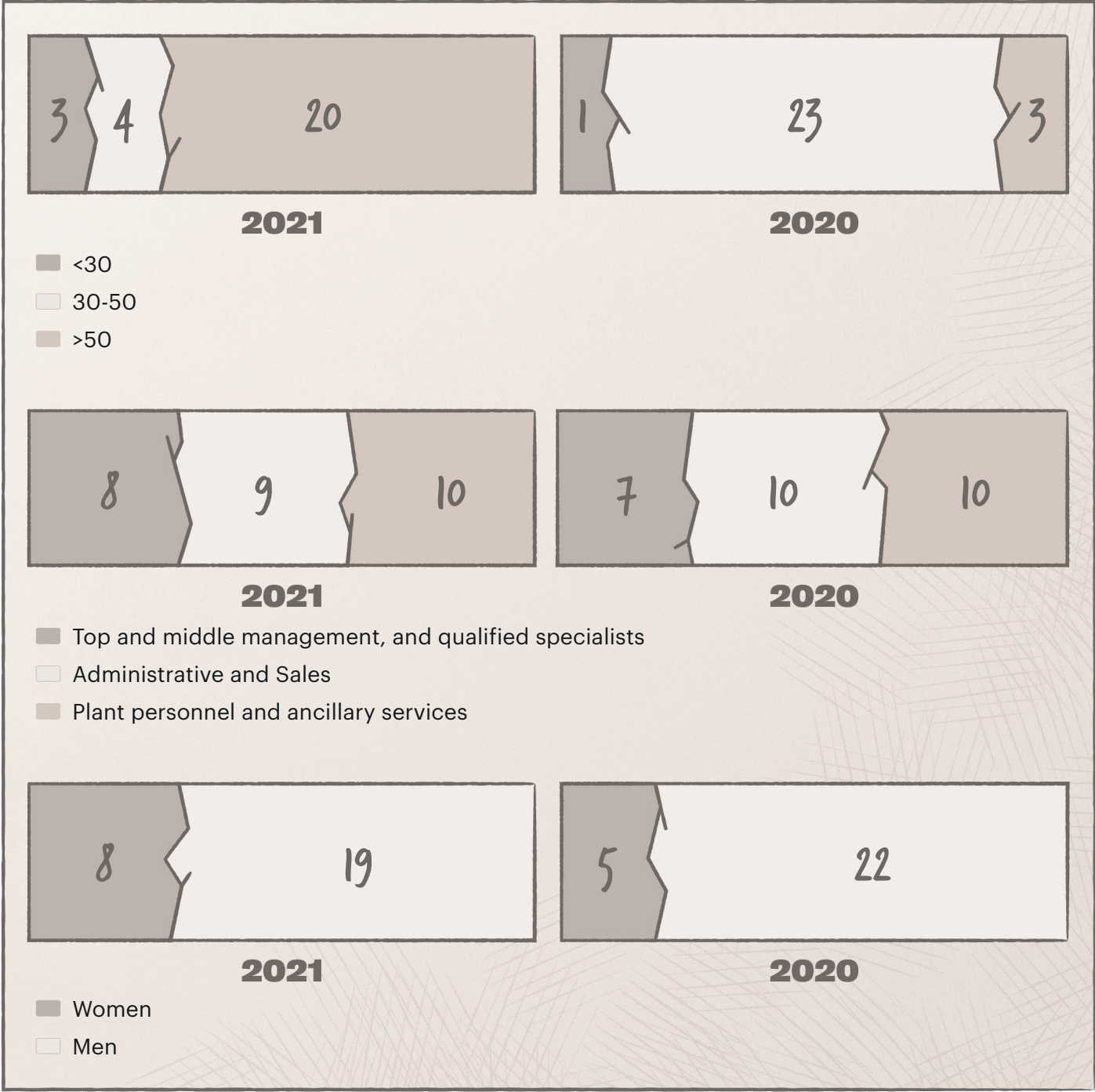
AVERAGE ANNUAL CONTRACTS  
BY PROFESSIONAL CATEGORY

| 2021      | Top and middle<br>management, qualified<br>specialists | Admins. and Sales | Admins. and Sales | Total    |
|-----------|--|-------------------|-------------------|----------|
| Permanent | 336,13   | 265,26            | 493,17            | 1.094,56 |
| Full time | 334,30   | 264,15            | 486,63            | 1.085,08 |
| Part-time | 1,83   | 1,11              | 6,54              | 9,48     |
| Temporal  | 14,66  | 26,04             | 167,90            | 208,60   |
| Full time | 14,00  | 24,37             | 149,58            | 187,95   |
| Part-time | 0,66   | 1,67              | 18,32             | 20,65    |
| TOTAL     | 350,79   | 291,30            | 661,07            | 1.303,16 |

| 2020      | Top and middle<br>management, qualified<br>specialists | Admins. and Sales | Admins. and Sales | Total    |
|-----------|--|-------------------|-------------------|----------|
| Permanent | 307,60   | 261,27            | 435,72            | 1.004,59 |
| Full time | 305,71   | 260,47            | 434,13            | 1.000,31 |
| Part-time | 1,89   | 0,80              | 1,59              | 4,28     |
| Temporal  | 16,88  | 15,01             | 99,34             | 131,23   |
| Full time | 15,85  | 14,78             | 96,86             | 127,49   |
| Part-time | 1,03   | 0,23              | 2,48              | 3,74     |
| TOTAL     | 324,48   | 276,28            | 535,06            | 1.135,82 |

NUMBER OF DISMISSALS BY AGE,  
AND PROFESSIONAL CATEGORY AND GENDER



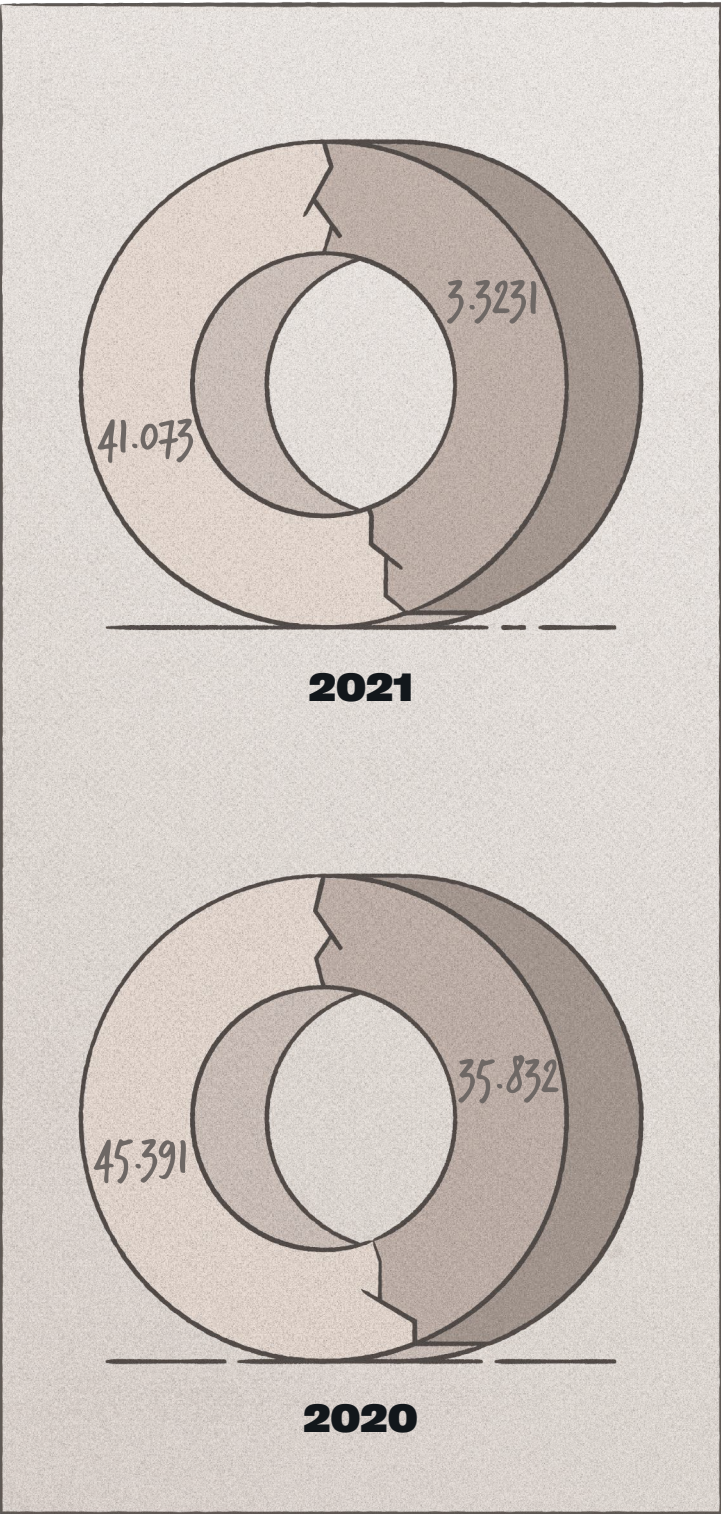


# Average remuneration

The decrease in the average remuneration of the workforce in 2021 was 9%, being in women two percentage points less than in men.

- Men
- Women

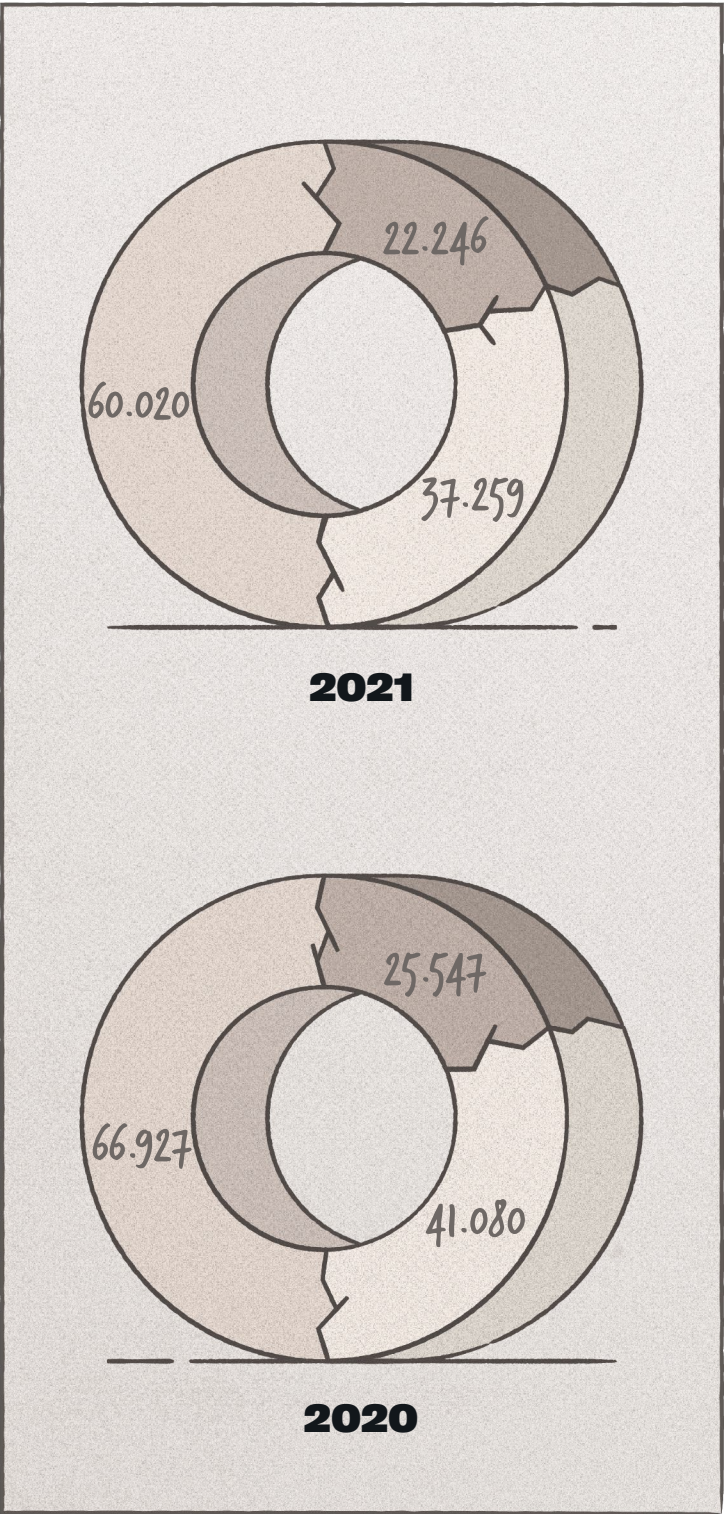
| Year      | Gender |        |
|-----------|--------|--------|
|           | Women  | Men    |
| 2021      | 33.231 | 41.073 |
| 2020      | 35.832 | 45.391 |
| Variation | -7%    | -10%   |



The average remuneration by age groups decreased in all groups, being higher in those under 30 years of age.

- <30
- 30-50
- >50

| Year      | Edad   |        |        |
|-----------|--------|--------|--------|
|           | <30    | 30-50  | >50    |
| 2021      | 22.246 | 37.259 | 60.020 |
| 2020      | 25.547 | 41.080 | 66.927 |
| Variation | -13%   | -9%    | -10%   |





Average remuneration decreased at all levels, with the category of Plant Personnel and Ancillary Services experiencing the greatest decline.

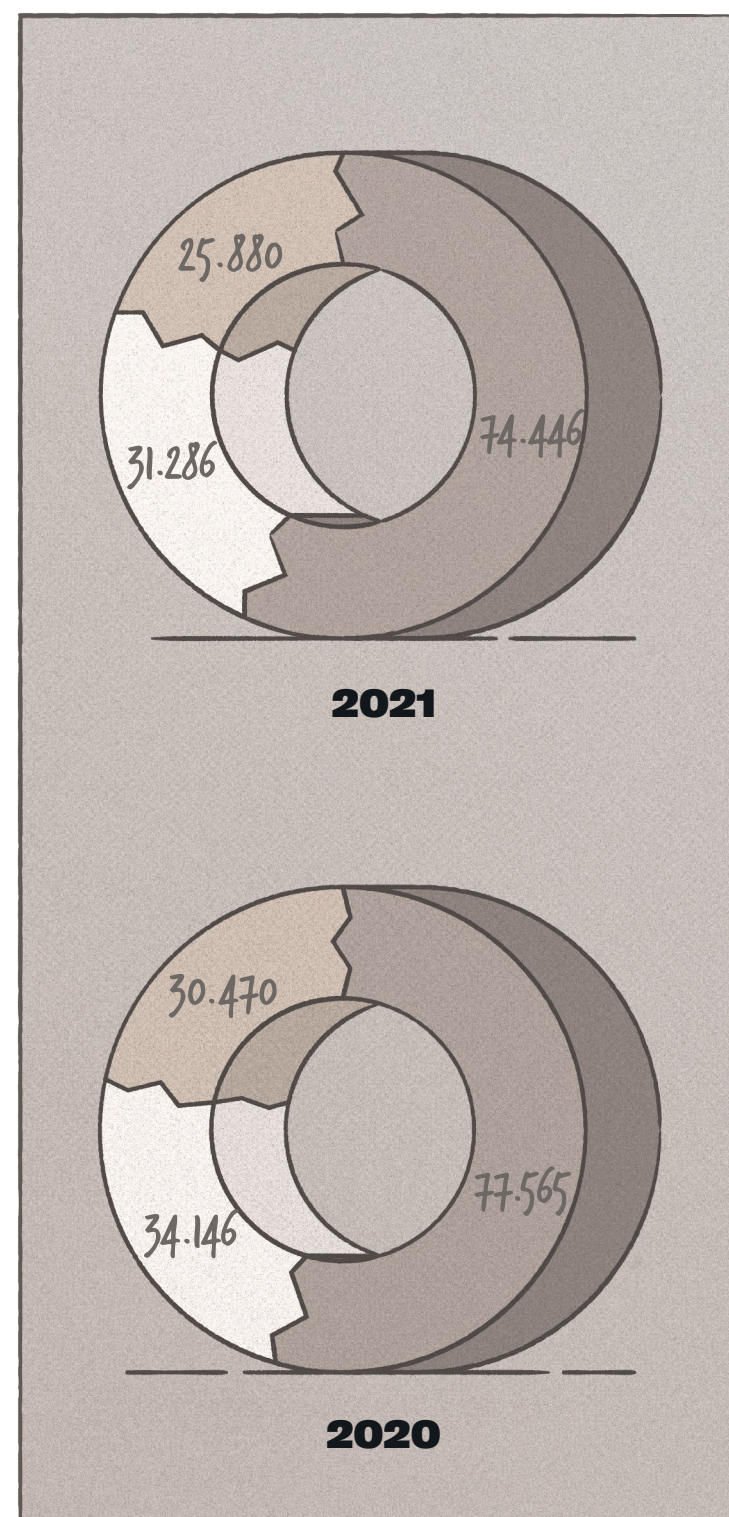
The average remuneration includes all fixed and variable concepts paid to workers, with the exception of those variables that are multiannual.

In the group there are no employees in the senior management category. The Board of Directors consists of ten members. All executive directors are men. Non-executive directors are four men and one woman. There is no difference between the remuneration of male and female non-executive directors.

The remuneration of the members of the Board of Directors of Corporación Hijos de Rivera S.L is detailed in Note 27 of the Report of the Consolidated Annual Accounts, for the year ended December 31, 2021.

- Top and middle management, and qualified specialists
- Administrative and Sales
- Plant personnel and ancillary services

| Year             | Categorías   |                   |  |
|------------------|--|-------------------|--|
|                  | Top and middle management, and qualified specialists | Admins. and sales | Plant personnel and ancillary services |
| <b>2021</b>      | <b>74.446</b>  | <b>31.286</b>     | <b>25.880</b>                          |
| <b>2020</b>      | <b>77.565</b>  | <b>34.146</b>     | <b>30.470</b>                          |
| <b>Variation</b> | <b>-4%</b>   | <b>-8%</b>        | <b>-15%</b>                            |



## Wage gap

Our group's remuneration policy does not allow for gender pay differentiation. The wage gap is conditioned by a series of social, legal, economic factors, the sectors of activity to which the group's companies belong, the countries in which they are located, among others.

The average gross annual salary is not representative for the calculation of the difference between the remuneration of women and men in our group of companies, since one of the characteristics of the wage distribution is that there are many more workers in the low values than in the highest, the latter having a notable influence on the average salary.

We consider the median wage more representative for the calculation of the group's wage gap, which divides the number of workers into two equal parts.

The group's wage gap is -4.5% (-13.8% in the previous year) obtained by the difference between the median remuneration of women and that of men expressed as a percentage of the median remuneration of men. The wage gap obtained from the average gross annual remuneration is -19.1%, (-21.1% in the previous year).



# 4.1.2 LOOKING AFTER OUR OWN: TOP PRIORITY

2021 remains a year where the implementation of prevention measures against the pandemic was our top priority every single day. However, we try to recover our global approach to Corporate Health, which, in addition to seeking continuous improvement in working conditions and the protection of our professionals, promotes the health

of people both inside and outside work through the Tu Salud es la Estrella ('Your Health is the Star') programme. Within the limitations imposed and through different activities scheduled throughout the year, we encourage physical activity, healthy habits, the prevention of toxic habits and the improvement of psychosocial factors.

## Continuous improvement

We achieve continuous improvement by working on the evolution of the preventive culture of the group's companies, with the purpose of becoming a value. In the evolution of management systems, we can highlight that Hijos de Rivera, S.A.U. and Aguas de Cabreiroá, S.A.U. have renewed their certificate in the international management standard on occupational health and safety ISO 45001 in 2021.

The audit team of this standard has valued the improvement and robustness of the management system, as well as its evolution in this cycle of audits, considering the set of measures implemented within the system, and highlighting numerous positive aspects collected as strengths, which are detailed below:

- Safety inspections carried out quarterly as a tool for monitoring and continuous control of risks.
- Management and monitoring of risk communications and all improvements associated with them.
- Participation and Consultation of both Prevention Delegates and workers in improving the Safety of the facilities.
- Collaboration between the company and Prevention Delegates in the continuous improvement of the Safety and preventive culture of the organisation.
- Implemented projects associated with Health and well-being, such as:
  - Psychological and social help plan for the employee.
  - Psychoeducational Webinars
  - Well Wo Wellness Platform
  - Sports club, group sports activities

This year, we are committed to the creation of Preventive Culture Teams (ECP) to support management, improve the preventive culture, as well as consultation and participation of people. These are constituted in various business units and have several objectives:

- Report and analyse accidents and incidents that occurred.
- Analyse present risks that want to be communicated or derived from the Safety Inspections: the causes and the proposal of preventive measures.
- Encourage communication of risks.
- Information and implementation of procedures and instructions.
- Participate in and manage training
- Align communication
- Participate and propose improvement objectives.

Among the outstanding measures implemented in 2021, the implementation of the Employee Care Plan stands out, which has shown our concern about the impact of the pandemic on the mental health of our employees. The Plan has an assistance and help service to the employee 24 hours a day, 7 days a week through different platforms (web, mobile app, phone and email).



ACCIDENTS

| Accidents <sup>(1)</sup> | Nº of accidents with medical leave | Days with medical leave | Accident index <sup>(2)</sup> | Frequency index <sup>(3)</sup> | Index of gravity <sup>(4)</sup> |
|--------------------------|------------------------------------|-------------------------|-------------------------------|--------------------------------|---------------------------------|
| 2021                     |                                    |                         |                               |                                |                                 |
| Women                    | 6                                  | 99                      | 26,91                         | 15,01                          | 0,25                            |
| Men                      | 42                                 | 1.475                   | 42,13                         | 23,51                          | 0,83                            |
| 2020 <sup>(5)</sup>      |                                    |                         |                               |                                |                                 |
| Women                    | 3                                  | 33                      | 14,35                         | 8,02                           | 0,09                            |
| Men                      | 33                                 | 1.093                   | 30,19                         | 19,74                          | 0,65                            |

(1) Does not Includes in itinere

(2) Accident Index (nº of accidents during the work day with medical leave/nº of employees) \*1,000

(3) Frequency Index (nº of accidents during the work day with medical leave /(nº of employees x hours worked in that period) \*1,000,000

(4) Index of gravity (Nº of days lost due to work accident with medical leave/ (nº of theoretical hours worked in the period) x1,000

(5) In 2021, three companies have been included that were not included in the previous year, one of them due to the lack of information and two others that have joined the group in 2021

In 2021 there have been no professional illnesses in the group.

0%

Professional illnesses in the group

The working hours of absenteeism in the year 2021 have amounted to 89,184 hours. All hours of absence from work are included as absenteeism for all concepts except maternity/paternity and lactation hours.

89.184

Working hours of absenteeism in the year 2021



Value proposition

Our approach to people is also reflected in the value proposition we offer to our employees:

Benefits

- Group life and disability insurance, an annual school aid fund, special rates on products marketed by the group, parking, a discount club or private health insurance.

Human Resources Services Centre

- Focus attention on our collaborators from a direct and personal point of view to maintain constant and human contact.
- Digital experience for the Employee: digitise the experience of our employees by facilitating access to services or information through the different platforms (Success Factors, Employee Hub, internal TV network, communication plans).cación).



# 4.1.3 MANAGING TALENT: PREPARING FOR THE FUTURE

2021 has been a year of transition in our new business model that we take advantage of to reflect on our organisation and the contribution of its employees. We know that to continue growing we need to support internal talent, but also bring in the best talent available in the markets where we operate.

To do this, we continue to work on explaining who we are, what characterises us and what makes us different so that both candidates and collaborators can understand our purpose and the value proposition offered by the group.

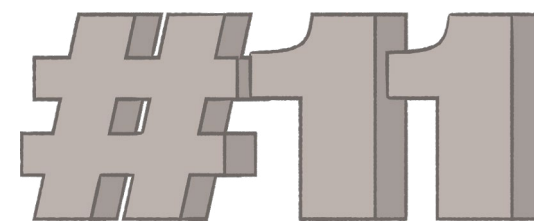
## Work climate

For the third time, we became part of the GPTW Ranking (Great Place to Work) reaching 11th place on the list of the Best Companies to Work for in Spain 2021. After a diagnosis of the organisational environment, we have obtained this recognition that accredits one more year, that we are an organisation with a culture of high trust, in which our employees are motivated to give the best of themselves.

Also, and for the first time, this ranking has placed us among the Best Places to Work in Europe, coming 46th among companies with over 500 workers in this list that analyzes the experience of more

than one million employees of 300 organisations in 36 countries of the region. This result is a new incentive to continue working on the well-being of our staff as a key element for the development of our organisation. We grow and position ourselves in new territories, but always being clear that people are the differentiating element of our strategy.

Cervinter has positioned itself as one of the Best Companies to Work for in Malaga 2021, obtaining a confidence level of 84 points and Agua de Cuevas, for the first time, becomes part of the Best Workplaces in Asturias, where 100% of employees believe that it is an excellent place to work.



**GPTW Ranking (Great Place to Work) Spain**



**GPTW Ranking (Great Place to Work) Europe**

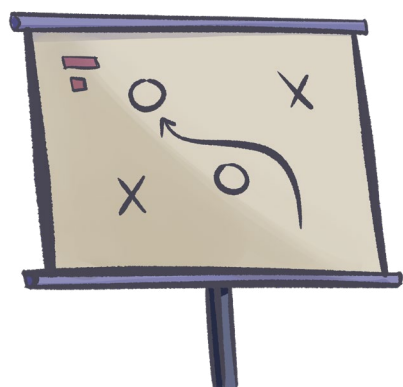


## Training plans that accompany and reinforce our strategy

A business in constant growth requires professionals in constant development. Our goal in terms of training is to facilitate and promote this progression through quality programmes that fit both the strategy and the needs of the business at all times.

After 2020 marked by COVID-19 and the opportunities it created to participate in training during times of very low production, in 2021 we have recovered our activity at full capacity. Therefore, we concentrate our training efforts on 4 fundamental axes:

- **New collaborators** joining us, with an update of our 'on boarding' programme and the resumption of face-to-face actions such as "A beer with the CEO" where new employees in the headquarters can share a beer with our CEO and chat about the company's strategy.



- The training plans associated with the transversal axes of our plan:
  - The **beer culture training** plan where we continue with the CICERONE certification of level 1 (848 certificates as of December 31) and level 2 (9 certificates at the same date).
  - **Actions aimed at the digitalization** of teams with initiatives such as the "Sibila" newsletter, training in project management within the framework of the deployment of the Service Now application or in new work methodologies.
  - **The support and follow-up in the implementation of the Kaizen** methodology in several teams to support and reinforce our efforts in agility and efficiency.
- **Continuous training** is made up of the different training programmes required by the teams for their daily work. In 2021 we have added 175 different actions (courses, webinars, work sessions, etc.), carried out by both external training professionals and internal trainers. We also include here the use of our online continuous training application LinkedIn Learning, available to all employees at any time and offering more than 16,000 content items in 7 languages.

- **Dual Vocational Training (FP):** Maintaining our clear commitment to this programme, 2021 has been the fourth year of our participation in this format in which vocational training students develop part of their theoretical and practical learning in our company. 22 of them have accompanied us for almost 18,000 hours of training in our brewery, in one of our springs and in several departments of our central services. And our commitment to this form of training and integration is maintained, being at the same time a source of positive impact on our environment and a team of professionals from whom to draw from with the technical qualification that our operation needs.

The change in the characteristics of 2020 compared to 2021 translates into a significant reduction in participation and hours in training sessions, but with a very similar level of investment, which allows us to prioritise actions while maintaining a standard of high quality. By groups - plant personnel and ancillary services concentrate more than 75% of the total hours of training

### EMPLOYER BRAND

For the fourth year running, we have been a global Partner of Sondersland, the world's largest under-30s talent festival. With this event we intend to transmit the values and characteristics that define us with the aim of allowing attendees to meet the people who hide behind our products

and processes. Participating in this event is, for us, the opportunity to make ourselves known, be able to share the great challenges of our organisation while learning from the experiences and entrepreneurial ideas presented by different speakers.

### LINKEDIN

We continue to develop our activity in LinkedIn via our company pages, growing in number of followers and interactions with our publications.

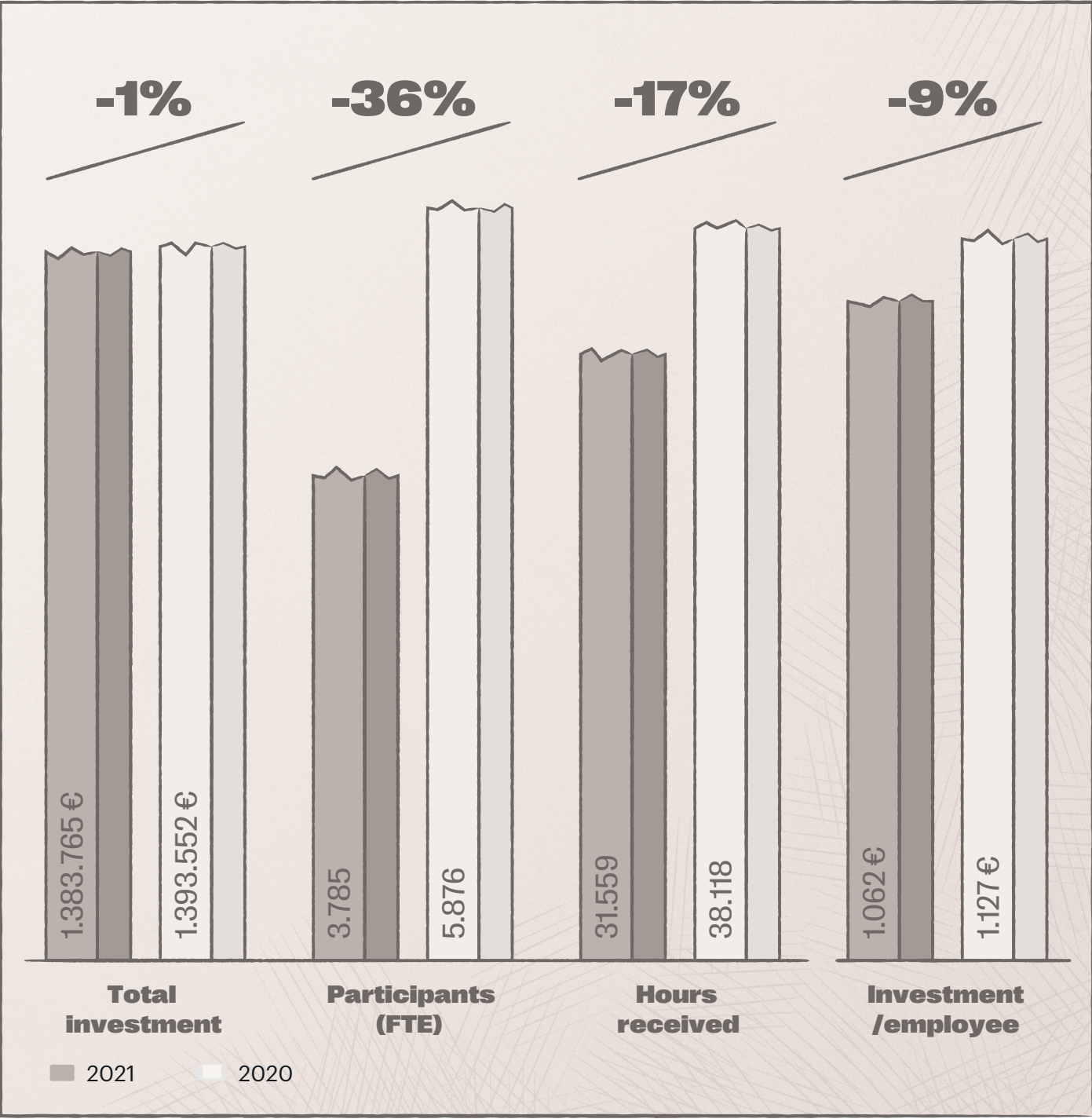
### TALENT AND SKILLS IDENTIFICATION PLAN

In 2021 we have intensified our constant effort to identify and develop internal talent with an ambitious programme that lays a solid foundation for key positions for the business in the future. We have completely revised the definition of the company's positions, working hand in hand with all the managers of the organisation. We have reviewed

our system of professional competencies, the assignment of these competencies to each of the organisation's positions, and expanded the scope of our performance appraisal, in which the vast majority of the organisation participates. This work was completed with a review of our job valuation and compensation model.



Main indicators



| Professional category                | Participants (FTE) | Hours received |
|--------------------------------------|--------------------|----------------|
| Admin. and sales                     | 1.338              | 2.630          |
| Management, and graduate technicians | 1.346              | 4.982          |
| Plant staff and ancillary services   | 1.101              | 23.947         |
| Total                                | 3.785              | 31.559         |

| Area                              | Participants (FTE) | Hours Received |
|-----------------------------------|--------------------|----------------|
| Food Quality and Safety           | 221                | 839            |
| Cultura de Cerveza (Beer Culture) | 561                | 1.098          |
| Development                       | 14                 | 143            |
| Digital                           | 342                | 778            |
| Performance evaluation            | 220                | 150            |
| Continuous training               | 1.640              | 5.595          |
| FP Dual                           | 22                 | 17.806         |
| Skills                            | 183                | 367            |
| Languages                         | 36                 | 2.669          |
| Onboarding                        | 40                 | 559            |
| Occupational Safety and Health    | 506                | 1.556          |
| Total                             | 3.785              | 31.559         |



# 4.1.4 A POSITIVE IMPACT PEOPLE STRATEGY

## A management based on our culture and values

In addition to our Code of Ethics, and aware of the importance of our culture and values-based people management, we have proposed a new global framework to reinforce our purpose of being the "most loved big craft fighting against standardisation". This model highlights the importance of each of the pillars that make up our cultural ecosystem in an increasingly more complex environment.

This model is based on a series of key elements that define our identity, our way of being and our management principles.



### MOTIVATED

It is the positive impulse that makes us fight and face any difficult situation to achieve the objectives we set. It is the energy that pushes us and motivates us to make things happen thanks to the capacity and commitment we put in when we are focused.

### PASSIONATE

We are proud of our origin and our way of being. Our motivation lies in our spirit of resilience and our strength. We achieve our dreams with dedication and effort.

### COMMITTED

We are aware of the limitations of the planet, we love nature and we collaborate with our allies with a united spirit. We always take care of our people. We know that alone, we are not going to change the world. But we do everything in our power to do so.

### HUMBLE

We believe that companies are not perfect. That's why we fight every day to be better. Sometimes we get it right, sometimes we make mistakes, and we have no problem recognizing it and learning from it.

### NON-CONFORMIST

Non-conformism is the attitude of the ones who reject the established and the standardised, of those that assume that perfection does not exist, but do not limit themselves to accepting it. Progress is due to those who do not settle for what already exists and strive to change and improve it.

### INNOVATIVE

We have the courage to be what we really are, in an integral and sincere way, without taking into account external models, fashions, traditions or beliefs and accepting all the limitations and qualities that each one possesses. We are different.

We have an artisan spirit. It makes us go against standardisation in all its expressions. It makes us think and look for the best possible solution, made to measure. We do things the Galician way.

## IDENTITY



# Behaviour

**RESPECT:** we foster relationships based on personal and professional respect for our partners and colleagues and that facilitate the diversity of ideas and opinions.

**COLLABORATIVE INTELLIGENCE:** we know how to identify the people in our ecosystem that we must count on to include them in projects and/or tasks.

**IMPROVEMENT:** we try to do things better every day adapting to the demands of the environment and the strategy set. We think about ways to make work more productive and effective.

**TRANSPARENCY & HONESTY:** there is coherence with what we say and what we do and we generate relationships of trust. We accept the commitment of our obligations.

**LEARNING:** we care about facilitating the development and acquisition of new competencies, knowledge and skills that will help us adapt to changes in the environment.

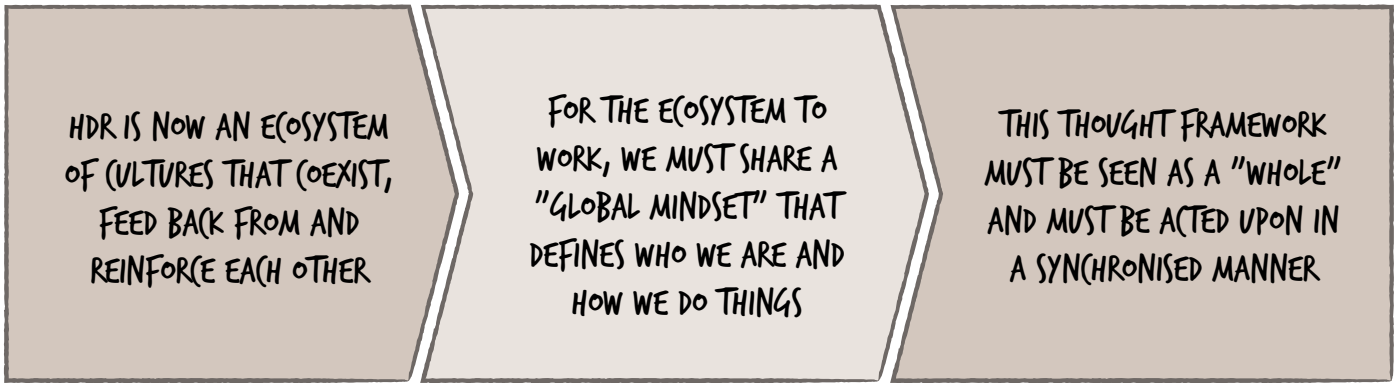
## MANAGEMENT PRINCIPLES

As team and people leaders, we base our leadership style on 5 principles:

|                    |                  |                        |                            |                         |
|--------------------|------------------|------------------------|----------------------------|-------------------------|
| 1                  | 2                | 3                      | 4                          | 5                       |
| Setting an example | Knowing the team | Empowering its members | Recognizing and evaluating | Training and developing |

Strategic Plan 2022-2024

Work sessions with the Executive Committee and Management Committee of the Corporacion  
NEW MODEL OF HIJOS DE RIVERA GLOBAL CULTURE





Strategic Plan 2022-2024

Work sessions with the Executive Committee and Management Committee of the Corporacion  
**NEW MODEL OF HIJOS DE RIVERA GLOBAL CULTURE**

THE NEW MODEL OF GLOBAL CULTURE HAS TO BE COMPLETED WITH VALUES,  
 ASSOCIATED BEHAVIOURS AND A COMMITMENT TO LEADERSHIP OF OUR TEAMS

### OUR PURPOSE

**BE THE MOST LOVED BEER,  
 NOT THE BEST SELLING**

**FIGHT AGAINST  
 STANDARDISATION**

### HOW WE DO IT

#### OUR VALUES

- Hunger (focus/enthusiasm /entrepreneurship)
- Passionate
- Committed
- Humble
- Authentic
- Non-conformist (rebellious)
- Innovative

translates  
to

#### BEHAVIOUR

- I respect my colleagues
- I foster collaborative intelligence
- I improve every day
- I am honest and transparent
- I learn to grow

### OUR COMMITMENT AS LEADERS

Set an example  
 Know your team  
 Empower  
 Acknowledge and evaluate  
 Train and develop

THE CONCEPT OF NETARCHY EVOLVES  
 IN THIS NEW CULTURAL ECOSYSTEM...

**Netarchy**

**Collaborative  
 Intelligence**

# Equality, diversity, inclusion, equity and well-being Plan

In 2020 we began the renewal of our Equality Plan with the commitment to develop actions that promote, in addition to the principle of equal treatment and opportunities, diversity, inclusion, equity and well-being.

The realisation of the Plan consists of 4 phases:

- **COMMITMENT.** Make the company's management commitment to equal treatment and opportunities, diversity, and equity public. In turn, to constitute the Negotiating Committee, which will participate in the realisation of the diagnosis, the creation of the equality plan, and may, if so determined, have continuity in the implementation of the measures, and the monitoring and evaluation of this.
- **DIAGNOSIS.** Carrying out the situation diagnosis, to detect areas for improvement that allow the achievement of equal opportunities between women and men.

- **DESIGN OF THE EQUALITY PLAN.** Elaborate the Equality Plan, that is, identifying the most appropriate measures to correct the areas of improvement detected in the diagnosis. Employees must be informed of the existence, the objectives and measures of an Equality Plan.

- **EXECUTION.** Implementation of the measures included in the plan.

- **MONITORING AND EVALUATION** by the Equality Commission.

Currently, we are finishing the diagnosis so, once approved by the Negotiating Committee, we will advance in the identification, execution and monitoring of the improvement actions necessary to evolve towards the well-being of the workforce, the main challenge on which the management of people of the group focuses.

## ACTIONS DEVELOPED

### Code of Ethics: Action Plan 2021

- We resume the training started in 2018 and paused in 2020, always with the aim of highlighting the importance of the ethical component in the operation of our business, particularly in the decisions of the directors, and to permeate the content of our Code of Ethics throughout the organisation.
- We carried out the first training action for the entire team of the new Business Unit of Estrella Galicia Internacional.
- We prepared the adaptation of our complaints platform to adapt it to the new requirements established by the European Union in this regard.

### Measures on the right to digital disconnection

- To promote the balance of personal, family and work life and in order to comply with the provisions of article 88 of Organic Law 3/2018, of December 5, on "Protection of Personal Data and guarantee of digital rights", rest for the employed personnel is guaranteed and their right to digital disconnection is expressly recognized once their working day is over.

To this end, this right has been included in the collective agreement of Hijos de Rivera, S.A.U. in article 60.



## Integrating disability

We abide by the principle of non-discrimination, on the basis of which we do not admit any case of discrimination on the grounds of disability. Most of our professionals work in the production centres.

These have specific characteristics that make the inclusion of people with disabilities to them, for reasons of occupational safety, limited.



### EMPLOYEES WITH DISABILITIES BY PROFESSIONAL ROLE AND GENDER

|              | Top management, middle management, qualified specialists |       | Admin. & Sales |       | Plant employees & ancillary services |       | Total |       |
|--------------|--|-------|----------------|-------|--------------------------------------|-------|-------|-------|
| 2021         | Men  | Women | Men            | Women | Men                                  | Women | Men   | Women |
| <30          | –  | –     | –              | –     | 1                                    | –     | 1     | –     |
| 30-50        | –  | 1     | –              | 4     | –                                    | 2     | –     | 7     |
| >50          | –  | –     | –              | 1     | –                                    | 5     | –     | 6     |
| <b>Total</b> | –  | 1     | –              | 5     | 1                                    | 7     | 1     | 13    |

|              | Top management, middle management, qualified specialists |       | Admin. & Sales |       | Plant employees & ancillary services |       | Total |       |
|--------------|--|-------|----------------|-------|--------------------------------------|-------|-------|-------|
| 2020         | Men  | Women | Men            | Women | Men                                  | Women | Men   | Women |
| <30          | –  | –     | –              | –     | –                                    | –     | –     | –     |
| 30-50        | –  | 1     | –              | 4     | –                                    | 1     | –     | 6     |
| >50          | –  | 1     | –              | –     | –                                    | 5     | –     | 6     |
| <b>Total</b> | –  | 2     | –              | 4     | –                                    | 6     | –     | 12    |

### PERCENTAGE OF EMPLOYEES WITH DISABILITIES

At Hijos de Rivera S.A.U. employees with disabilities have reached 2.27% of the company's average workforce (unchanged in respect to 2019). Of this percentage 58.76% corresponds to direct employment and the rest to LGD (General Law on the Rights of Persons with Disabilities) agreements, through which we have purchased goods and services offered by special centres, which represent an amount equivalent to the recruitment of 7.67 people with disabilities.

**2,27%**  
of the company's average workforce

### SOCIAL INCLUSION

In 2021, we continued the ONCE Foundation's INSERTA Programme, a collaboration agreement whose objective is for our business group to recruit people with disabilities, with a five-year goal. This initiative will allow us to advance in the inclusion of people with different skills. In addition, our commitment also includes indi-

rect insertion through the acquisition of goods and the procurement of services from special employment centres.

Our group is committed to adapting those facilities that are necessary for the inclusion of our employees with disabilities.





## Management based on our culture and values

Our constant growth makes it essential to spread, and help others understand, the culture and values that are the DNA of our group. Our policy in this area focuses on the Code of Ethics, highlighting the importance of business ethics and ensuring these values permeate throughout the organisation.

This Code, which applies to the whole group, is an express statement of the principles, values and guidelines that should guide and promote the ethical behaviour of all the people who make up the organisation. The main principles related to the workforce are:

- Non-discrimination and equal treatment and opportunity.
- Stability and quality of employment.
- Respect and promotion of work-life balance and personal and family life.
- Promotion of a communicative and deliberative work environment.
- Safety and health in the workplace.

To manage these principles and ensure they can be integrated into our scope of action, we have the Hijos de Rivera S.A.U. Collective Agreement<sup>2</sup>, a tool that contemplates the following aspects:

<sup>2</sup> All the employees of the Spanish companies of the Group are covered by collective agreements. Employees of foreign companies are governed by the labor regulations of their country.

## ORGANISATION OF WORK

We address the implementation of work-life balance actions as a means of achieving equal opportunities, avoiding situations of discrimination and making all our employees feel, whatever their sex or family situation, they have the possibility of advancing their career path, without having to give up their development.

These measures are in addition to others such as teleworking, flexible working and continuous working hours in the summer months. The Agreement also regulates overtime in accordance with the legal provisions.

At the moment, the group does not have a policy of disconnection from work, beyond the aforementioned measures to promote the employment and work-life balance of our employees.

Likewise, our benefit plan at Hijos de Rivera S.A.U. is a differential value for our employees, since we put at their disposal measures that help them meet the day-to-day demands, such as collective life and disability insurance, an annual school aid fund, special rates on products marketed by the group, parking, a discount club or private health insurance, among others.

## COMMUNICATION CHANNELS

Companies encourage a high level of communication with all their employees with the aim of sharing relevant information that may affect the strategy and the organisation of work.

In 2021 and through our telematic platforms, the CEO addressed all the company's employees 3 times to share the evolution of the business situation.

We also maintain constant communication through committees and commissions, such as the Work Committee, the Health and Safety Committee, the Joint Commission, the Training Commission and the Work Committee for Equality, with regular meetings.

In addition, companies have direct and indirect means of communication to communicate any aspect of interest with their employees. The effect of the pandemic increased virtual communication compared to face-to-face communication, but allowed us to reach a greater number of people a greater number of times. The facilities offered by the applications on the Office365 environment, our network of internal screens, newsletters and emails and physical boards reinforce the internal communication effort.



## 4.2



# THE VALUE OF HAVING THE BEST

WE COULD NOT BE PROUDER OF  
THE RELATIONSHIP WE MAINTAIN  
WITH OUR SUPPLIERS, PARTNERS  
WHO HAVE BECOME OVER THE  
YEARS STRATEGIC AND, WITHOUT  
A DOUBT, THE BEST COMPANIONS  
OF THE DAY TO DAY

For a business group, it is essential to have trusted allies to help them achieve their goals. In our case, we could not be prouder of the relationship we maintain with our suppliers, partners who have become over the years strategic and, without a doubt, the best companions of the day to day.

Together, we work from a position of trust and honesty, resisting together in the face of any eventuality and, above all, sharing a collaborative perspective of co-creation in which we join forces.

In 2021 this spirit has remained unchanged, although the situation has again been marked by the global pandemic. This has led us to continue reviewing and implementing contingency measures in order to guarantee operations. The measures taken have focused on:

- Ensuring the continuity of the supply chain.
- Adapting the agreements to new needs and economic situations.
- Reviewing the supplier pool as a result of the two previous measures.



# 4.2.1 WITH RIGOUR AND TRANS- PARENCY

We demand that our suppliers comply with the regulations and laws in force in each country and at all times, paying special attention to respect for people and the environment. In addition, and to ensure an ethical and responsible relationship, our guidelines prevent us from using our position to achieve personal gain by rejecting and denouncing any business practices unbecoming of these precepts. In this context, we have made communi-

cation channels available to suppliers to communicate any anomalous behaviour.

Likewise, we are working on the definition and implementation of mechanisms that help us verify the correct compliance with the aspects mentioned above, and with it, be able to anticipate and correct any deviation that could put at risk compliance with the principles governing the group.

## Supply chain

The Purchasing department is responsible for leading this process, which is based on the following stages:

- **Identification of needs:** This phase takes place between the areas that detect a deficit and the Purchasing department. Together they define the technical, service, quality, occupational safety and environmental specifications, as well as the dates, budget and possible suppliers.
- **Negotiation:** The Purchasing department, with input from other areas, evaluates the offers, selects and negotiates the best conditions, both economic and service level, with suppliers.
- **Award:** To one or more suppliers, which will take place at the Procurement Committee in a consensual manner among those involved.
- **Closing of agreements:** The Purchasing department will communicate the result of the award, place the order and ensure the signing of the contract and the communication of the conditions.
- **Follow-up:** The Purchasing department will ensure compliance with the conditions agreed to in the agreement, taking corrective actions.

Stages in the purchasing process:





# Purchasing Policy

We have a Policy of Purchase of Goods and Services applicable to Hijos de Rivera S.A.U. and to the companies through which water springs are managed. It includes the requirements that new suppliers must meet:

- Respect for human values, the environment, and legal aspects.
- The quality of the product and/or service.
- Quality of service: delivery deadlines, long-term commitment, and the scope of the agreement.
- Financial stability.
- Social and environmental sustainability.

This Policy has been revised in 2021 to more clearly reflect the priorities of companies in the field of sustainable development, as well as to achieve greater alignment with the group's values:

- Inclusion of social and environmental sustainability criteria in decision-making.
  - Promotion of knowledge in suppliers of the Global Compact of NationsSupport for the socio-economic development of local communities where we carry out our activity.
  - Establishment of alliances that promote the familiar and traditional character of the group.
  - Promotion of socio-economic development in the communities where we carry out our activity.
  - Enhance long-term relationships with suppliers.
- These requirements are set out in the general conditions of contract of Hijos de Rivera S.A.U., both for providers of goods and services. In addition, we carry out annual internal and external process verification audits, in particular within the scope of UNE-EN ISO 9001:2015 certification.

| CERTIFICATION                                      | Hijos de Rivera<br>S.A.U. | Aguas de<br>Cabreiroá S.A.U. | Aguas de<br>Cuevas S.A. | Customdrinks<br>S.L.U. |
|--|---------------------------|------------------------------|-------------------------|------------------------|
| UNE-EN ISO 9001:2015<br>Quality Management Systems | ✱                         | ✱                            | ✱                       | ✱                      |

Likewise, since 2013, we have been part of Calidalia which is made up of the most important companies in the food and beverage sector in Spain allowing us to optimise the management of suppliers.

## PROCUREMENT MANUAL

The Procurement manual arises from our policy and outlines the general principles of collaboration, and ethical environments in which they must be carried out, as well as the creation of a Procurement Committee, management of contracts, and the establishment of an evaluation and standardisation model. This Manual has also been revised to align with the pillars detailed in the Purchasing Policy.

It should be noted that in all procurement categories associated with beer production and water bottling there are action plans to minimise the risks of breakage in the supply chain.

## SHARED RESPONSIBILITY

- We ensure that commitment to people and sustainability also extends in the way our collaborators work, thus ensuring the highest levels of integrity and responsibility. Therefore, our Code of Ethics includes a number of guidelines related to purchasing processes:
- Declare any kind of personal interest that may affect impartiality.
  - Protect margins of competitiveness in management in those long-term relationships with the supplier.
  - Confidentiality and accuracy in the information provided by the parties, which should in no case be used for its own benefit with intent to deceive.
  - 'Moderate hospitality' is allowed with the aim of maintaining fluidity in the relationships between the customer and the supplier, provided that it does not harm decision-making.
  - Avoid the practice of 'business gifts'.

We are also currently at a time of updating our processes with the aim of increasing the weight of sustainability criteria in decision-making.

We care about reducing the environmental impact of our operations and suppliers. Therefore, we have launched a series of workshops with our main suppliers, to:

- Know more about their sustainability plans.
- Establish joint actions that help reduce the environmental impact of supplies.
- Sharing knowledge about the SDGs.

Participating suppliers account for 79.16% of purchases of raw materials and water and beer packaging material.



# 4.2.2 THE STRENGTH OF WHAT IS OURS

The secret of the success of our products lies in the quality of the raw materials with which they are made. Convinced of this, and being aware of the benefits of the proximity economy, we trust and work together with local producers, thus contributing to sustainability throughout the value chain.

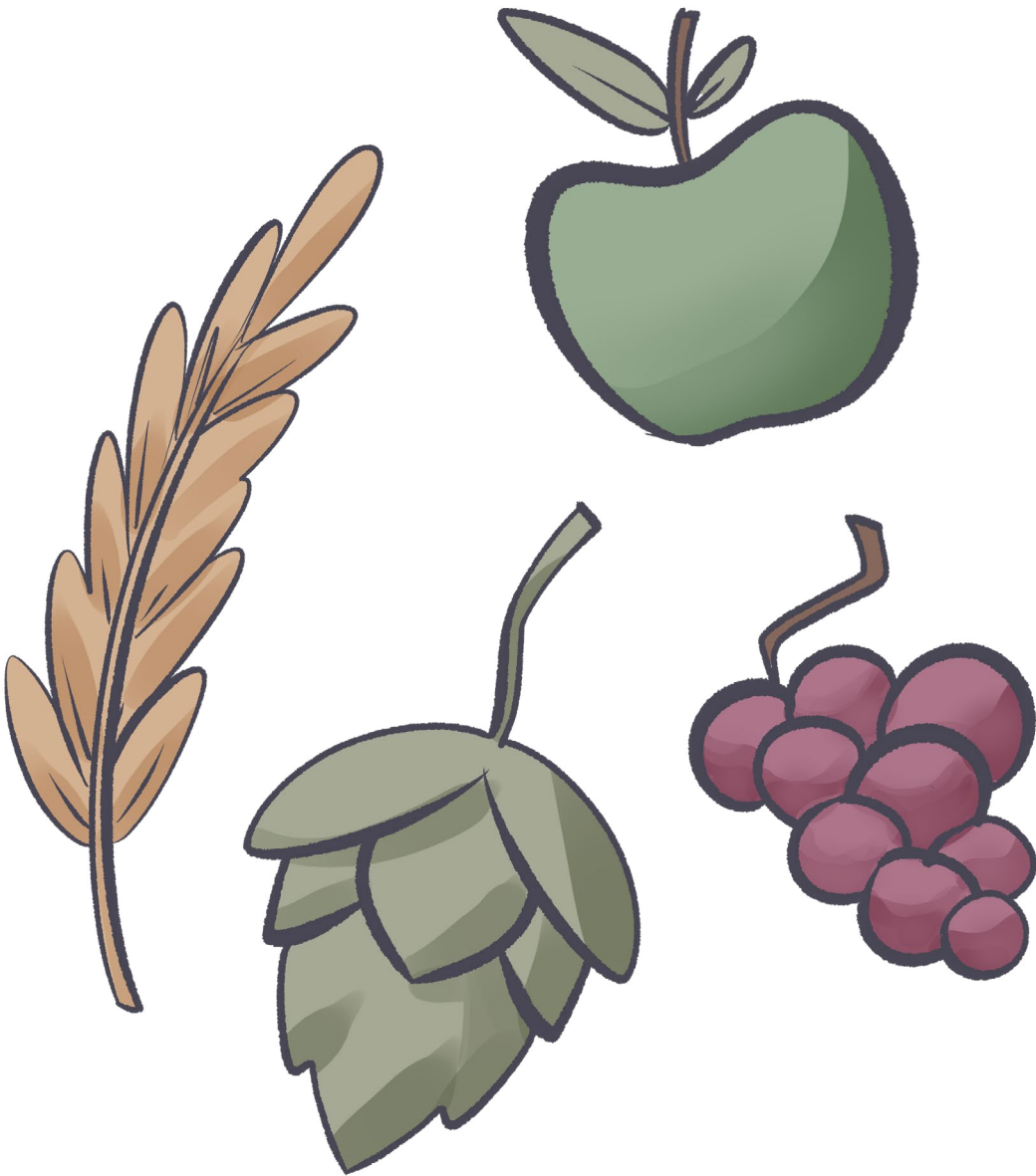
Hence, 93.22% of the acquisitions of goods and services associated with the production of beer and sales of our products come from suppliers domiciled in the Iberian Peninsula, reaching 99.94% in the EU. Likewise, 91.37% of purchases made in our mineral water area comes from suppliers established on the Peninsula, reaching 100% in Europe.

## GOOD PRACTICES

In order to detect good practices in the processes developed with our suppliers, as well as possible areas for improvement, we started a programme of regular audits in 2018 which continued throughout 2019. In 2020 and 2021, and due to the COVID-19 restrictions, we have

The commitment to Galicia, a region to which we feel very united and with which we maintain a very special bond, is firm. Proof of this is that the goods and services supplied by Galician companies exceed 19%. In addition, we collaborate with the region by supporting local farmers in research projects regarding the production of hops, barley, apples and grapes grown on land in the region.

had to temporarily suspend these audits that we hope to restart throughout 2022, while redefining the process by incorporating measures to complement and/or replace face-to-face audits.





# 4.3



## THE IMPORTANCE OF BEING THERE

AT A TIME AS DIFFICULT AS THE ONE WE ARE EXPERIENCING, OUR PRIORITY IS TO TAKE CARE OF THAT TRUST, PROVIDE HELP AND MINIMISE THE IMPACT OF THE PANDEMIC ON THEIR BUSINESSES

We are a proactive group of companies, always paying attention to what is happening around us. This allows us to give an agile response both to the changing circumstances of the market and to the needs that arise. This attitude has allowed us to build customer loyalty over the years and create a lasting relationship of trust. At a time as difficult

as the one we are experiencing, our priority is to take care of that trust, provide help and minimise the impact of the pandemic on their businesses. In this way, we develop different support actions and remain close to customers, for which the work of our sales network is essential, thanks to its 29 sales areas distributed throughout Spain and Portugal.



# In permanent contact

The backbone of every business is the customers, so we strive to serve ours with maximum efficiency: a network of national and international distributors, on and off-trade channels. To do this, we have the Customer Service Department (SAC), a point of contact that also listens to consumers and points of sale, being responsible for the resolution and closure of incidents related to the beer and mineral water business.

Other communication channels developed to meet the needs of our customers and consumers are email, contact forms on websites, social networks, by phone, and so on.

## COMPLAINTS

In case of receiving a product complaint we follow a protocol of action through which we contact the user to expand and / or confirm the requested information. After, we arrange the collection of samples, if applicable, and communicate the complaint according to the list of categories defined

All communications received are managed through the SAC, categorising each case and referring it to the corresponding departments to be dealt with.

In addition, to meet the needs of the customers of the new online store, in 2020 a digital customer service was implemented, incorporating it into the SAP Service corporate tool.

in the instruction "Interactions Quality- SAC Department" in product complaints. Once the communication investigation is complete, the Quality Department provides the report for the SAC who contacts the consumer to facilitate the response.

The details of the communications managed by the SAC in 2021 are as follows:

| Canal                                | Número de comunicaciones en 2021   |
|--------------------------------------|--|
| B2B ( distributors, direct customer) | 112.962  |
| B2C (end consumers and retailers)    | 9,256 communications<br>7,543 requests for information<br>1,713 complaints |
| B2C (end consumer and e-commerce)    | 7,124 communications<br>1,520 complaints                                   |

During 2021, 84% of cases opened in the B2C channel (end consumers and retailers) were closed in less than 36 hours, (compared to 82% in 2020) while 66% were resolved on the same day of receipt (64% in 2020).

With regards to complaints received in the B2C channel, 1,713 have been made by consumers, of which, on 2/02/22, 435 are pending closure.

The B2C e-commerce customer service during 2021 dealt with 7,124 communications with the consumer, of which 3,575 have been received by email (via web form of the online store and social networks) and 3,549 received by telephone.

Of the complaints received on the B2C e-commerce channel, all correspond to end consumers, a total of 39 are pending resolution as of December 31, 2021. The average time of resolution of the incidents was less than two days.

As for the origin of the communications managed by the SAC-B2C, these correspond to:

| B2C Channel (end consumers and retailers)        | Communications received in 2021 | Communications received in 2020 |
|--|---------------------------------|---------------------------------|
| Hospitality premises and customers               | 64%                             | 68%                             |
| Potential customers                              | 30%                             | 18%                             |
| Other profiles (collaborations and sponsorships) | 6%                              | 14%                             |



# Digitalization, key in the continuous improvement process

In order to offer a better service and streamline the processes of management and exchange of information, we continue to be committed to digitization.

Thus, we have a system of collecting information in our on-trade channel, to learn consumers’ opinions through digital surveys. To do this, we included a survey module in the after-sales service mobile terminals of our sales team that can be consulted in real time.

In 2021 we have continued to implement projects aimed at improving the service to our customers, and their experience. The tools we have are:

- SAP CX Service Cloud: ticketing tool, available for the personalised attention of any type of customer: distributor, on-trade, consumer, etc.
- New Client Portal: through it, they can place B2B orders and track their activity.
- Automation for distributor sales.
- Electronic invoicing.
- Electronic messaging for processes.

## DISTRIBUTION CHANNEL

In the case of product distribution, a specific management model was created within the on-trade-SAP platform. This has allowed us to fully optimise each stage of work with all our

customers, with special relevance in those with a large number of references as in the case of Coca-Cola European Partners.



# Responsibility in the value chain

We are aware of the risks that can arise from the relationship with our customers: not meeting the quality expectations of our products, that these are not healthy or that the attention we provide through the sales network, technical support and customer service is not of quality. Preventing them is our priority and to do so we have policies that ensure that responsibility is present throughout the value chain.

We also establish regular servicing of our equipment at the point of sale through our Post-Sales Service (SPV) that allows us to ensure its proper functioning, so consumers enjoy the highest quality of our products.



# 4.4



## COMMITTED TO OUR SURROUND- INGS

WE ACTIVELY AND  
VOLUNTARILY INTERACT  
WITH SOCIETY AND WITH  
WHAT SURROUNDS US

We actively and voluntarily interact with society and with what surrounds us. Only in this way can we continue to build the future.



## 4.4.1 WITH SOCIETY

In 2021, our priority was, once again, to deal with the needs of those who had suffered the most due to the COVID-19 pandemic. We did so through donations to a number of non-profit associations, such as the Rías Altas Food Bank, to which, thanks to the collaboration of our employees, we could donate non-perishable items such as milk, tinned food, and breakfast items.



Through the Memorial Moncho Rivera, we donated €37,000 to the Cocina Económica, an equivalent amount to that collected during the match between Victoria CF and Villarreal CF SAD for the first knockout round of the Copa de S.M. El Rey.

We also collaborated on specific occasions with those entities that requested our help such as AECC (Spanish Cancer Association), the Asociación Galbán, the Asociación Sandra Ibarra, ASPERGA (Galicia Asperger Association), Cáritas Milla-doiro, Cooperación Internacional, Carrera ENKI, Artes pola inclusión, FEGEREC (Galician Federation of Rare Illnesses), the Fundación Española de Ayuda Investigación Parkinson (Spanish Foundation for Research into Parkinsons), the Fundación Meniños, the Fundación Pablo Beiro, the Monjas Agustinas and the Parish of Perpetuo Socorro. And we continue to support the same organisations as always, always true to our commitment to Centro Reto, ABAC (A Coruña Bulimia and Anorexia Association) and ASPANAES (Asociación de Pais de Persoas con Trastorno do Espectro Autista da provincia da Coruña).

The contributions described above made in 2021 amounted to 171,484.23 euros.

Finally, we moved the Mercadillo Solidario (Charity Market) of the ADCOR Foundation to our facilities in A Coruña for a day. There, our staff was able to acquire products that are part of a circular economy initiative, since they are made from reused materials, and made by people of different abilities.

## 4.4.1.1 CORPORATE VOLUNTEERING

WE ARE ESPECIALLY PROUD OF OUR PEOPLE,  
AN INVOLVED HUMAN TEAM THAT  
HAS ONCE AGAIN DEMONSTRATED ITS  
COMMITMENT TO JUST CAUSES

We are especially proud of our people, an involved human team that has once again demonstrated its commitment to just causes. Their capacity for empathy is a source of inspiration for 'La Resistencia'.

### WITH THE ENVIRONMENT

Our volunteer team has carried out various awareness-raising, effective conservation, regeneration of the natural environment and cleaning of the Galician coastline initiatives. Hand in hand with Cabreiroá "Proyecto Origen" and "We The Sustainability Project", it has

removed 37 kilos of waste from Cala Millenium, and almost 2 tons of the invasive exotic plant species 'cat's claw' of the Coastal Path on the Coast of Arteixo, this time together with the experts of the naturalist group Habitat.



## SOLIDARITY CHALLENGES

We have launched 'Desafíos Solidarios', a 100% digital action that, through an app, challenges employees to reach a goal in accumulated kilometres to collaborate with different non-profit entities. Together we managed to travel 5,000 km to donate 1,000 kilos of food to 'La Cocina Económica' of A Coruña; 2,000 km to give away 40 pairs of special footwear to children with special podiatric needs through the "Participa para la Inclusión Social" Association; and another 2,000 km for the AGADEA Association's Active Ageing programme against Alzheimer's to reach a total of 60 users in rural Galicia.



## COMPANIES' SOLIDARITY DAY

Yet another year we have participated in the Companies' Solidarity Day, promoted by the NGO International Cooperation and ATRESMEDIA. On this occasion, our volunteers moved to

the Pai Menni Centre in Betanzos (A Coruña), to share an immersive experience in the centre's activity that offers comprehensive care to people with intellectual disabilities.

## GREAT FOOD COLLECTION

We joined 'La Gran Recogida de Alimentos' (the great Food collection) organised throughout Spain by the Spanish Federation of Food Banks (FESBAL). Some of the team also volun-

teered to join this action, the largest solidarity campaign to collect food for the benefit of the most disadvantaged.

## BOAT TRIPS WITH YOUNG PEOPLE FROM CHILDREN'S CENTRES

After the halt caused by COVID-19, we have recovered the 'Bautismos de Mar' (initiation into sailing), an activity accompanying young

people from children's centres around A Coruña to sail and have a good time and share many experiences.





## VII 5KM CHARITY RACE

We held the seventh edition of the '5KM Solidarios' race (5Km Charity race), an edition that has managed to raise a total of €9,500 for the Rías

Altas Food Bank, thus supporting its fundamental work as a food supplier for disadvantaged groups in the area.



## A SMILE FOR CHRISTMAS

To bring 2021 to a close, we joined the "Una Sonrisa por Navidad" (A Smile for Christmas) for the fifth year, supported by the Cooperación Internacional with the aim that no child should be left without their gift under the tree during the Christmas season. With the intention of adapting to the scenario generated by COVID-19, the possibility of participating online or in person was once again offered. Thanks to the collaboration of colleagues from the different production centres, we managed to collect over 125 items.

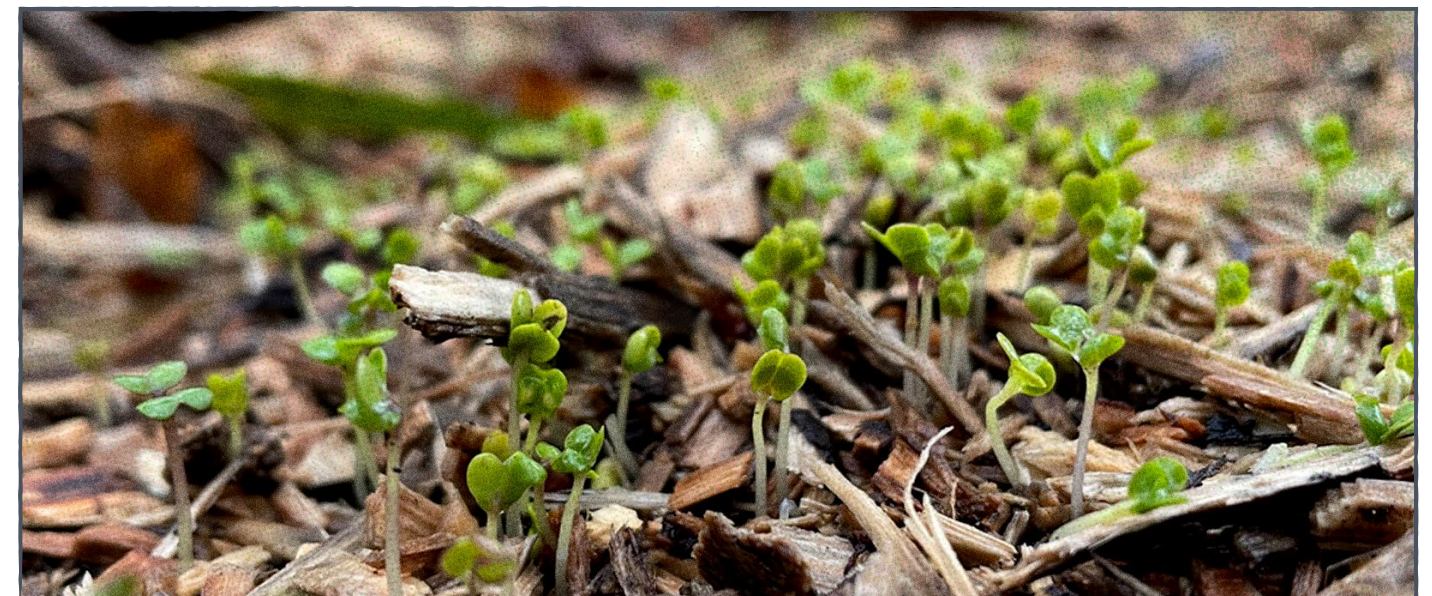


# 4.4.1.2 WE PROMOTE DEVELOPMENT

## Hijos de Rivera-UDC Chair for Sustainable Development

The main objective of the Chair is to promote the transfer of knowledge and the realisation of activities that contribute to sustainable development, stimulating innovative and disruptive models that guarantee the balance between economic competitiveness, the environment and social welfare. In this sense, during 2021 the Chair has participated in the following actions.

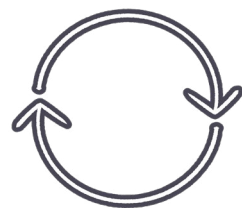
With regard to training-dissemination and knowledge transfer projects, we have collaborated in the third edition of the course "Sostenibilidad en la era del Big Data" (Sustainability in the era of big-data) and in the "IV Curso de Economía Circular" (Circular Economy); and have sponsored the II Premios a Proyectos de Innovación Docente en Aprendizaje-Servicio (Awards for Teaching Innovation projects) of the UDC in Sustainability.





With regard to the fields of research and knowledge transfer, four projects have been developed throughout the year:

1



Continuing with the work started in 2020, in 2021 we have advanced in the Research Project on **“Agricultura Sintrópica Aplicada a Modelos de Economía Circular”** (Syntropic Agriculture applied to circular economic models), presenting preliminary results indicating that the cultivation of certain foods in eucalyptus plantations is compatible.

2

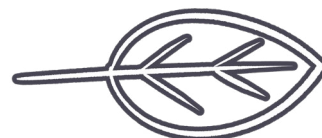
As a result of the research project on **“Centros de Trabajo para Explotaciones Agropecuarias”** (Work centres for agricultural holdings), a final document has been published with models of sustainable work centre constructions for this type of holdings.

4

We have made progress in the research project **“Soluciones Sostenibles para Caminos de Trabajo en Fincas y Montes”** (Sustainable Solutions for Work paths in Farms and Mountains), which seeks to define solutions for working paths based on sustainable and traditional techniques and procedures that allow to provide functionality and resistance to the platform of the road, the continuity of natural runoff and a better landscape integration.

3

We have launched the research project for la **“Diagnóstico inicial del Estado de Conservación del Bosque de Ribera del río Barcés”** (Initial diagnosis of the conservation status of the Barces River forest), with the intention of functioning as an ecological corridor that connects two spaces of environmental interest, as are the Abegondo-Cecebre dam and the Meirama lake, contributing to the quality of the water that flows and is consumed in the area of A Coruña.



## Mercado de la Cosecha

Our Mercado de la Cosecha project continued this year with its work of raising awareness and adding value to the inspiring projects in rural Galicia that contribute to the sustainability and prosperity of rural areas.

It has developed various awareness-raising acts in the digital sphere, through its website and social networks, giving rise to an incipient network of transformative agents of Galician rural areas that brought us closer to 30 new inspiring initiatives that convey a positive message of rural entrepreneurship. As part of this informative work, the podcast 'Artesanos del Rural' (Rural artisans) was launched, focusing on innovative initiatives that are breaking barriers.

In addition to raising awareness of these initiatives, the project has focused on promoting proximity consumption and bringing the consumer closer to the different experiences and concerns of these

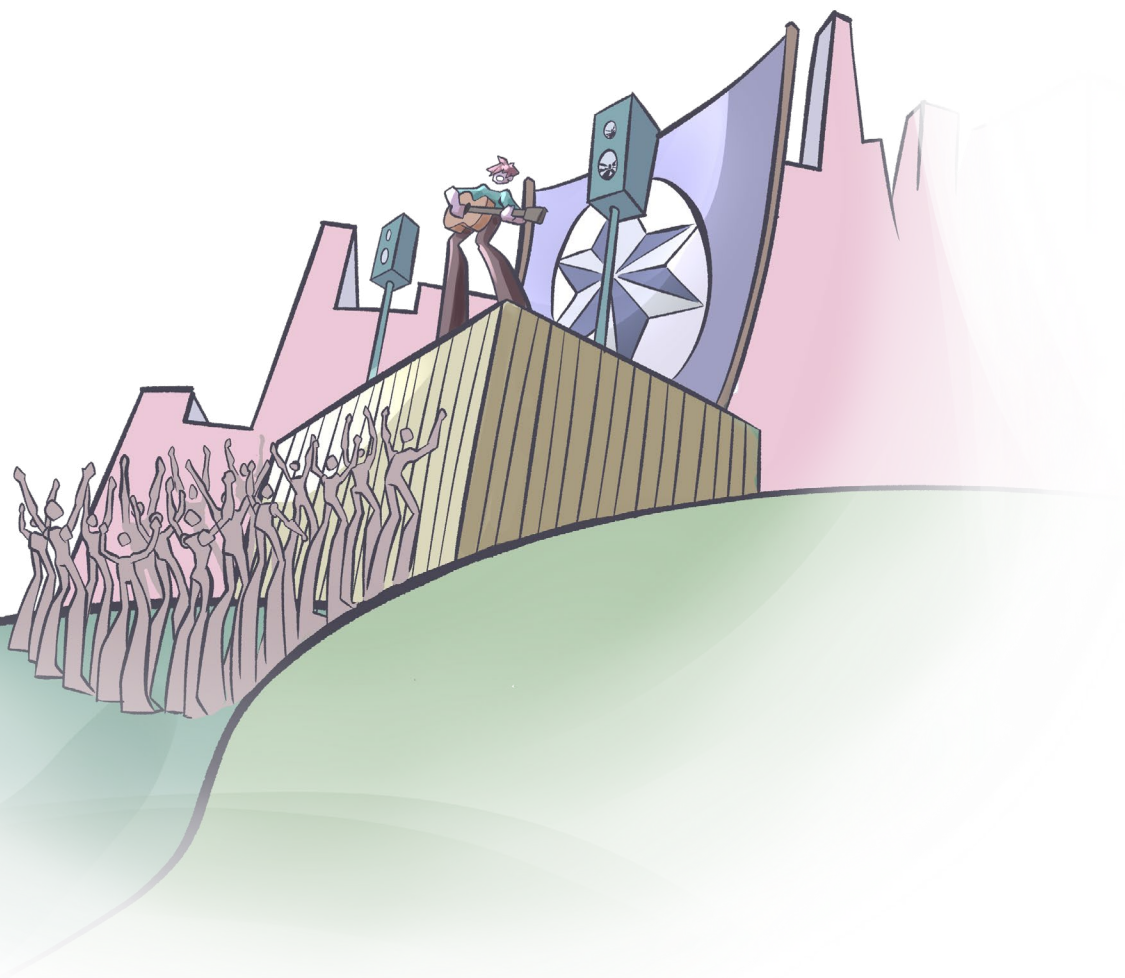
agents, in addition to showing the cases of initiatives that demonstrate the strategic role of the agri-food sector to guarantee the supply of quality, healthy and safe food. Coinciding with the Christmas holidays, it launched the line of informative contents “Navidad en los Mercados” (Christmas in the Markets), with the intention of presenting the benefits of responsible consumption during the festive period.

Finally, we collaborated with the artisan poultry farm Galo Celta in a research project on bird feeding. By adding different natural ingredients into their diet, including the bagasse of our Estrella Galicia beer, it is expected that the final products, both meats and eggs, become heart-healthy foods.





## 4.4.1.3 DIFFERENTIATING PROPOSALS



We don't wait for things to happen - we make them happen. In fact, we have the good habit of launching, year after year, unique and transgressive

experiences in fields ranging from culture, sport or leisure and that can become a voice for society and its protagonists.

## Inspired by music

### SON ESTRELLA GALICIA

Our beer musical project has safely returned to venues throughout Spain to continue discovering international and national talent, creating a soundtrack for the venues of A Coruña, Madrid, Barcelona, Granada, Vigo, Valladolid and Ourense, among other cities. Damien Jurado, Fantastic Negrito, Porridge Radio, Lola Marsh, Cloud Nothings, Black Lips, Michelle David & The True-tones, Bombino, Courtney Marie Andrews, Metz, Pearl Charles, Biznaga, Nuria Graham, and The Sadies are some of the names that took part.

And, as SON Estrella Galicia does not stop, it has organised many other events throughout the year:

- **Jorge Drexler Special:** The Uruguayan artist opened the doors of his rehearsal studio to participate in a special open, live set. In addition, a making-of documentary was shot exclusively for our brand.

- **Origins X:** Kase.O and Belako were the protagonists of the first episodes of Origins x SON Estrella Galicia. This initiative reveals, through a documentary, the origins of the best artists on the Spanish music scene
- **Brand new venue:** We have added the M.Ou.Co space to our musical cycle with the concerts of the Danish post-rock band Efterklang and the Portuguese First Breath After Coma.
- **SON Estrella Galicia Posidonia:** The Reunion: We held the fifth edition of SON Estrella Galicia Posidonia, a festival that has certified its carbon neutrality, a milestone that ratifies our commitment to positive impact. In this disruptive proposal, sustainability and responsible tourism merge with music, gastronomy, nature and beer culture for a good cause: to protect posidonia. Some of its protagonists were the chef Pepe Solla and the sounds of Jorge Drexler, Maria Arnal i Marcel Bagés, Michelle David & The True-Tones, and Queralta Lahoz, among others.





## ESTRELLA GALICIA NOROESTE FESTIVAL

The 34th edition Noroeste Estrella Galicia Festival has had top-level artists such as Amor Bizarro, Zahara, Marlango and Alice Wonder, among many others. Four stages were arranged, with limited capacity and strict sanitary measures, throughout the city of A Coruña. The event was followed by over 6,000 people.



## Culture and gastronomy as our flag

### EXPO 2020 DUBAI

From October 1, 2021 to March 31, 2022, the Dubai Universal Exhibition was held in the United Arab Emirates, the first to be held in the Arab world and in which 190 countries participated. We are present at this global event through Estrella Galicia, exclusive beer of the Spanish Pavilion, available in the official store, as well as in the restaurants. Our space was visited by the F1 driver Carlos Sainz, giving greater impact to our presence at this event.



## SALÓN GOURMETS

We resume the activity in the largest quality beverage and food show in Europe that this year has taken place at the IFEMA exhibition centre in Madrid. 200,000 m2 served as a meeting opportunity, a professional exchange between Spanish and international professionals in the sector: restaurants, hospitality, distribution, catering and specialised trade. For the

occasion, our stand was built with recycled materials, designed following all the recommendations indicated by the sanitary protocol. During the event the Campeonato de Tiraje de Cerveza Estrella Galicia (Estrella Galicia Beer Pulling Championship), a special champions edition, the Gastronomy challenge XChef By Cervezas 1906, were held, among many other events.



## MAR DE MARES FESTIVAL

Ángel León and Javi Olleros, five Michelin stars in total, replied to the invitation from Cervezas 1906 to its 'Gastronomía con impacto positivo' (Gastronomy with positive impact), a slogan they

took to catering professionals in A Coruña who wanted to accompany them in this event held within the Mar de Mares festival.



## MARIDAJE CÉLTICO

Our family of Cervezas 1906 and the association Coruña Cociña, have launched the gastronomy days Maridaje Céltico (Celtic Pairing), a route through 12 reference restaurants in

the city of A Coruña in which consumers have been able to enjoy pairings of different tapas, dishes or menus with our beer 1906 Galician Irish Red Ale 'La Pelirroja'.

## PONTEVEDRA GASTRO CAPITAL

Some of the most important chefs of Pontevedra participated on the cooking show 'A Batalla das Cunchas'. It also helped to give visibility to the Brand through the different activities

carried out by the chefs association 'Banda Cociñas de Pontevedra' to promote circular economy and green hospitality.

## GASTRONOMY MONTH

We held our own festival in the United Kingdom under the name of Gastronomy Month bringing together over 15 events with exclusive experiences such as dinners, tapas tours, masterclasses and special menus paired with

our beers in more than 30 establishments. The objective has been to increase our brand awareness in the country, as well as to position our portfolio of beers as a reference for gastronomic pairings.

## LONDON RESTAURANT FESTIVAL

Estrella Galicia has once again been the official beer of the London Restaurant Festival, an event that offers more than 40 exclusive experiences and activities to the participants,

and that accompanies the creations of the best restaurants in London on different dates throughout the year.

# We promote sport

## WE PLAY AS A TEAM

Through Estrella Galicia 0,0, we have renewed our sponsorship of Real Club Deportivo de la Coruña until June 2025, whilst Cabreiroá remains the team's official mineral water. We also remain at the side of Real Club Celta de Vigo, as well Racing Club de Ferrol, Obradoiro CAB and Club Ourense Baloncesto.

In 2021 we joined the sports projects of CD Burela Futsal and Bergantiños C.F. In addition, the image of Estrella Galicia and Cabreiroá as official brands already feature in the sports facilities of the club from Carballo.

And we have joined the BAXI Ferrol women's basketball team for the next two seasons and signed a sponsorship agreement with Basquet Coruña. Cabreiroá and Raid Gallaecia-AR World Championship 2021 announced a collaboration agreement for the Adventure Racing World Championship.

In hockey, we celebrated the Copa de Rey with Deportivo Liceo, a team sponsored by Estrella Galicia, at the MEGA facilities. Likewise, Estrella Galicia and Cabreiroá have been the official brands during the celebration of XXVII Copa Do Rei and Copa Da Raiña. Both brands have also sponsored the Copa de la Reina rugby 7's.





## ON WHEELS

Despite the global climate generated by the pandemic, we have not stopped. Estrella Galicia 0,0 has had four top quality ambassadors for its tenth anniversary in the world motorcycling championship: the Márquez brothers, Marc and Álex, in HRC Repsol and LCR Honda, respectively, and Joan Mir and Álex Rins in Team Suzuki MotoGP. And we continue to support, still juniors, Sergio García Dols and Jeremy Alcoba in Moto3.

It is worth highlighting that, together with DAZN, we have developed 'Artisans of the Paddock', a documentary series that delves into the heart of MotoGP to show the lesser-known face of this sport.

In Fórmula 1, we have renewed our commitment to the Spanish driver Carlos Sainz with Estrella Galicia 0,0 and we accompany him in his new adventure at Ferrari, with whom we also work as Team Partners. Together with the Italian team, and with the aim of strengthening our route to market in the transalpine market, we also held a meeting with key distributors in the development of our strategy in this market at Ferrari's headquarters, Maranello Italia, which was, without a doubt, a unique experience for all of them.



## ON THE WATER

Yet another year, Cabreiroá and Estrella Galicia have been the official water and beer of the Pantín Classic and the Junior Qualifying Series, competitions of the World Surf League in Spain in 2021. Both brands have also been present in the most important competition of world surfing in Portugal, the Challenger MEO Vissla Pro Ericeira.

In sailing, we have participated in the third edition of the Mar de Maeloc Regatta that, as

a novelty, has hosted the inaugural competition Mar de Maeloc Xacobeo 21-22 which started in Getxo (Vizcaya) with destination to Coruña without any stages.

Yet another year we have opted for the use of materials recovered from the sea, recycled and recyclable for the trophies, as well as for the sailors' equipment. The event had the collaboration of Ecoembes, who installed recycling points in all the host ports.

# 4.4.1.4 FOR TALENT WITHOUT LIMITS

Because we believe that tomorrow must be built on talent, we strive to promote the culture of innovation. It was under this premise that The Hop arose, our Collaborative Entrepreneurship Ecosystem, which in its third edition has focused on supporting hospitality, centred on the identification of digital needs of the sector and the search for solutions that can be useful for its development

The dynamics of The Hop on this occasion have been different from that of previous editions, since four start-ups have been selected –Cover Manager, Cheerfy, Katoo and Xavou!– with an established presence in the market and with proven solutions, in order to know, test and analyse the mid-term impact they will have on the hospitality sector.

In these three years of life, The Hop has identified and analysed 1,072 startups, collaborated with 200 entrepreneurs in the different projects, promoted the implementation of 28 pilot projects, involving over 80 employees of the group to contribute their business vision.

## WE RETURN TO SONDESLAND

Our commitment to talent has led us once again to sponsor Sondersland, the international festival par excellence in this field. During the event, which had Estrella Galicia as the official beer, we transmitted our values and the characteristics that define us. In addition, attendees were able to put a face to the people

behind our products, get to know our businesses, processes and professions first-hand, immerse themselves in our beer culture and participate in different experiences and recreational activities.



## 4.4.2 WITH THE ENVIRONMENT

Our commitment to generating a positive impact is not a fad, it is something natural to our origin and an inescapable challenge. It is present in all our fields of action and, of course, in our relationship with the planet, so we strive to discover its limits and assume that its resources are not infinite. Moreover, at Corporación Hijos de Rivera we do not simply respect nature, we love it. That is why we do not limit ourselves to taking care of it, but we regenerate it.

Reducing our consumption and the amount of waste we generate, as well as reusing that which we cannot eliminate, is one of our top priorities. In fact, in the short term, by applying these premises to our internal way of working and habits, we are managing to reduce our carbon footprint. But in the long term, we do not set ourselves limits, since it will be nonconformism that will mark our strategy.

## Origen de Cabreiroá Project

We are not words alone. Throughout 2021 we have launched various initiatives that help us meet our environmental challenge, such as Proyecto Origen, Cabreiroá's new business model. For years, our Galician spring has been transforming its organisation to focus all its efforts on finding the best tools to gain efficiency, improve the circularity of its packaging and reduce the environmental footprint of its activity.

The Project is based on three pillars:

- **Carbon Neutral Spring:** First fundamental step to reduce emissions and thus fight against climate change.
- **Environmental activism:** We collaborate with WWF in a three-hectare forest restoration project in the Xurés Natural Park,

Ourense (Galicia); together with We The Sustainability Project we support local initiatives such as the cleaning of beaches and seas in A Coruña (Galicia); and we participate together with Libera – Stop Basurala Stop Littered Nature) (SEO BirdLife – Ecoembes) in volunteer days to clean natural spaces and awareness workshops in two parts of the Camino de Santiago (English and Via de la Plata).

- **Ecopackaging that promotes circularity:** Putting on the market more sustainable packaging such as the 8-litre cardboard box, 100% bottles made with recycled plastic, returnable glass containers and reusable aluminium containers.





4.4.2.1  
ENVIRONMENTAL  
MONITORING  
TO ENSURE  
SUSTAINABILITY

Our activity is carried out through our six production centres located in Spain. Of all, the brewery is the most significant facility from the perspective of consumption indices (energy, water, raw materials and other materials), emissions, discharges, as well as in waste management and recycling.

It is worth highlighting that these facilities, as well as the Cabreiroá bottling plant, have a certified Environmental Management System. Agua de Cuevas, Fontarel and Customdrinks implement prevention and control systems.







## The way we act

The commitment we have to the protection and respect of the environment is clearly determined in our Code of Ethics. This guide leads us to working under the premise of minimising negative impacts and preventing pollution, promoting R&D that improves processes, seeking the adequate training of our professionals and collaborators in environmental management, natural heritage and associated risks.

Likewise, we prioritise the sustainability of our business project over the desire for immediate enrichment. In the current social context, marked by climate change, pressure on natural resources,

environmental degradation and pollution, respect for the environment is essential to ensure long-term success, ensuring the legitimate right of present and future generations to enjoy an adequate environment.

All of this is set out in our Corporate Environment Policy, which establishes the reference framework and the principles to be respected in order to protect the environment in the activities carried out by our companies.

## THE SAFETY OF OUR OWN ENVIRONMENTAL MANAGEMENT SYSTEM

The Environmental Management System of Hijos of Rivera S.A.U. is certified in ISO 14001:2015 and EC Regulation No. 1221/2009 (EMAS III), as amended by Regulation (EU) 2017/1505, with registration number ES-GA-000121 for beer design and production activities. The Cabreiroá centre is also 14001:2015 certified for the packaging of natural mineral water, carbonic natural mineral water and natural mineral water with added carbonic gas.

We also analyse the risks related to our environmental aspects (waste, emissions, discharges, consumption and environment), taking into account

legal requirements and other application requirements, within the context of the organisation and the needs and expectations of stakeholders.

Hence, and in the spirit of transparency and collaboration that characterises our relationship with the community and environmental social agents, we publish the Environmental Declaration of Hijos of Rivera, S.A.U. on our website.

## CROSS-SECTIONAL OBJECTIVES

We set cross-sectional objectives and working guidelines to ensure that compliance is effective in protecting the environment. The environmental aspects generated during the design and processing of the products are identified and evaluated according to the precautionary principle, and controlled to avoid, or where appropriate limit, the associated negative impacts on the environment.

We also have a specific procedure for identifying and updating the applicable legal requirements. It should be noted that, in our case, we do not need to record accounting provisions for environmental

guarantees and risks as we have not incurred any liabilities arising from non-compliance with current regulations.

We are aware of our responsibility for the environment. Therefore, as part of our commitment to the environment, our business strategy includes a commitment to reducing the impact of our activity, circular economy policies and energy efficiency that help mitigate climate change.



## 4.4.2.2 POLLUTION

### COMBUSTION EMISSIONS

The brewery – the only centre to which regulations governing the emission trading scheme apply – has two combustion boilers that use natural gas and biogas generated by the facility itself (the infrastructure has a biogas washing system that minimises the environmental impact and improves the quality of emissions to the atmosphere), as fuels. In both boilers periodic measurements of

different parameters (Opacity, SO<sub>2</sub>, CO, NO<sub>x</sub>) are made by an external accredited entity to carry out a thorough control of the emissions generated.

Every year, the factory informs the Competent Environmental Authority of the number of tons of CO<sub>2</sub>, CO and NO<sub>x</sub> emitted.

### ACOUSTIC EMISSIONS

All equipment and facilities are subject to preventive maintenance plans in order to avoid breakdowns or deterioration that cause changes in the sound pressure level. In addition, we have technical measures to attenuate the sound in areas where

activities are carried out that generate more pronounced sound levels. In addition, environmental noise measurements are periodically carried out to check that sound pressure levels do not in any way exceed the established limits.

## 4.4.2.3 CIRCULAR ECONOMY

WE UNDERSTAND CIRCULAR ECONOMY  
AS A SUSTAINABLE MODEL THAT, THROUGH  
THE PROLONGATION OF THE LIFE OF  
PRODUCTS AND MATERIALS, ALLOWS US  
TO PROTECT THE PLANET

### WASTE

Produce-use-recycle is part of our work philosophy. Thus, we try to prevent the generation of waste and, if it is not viable, we look at its reuse, recycling and valuation, avoiding its disposal whenever possible.

Industrial waste generated at the brewery, cider and soft drinks facilities and springs is delivered to authorised waste managers.

For its selection, the recovery operations used and their proximity to the withdrawal points are taken

into account. In 2021, we have increased the percentage of waste recovery operations in our facilities, which contributes to our “zero” waste objective.

With regards to material circularity, glass and cardboard waste generated in the brewing facilities are used in the manufacture of new packaging materials (bottles and packs). At the springs, we have set up circular glass, PET and cardboard recovery, re-use and reintegration models for packaging materials.



PACKAGING

With the aim of reducing the consumption of resources and minimise the generation of any type of waste, we act on all the materials we use in the packaging of our products, from their conception to the end of their use, in the following ways:

- We adopt improvements in the design of our packaging to reduce its weight, and therefore the amount of waste that originates after consumption, and to facilitate its valuation and recycling.
- We have annual goals to reduce waste in each of the packaging plants and therefore year after year we avoid the relative increase in waste generation in our production processes.
- We incorporate recycled materials in the manufacture of the packaging of our products. It should be noted that since 2019 all our PET bottles used for mineral water packaging contain between 25% and 50% recycled PET. In 2020 we reinforced our commitment to plastic circularity by making the format with significant sales volume of Agua de Cuevas more sustainable: 100% recycled PET bottle and 50% recycled film packaging. In 2021, we have managed to test

and apply 100% recycled PET in all formats of Cuevas and Fontarel, and in half of the formats of Cabreiroá, expanding our commitment to the circularity of materials.

- We do not use plastic rings in any of our formats.
- We have returnable formats for beer, mineral water and cider, promoting reuse of packaging, and avoiding post-consumption waste.
- Our *Cerveza de Bodega* model allows us to offer our consumers the experience of enjoying our beer without generating any packaging-associated waste.
- Through symbols included in the labelling of our products (% recyclability, metal recycles forever, etc.) we contribute to our consumers' awareness about good recycling habits.

We also adhere to various Integrated Management Systems: Ecovidrio, in the case of beer and cider, and Ecoembes in the case of water.

BY-PRODUCTS

During the brewing process bagasse and yeast are produced as by-products, which are destined for animal feed, thus avoiding becoming waste.

WASTE

The wastewater generated in the brewery, and in the springs, is the result of the effluent from beer brewing and water packaging of the plant's cleaning and disinfection systems, and sanitary waters from the different factory facilities.

Wastewater is treated or managed to adapt its parameters to those legally established and carry out the discharge in accordance with the corresponding authorisations. In addition, to assess the effectiveness of the treatment system and compliance with legal implementation requirements, periodic internal checks and/or by accredited bodies are carried out.

Indicators

| Brewery               |        | Absolute   |             | Absolute/production (HI Berr) |       |
|-----------------------|--------|------------|-------------|-------------------------------|-------|
|                       | Unidad | 2020       | 2021        | 2020                          | 2021  |
| Single use packaging* | Kg     | 80.941.680 | 101.955.193 | 43,61                         | 44,37 |
| Non-Hazardous waste   | Kg     | 4.395.663  | 5.390.241   | 1,27                          | 1,23  |
| Hazardous Waste       | Kg     | 6.597      | 7.109       | 0,002                         | 0,002 |
| By-products : bagasse | Kg     | 59.754.941 | 77.699.690  | 17,28                         | 17,66 |
| By-products: Yeast    | Kg     | 8.545.420  | 8.419.020   | 2,47                          | 1,91  |
| Effluents             | m³     | 937.502    | 1.182.578   | 0,27                          | 0,27  |

\*Post-consumption waste corresponding to the packaging of the products we sell

| Springs               |                | Absolute  |           | Absolute/production (HI bottled water) |        |
|-----------------------|----------------|-----------|-----------|--|--------|
|                       | Unidad         | 2020      | 2021      | 2020                                   | 2021   |
| Single Use Packaging* | Cabreiroá      | 2.822.106 | 3.601.839 | 4,94                                   | 5,26   |
|                       | Agua de Cuevas | 1.232.027 | 1.251.390 | 3,02                                   | 2,83   |
|                       | Fontarel       | 1.227.852 | 1.217.964 | 2,37                                   | 2,21   |
| Non-Hazardous Waste   | Cabreiroá      | 425.664   | 603.040   | 0,59                                   | 0,67   |
|                       | Agua de Cuevas | 28.157    | 19.300    | 0,07                                   | 0,04   |
|                       | Fontarel       | 49.080    | 56.764    | 0,10                                   | 0,10   |
| Hazardous Waste       | Cabreiroá      | 2.658     | 1.024     | 0,004                                  | 0,001  |
|                       | Agua de Cuevas | 213       | 183       | 0,0005                                 | 0,0004 |
|                       | Fontarel       | 295       | 283       | 0,0006                                 | 0,0005 |
| Effluents             | Cabreiroá      | 20.227    | 25.868    | 0,03                                   | 0,03   |
|                       | Agua de Cuevas | -         | 3.046     | -                                      | 0,01   |
|                       | Fontarel       | 7.100     | 10.505    | 0,01                                   | 0,02   |

\*Post-consumption waste corresponding to the packaging of the products we sell



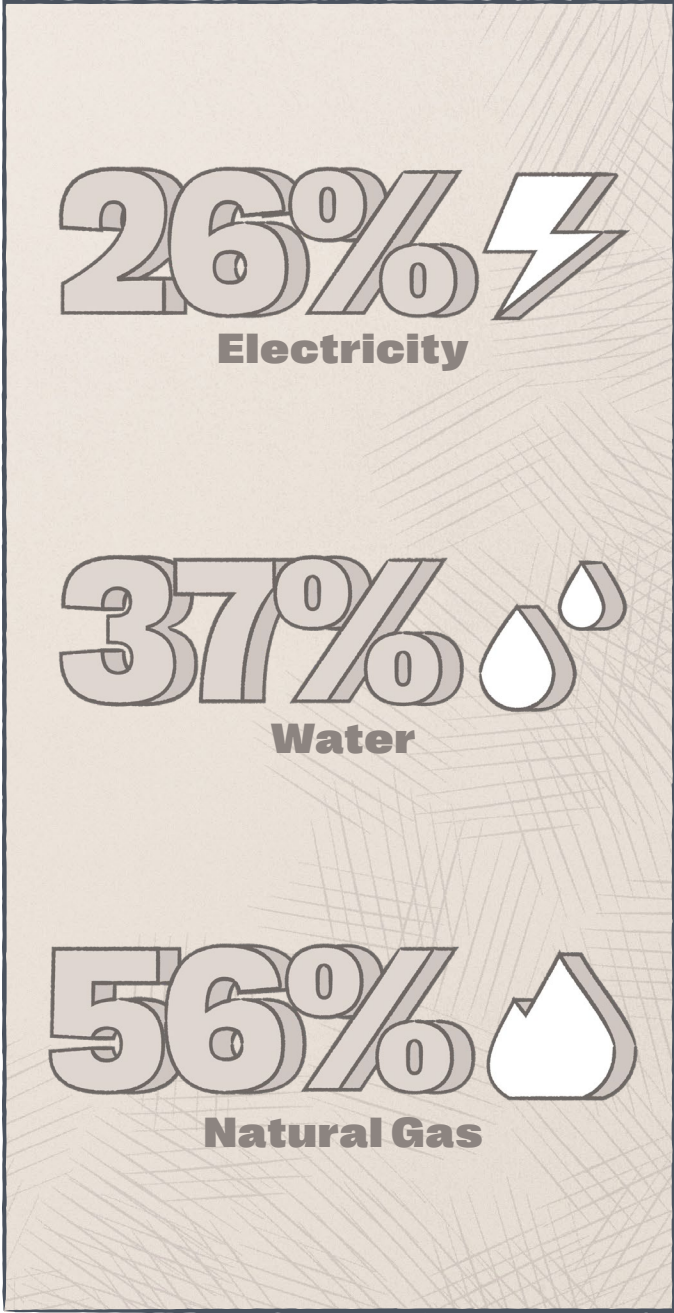
# 4.4.2.4 RESOURCE CONSUMPTION

Controlling water consumption, electricity, natural gas/LPG and other resources allows us to have information about our environmental behaviour and facilitates the identification of areas for improvement. In order to reduce both consumption and demand for resources, for which annual targets are set in the brewery and springs, the feasibility of implementing the best available techniques identified in both the production process and the auxiliary processes is assessed.

With the different improvements implemented in recent years we have managed to reduce consumption in the ratio of the brewery in<sup>3</sup>:

- **Electricity: 26%**
- **Water: 37%**
- **Natural Gas: 56%**

The brewery incorporates the biogas generated in the anaerobic wastewater treatment process as a renewable energy source.



<sup>3</sup> Evolución consumos en ratio 2009-2021

## Indicators

| Brewery                 |        | Absolute    |              | Absolute/production<br>(HI Beer) |       |
|-------------------------|--------|-------------|--------------|----------------------------------|-------|
|                         | Unidad | 2020        | 2021         | 2020                             | 2021  |
| Electricity*            | kWh    | 26.273.311* | 32.905.323*  | 7,60                             | 7,48  |
| Natural Gas             | MJ     | 219.116.330 | 236.596.300  | 63,37                            | 53,79 |
| Biogas*                 | MJ     | 78.331.579* | 116.973.219* | 22,65                            | 26,59 |
| Water: municipal supply | m³     | 1.342.541   | 1.699.017    | 0,39                             | 0,39  |
| Raw materials           | Kg     | 65.411.552  | 84.917.613   | 18,92                            | 19,30 |

\*Renewable energy

| Springs                |                |        | Absoluto   |            | Absolute/production<br>(HI bottled water) |       |
|------------------------|----------------|--------|------------|------------|---|-------|
|                        |                | Unidad | 2020       | 2021       | 2020                                      | 2021  |
| Electricity (*)        | Cabreiroá      | kWh    | 3.098.088* | 3.657.867* | 4,27                                      | 4,08  |
|                        | Agua de Cuevas |        | 1.028.936* | 1.067.363* | 2,53                                      | 2,39  |
|                        | Fontarel       |        | 1.927.076* | 2.143.788* | 3,81                                      | 3,88  |
| Propane                | Cabreiroá      | Kg     | 122.729    | 171.891    | 0,17                                      | 0,19  |
| Municipal water supply | Cabreiroá      | m³     | 1.285      | 680        | 0,002                                     | 0,001 |
| Groundwater            | Cabreiroá      | m³     | 97.707     | 121.507    | 0,13                                      | 0,14  |
|                        | Agua de Cuevas |        | -          | 47.627     | -   | 0,11  |
|                        | Fontarel       |        | 76.016     | 85.136     | 0,15                                      | 0,15  |

\*Renewable energy



## 4.4.2.5 CLIMATE CHANGE

The fight against climate change is an environmental challenge that requires global mitigation plans, so we must all get involved, not just governments. At Corporación Hijos de Rivera we respond to this challenge by calculating the carbon footprint of the organisation<sup>4</sup> with scopes 1,2 and 3, in order to identify opportunities for improvement and set emission reduction targets across our value chain.

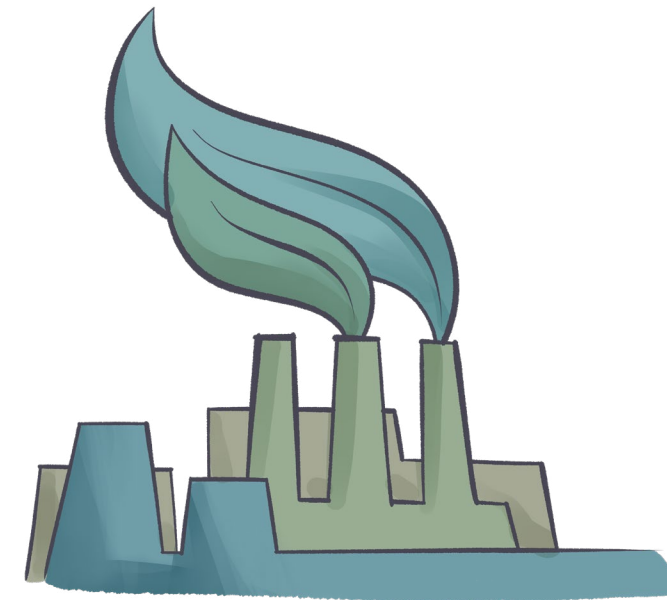
The calculation of the carbon footprint is carried out with a lag of one year and is verified by an external entity accredited according to the UNE-EN-ISO 14064 standard and registered in the Register of the Spanish Office for Climate Change.<sup>5</sup>

We have exceeded the established target of reducing our Scope 1 and 2 emissions by 30% compared to those of the base year, managing to go from 21,650 tCO<sub>2</sub>e in 2018 to 13,838 tCO<sub>2</sub>e in 2021.

To achieve this goal, we develop various actions, among which are:

- Biogas self-generation at the brewery.
- Self-generation of electricity from renewable sources in our own facilities using solar panels.
- From January 2019, 100% electricity acquired for the brewery and springs is of renewable origin.

- Recovery of the CO<sub>2</sub> generated during the fermentation of the beer and its reintroduction in the different stages of the production process in the brewery. Thus, we managed to increase circularity in our own process and reduce our Scope 3 Carbon Footprint.
- Weight reduction of non-returnable glass bottles, which entails the reduction of emissions corresponding to their manufacture.
- Reintroduction of post-consumption recycled material in our primary, secondary and tertiary packaging, favouring the reduction of emissions associated with its production.
- Regarding vehicle fleet: bringing in hybrids destined for commercial activity and gas-powered Cerveza de Bodega tanker trucks.
- We are renewing the refrigeration equipment, which entails switching from using R134 gas to R290 ecological gas, a hydrocarbon that does not damage the ozone layer and provides greater efficiency and cooling power.



## Zero emissions

In 2021 we have reinforced our commitment to sustainability and the generation of positive impact by achieving carbon neutrality in our main facilities<sup>6</sup>, which is technically equivalent to the fact that the activity carried out in them generates zero emissions.

This achievement is not the result of one day, but thanks to an ambitious plan launched in recent years that has transformed the day to day of the organisation in favour of the use of cleaner energies. Own generation of biogas, the use of renewable energies, the installation of photovoltaic plants, introduction of hybrid vehicles or the replacement of equipment in customers' premises with more efficient models are just some of the measures that have contributed to the progressive reduction of emissions.

The photovoltaic plant of our factory in A Grela stands out, since it has received an award from the Association of Industrial Engineers of Galicia during the VIII edition of the Galicia Energy Awards. This facility has a photovoltaic self-consumption capacity of 415.4 kWp which has avoided the emission of almost 200 tons of CO<sub>2</sub> per year into the atmosphere.

Finally, and as a last step towards achieving the milestone of zero emissions, we have compensated for the emissions that we have not been able to avoid with the participation in the "Pacajai REDD+ Project", aimed at the forest conservation of the Brazilian Amazon, considered the lung of the planet. Avoiding environmental degradation and deforestation and preserving biodiversity involving local communities are the keys to this initiative that represents a great return for the ecosystem.

<sup>4</sup> Organisational Limit: Hijos de Rivera S.A.U., Aguas de Cabreiroá S.A.U., Aguas de Cuevas S.A.U., Aguas El Pilar S.L.U., Cervinter S.L.U., Justdrinks LDA. and Estrella Galicia Importação e Comercialização de bebidas e alimentos LTDA.

<sup>5</sup> At the end of the 2021 financial year, the calculation and verification of the Organization Carbon Footprint for 2020 and 2021 is ongoing.

<sup>6</sup> Hijos de Rivera S.A.U., Aguas de Cabreiroá S.A.U., Aguas de Cuevas S.A.U., Aguas El Pilar S.L.U., Cervinter S.L.U., Justdrinks LDA. and Estrella Galicia Importação e Comercialização de bebidas e alimentos LTDA.



# 4.4.2.6 BIODIVERSITY

## Emissions indicators

| Brewery |        | Absolute |        | Absolute/production<br>(HI Beer) |        |
|---------|--------|----------|--------|----------------------------------|--------|
|         | Unidad | 2020     | 2021   | 2020                             | 2021   |
| Scope 1 | t CO2e | 12.291   | 13.306 | 0,0036                           | 0,0030 |
| Scope 2 | t CO2e | 0        | 0      | 0                                | 0      |

| Springs |                | Absolute |        | Absolute/producción<br>(HI bottled water) |         |
|---------|----------------|----------|--------|---|---------|
|         | Unidad         | 2020     | 2021   | 2020                                      | 2021    |
| Scope 1 | Cabreiroá      | 374,35   | 532,07 | 0,00052                                   | 0,00059 |
|         | Agua de Cuevas | 0        | 0      | 0   | 0       |
|         | Fontarel       | 6,18     | 0      | 0,00001                                   | 0       |
| Scope 2 | Cabreiroá      | 0        | 0      | 0   | 0       |
|         | Agua de Cuevas | 0        | 0      | 0   | 0       |
|         | Fontarel       | 0        | 0      | 0   | 0       |

To limit our vulnerability to climate change, we are identifying and evaluating different measures that allow us to better adapt to this risk.

THE SPRINGS HAVE ESTABLISHED  
A PERIMETER OF PROTECTION  
CARRYING OUT REGULAR  
MONITORING TO VERIFY THAT  
THE ENVIRONMENT IS NOT  
ALTERED OVER TIME

As the brewery is located in an industrial area, there is no significant effect on biodiversity. The springs have established a perimeter of protection carrying

out regular monitoring to verify that the environment is not altered over time.



5

OUTLINE  
OF ANNUAL  
REPORT

For the eighth consecutive year, and in an exercise in transparency and commitment with our stakeholders, we publish our Sustainability Report where we report on our performance on environmental and social issues, respect for human rights and the fight against corruption and bribery, as well as personnel, during the 2021 financial year.

The Report includes the consolidated non-financial statement of Corporación Hijos de Rivera S.L and Subsidiaries, which has been prepared in line with the requirements set out in Law 11/2018, December 28, amending the Code of Commerce, the consolidated text of the Capital Companies Law by Royal Legislative Decree 1/2010 of July 2, and Law 22/2015, of July 20, Auditing of Accounts, regarding non-financial information and diversity.

To prepare it, the Corporación has based itself on the standards of the Global Reporting Initiative (GRI), an international reporting framework referred to in the aforementioned Law, following the reporting principles contained therein, and using a selection of GRI Standards that adequately reflect its performance in the different issues contained in the Act, and which are indicated in the table included in paragraph 7. Contents Index of Law 11/2018 of this Report.

All issues contained in Law 11/2018 on non-financial information and diversity have been identified by the group as material.

The information included in the non-financial statement, which is part of the Consolidated Management Report and accompanies the Consolidated Annual Accounts for the 2021 financial year, is verified by KPMG Asesores S.L.

INFORMATION BOUNDARIES

The financial information included in this non-financial statement comes from the Consolidated Annual Accounts of Corporación Hijos de Rivera S.L. and subsidiaries for the year ended December 31, 2021.

Information regarding People in 2021 does not include personnel of the group's company, Bars & Stars Wine & Food Services Corporacion (Philippines) which accounts for 3% of the total workforce.

The information regarding the environment refers to the main production centres: the brewery, springs, and the cider and soft drink factory, which account for 99.6% of the group's total production.

In cases where the reported information has a scope other than the established boundary, it is specified in the corresponding section or table with a footnote.



6

GRI TABLES

GRI STANDARDS  
2016 version unless otherwise indicated

Page/ Direct response

GRI 101: Foundation

GRI 102: General Disclosures

|   |   |
|---|---|
| 102-1 Name of the organisation                      | 10 (Chapter 1)  |
| 102-2 Activity, brands, products and services       | 19-23 (Chapter 1.2 y 1.1.2);<br>72-81 (Chapter 3.4.1)     |
| 102-3 Location of headquarters                      | C/ José María Rivera Corral nº6, 15008<br>A Coruña España |
| 102-4 Countries where the organisation operate      | 58-63 (Chapter 3.1.3)                                     |
| 102-5 Nature of ownership and legal structure       | 38-41 (Chapter 2.1)                                       |
| 102-6 Markets served                                | 61-63 (Chapter 3.1.3)                                     |
| 102-7 Scale of organisation                         | 32-33 (Chapter 1.4)                                       |
| 102-8 Information about employees and other workers | 102-119 (Chapter 4.1.1)                                   |
| 102-9 Supply chain                                  | 140-147 (Chapter 4.2)                                     |



|  |  |
|--|--|
| 102-10 Significant changes in the organisation and its supply chain  | 142-144 (Chapter 4.2)  |
| 102-11 Precautionary principle or approach                           | 42-43 (Chapter 2.4)  |
| 102-12 External initiatives  | 154-170 (Chapter 4.4.1)  |
| 102-13 Membership of associations                                    | 50-51 (Chapter 2.5)  |
| 102-14 Statement from Senior decision-maker                          | 4-5 (letter from the Chairman)                                   |
| 102-15 Key impacts, risks and opportunities                          | 44-47; 120-125; 172-186  |
| 102-16 Values, principles, standards, and norms of behaviour         | 34-43 (Chapter 2.2)  |
| 102-17 Mechanisms for advice and concerns about ethics               | 42-43 (Chapter 2.2)  |
| 102-18 Governance structure  | 38-41 (Chapter 2.1)  |
| 102-22 Composition of the highest governance body and its committees | 38 (Chapter 2.1)   |
| 102-23 Chair of the highest governance body                          | 40   |
| 102-40 List of stakeholder groups                                    | 28-29 (Chapter 1.3)  |
| 102-41 Collective bargaining agreements                              | 138 (Chapter 4.1.4 – footnote)                                   |
| 102-42 Identifying and selecting stakeholders                        | 24-27 (Chapter 1.3)  |
| 102-43 Approach to stakeholder engagement                            | 24-31 (Chapter 1.3)  |
| 102-44 Key topics and concerns raised                                | 26-27 (Chapter 1.3)  |
| 102-45 Entities included in the consolidated financial statements    | 188-189 (Chapter 5)  |
| 102-46 Defining report content and topic Boundaries                  | 28-29; 188-189   |
| 102-47 List of material topics                                       | 28-29  |
| 102-48 Restatements of information                                   | There is no restatement of information regarding the 2020 Report |
| 102-49 Changes in reporting  | There are no changes in the preparation of the Report            |
| 102-50 Reporting   | 1 January to 31 December 2021.                                   |
| 102-52 Reporting cycle   | Annual   |
| 102-53 Contact point for questions regarding the report              | rrodriguez@estrellagalicia.es                                    |
| 102-54 Claims of reporting in accordance with the GRI standards      | Chapter 6 Content GRI table                                      |
| 102-55 GRI content index   | Chapter 6 Content GRI table                                      |
| 102-56 External assurance  | Chapter 8  |

**MATERIAL TOPICS****RESPONSIBLE ECONOMIC GROWTH AND VALUE CREATION****GRI 103: Management approach**

|  |                            |
|--|----------------------------|
| 103-1 Explanation of the material topic and its boundary | 8-17 (Chapter 1)           |
| 103-2 The management approach and its components         | 18-20 (Chapters 1.1 y 1.2) |
| 103-3 Evaluation of the management approach              | 6-7; 16-17 (Chapter 1.4)   |

**GRI 201: Economic performance**

|   |                     |
|---|---------------------|
| 201-1 Direct economic value generated and distributed   | 32-33 (Chapter 1.4) |
| 201-4 Financial assistance received from the government | 32-33 (Chapter 1.4) |

**ARTISAN CULTURE****GRI 103: Management approach**

|  |                         |
|--|-------------------------|
| 103-1 Explanation of the material topic and its Boundary | 54 (Chapter 3)          |
| 103-2 The management approach and its components         | 54; 131 (Chapter 4.1.4) |
| 103-3 Evaluation of the management approach              | 131; 163                |

**DIGITALIZATION AND IT OPERATING MODEL****GRI 103: Management approach**

|  |   |
|--|---|
| 103-1 Explanation of the material topic and its boundary | 19 (Chapter 1.2)  |
| 103-2 The management approach and its components         | 19; 92-95 (Chapter 3.7); 100 (Chapter 4.1); 121 (Chapter 4.1.2) |
| 103-3 Evaluation of the management approach              | 95; 121   |

**INNOVATION AND DIFFERENTIATION****GRI 103: Management approach**

|  |                                       |
|--|---------------------------------------|
| 103-1 Explanation of the material topic and its boundary | 19 (Chapter 1.2); 64-65 (Chapter 3.2) |
| 103-2 The management approach and its components         | 64-67 (Chapter 3.2)                   |
| 103-3 Evaluation of the management approach              | 20 (Chapter 1.2)                      |



GALICIAN ORIGIN AND HERITAGE

GRI 103: Management approach

|  |                       |
|--|-----------------------|
| 103-1 Explanation of the material topic and its boundary | 67 (Chapter 3.2)      |
| 103-2 The management approach and its components         | 64-67 (Chapter 3.1.3) |
| 103-3 Evaluation of the management approach              | 66                    |

ETHICS AND VALUES

GRI 103: Management approach

|  |                     |
|--|---------------------|
| 103-1 Explanation of the material topic and its boundary | 42-43 (Chapter 2.2) |
| 103-2 The management approach and its components         | 43 (Chapter 2.2)    |
| 103-3 Evaluation of the management approach              | 43 (Chapter 2.2)    |

RISK MANAGEMENT

GRI 103: Management approach

|  |                           |
|--|---------------------------|
| 103-1 Explanation of the material topic and its boundary | 45; 47; 49; 121; 153; 177 |
| 103-2 The management approach and its components         | 45; 47; 49; 121; 153; 177 |
| 103-3 Evaluation of the management approach              | 45; 47; 49; 121; 153; 177 |

GOOD GOVERNANCE AND TRANSPARENCY

GRI 103: Management approach

|  |                     |
|--|---------------------|
| 103-1 Explanation of the material topic and its boundary | 39 (Chapter 2.1)    |
| 103-2 The management approach and its components         | 39-41 (Chapter 2.1) |
| 103-3 Evaluation of the management approach              | 43 (Chapter 2.2)    |

COMPLIANCE

GRI 103: Management approach

|  |  |
|--|--|
| 103-1 Explanation of the material topic and its boundary | 46-49 (Chapter 2.4)  |
| 103-2 The management approach and its components         | 46-49 (Chapter 2.4); 145; 177  |
| 103-3 Evaluation of the management approach              | 47; 145 (Chapter 4.2.1);<br>177 (Chapter 4.4.2.1); 179 (Chapter 4.4.2.3) |

GRI 307: Environmental compliance

|  |   |
|--|---|
| 307-1 Non compliance with environmental laws and regulations | No non-compliance with environmental laws has been incurred |
|--|---|

GRI 419: socioeconomic compliance

|  |   |
|--|---|
| 419-1 Non compliance with laws and regulations in the social and economic area | Non-compliance with social or economic laws has not been incurred |
|--|---|

FOOD QUALITY AND SAFETY

GRI 103: Management approach

|  |                     |
|--|---------------------|
| 103-1 Explanation of the material topic and its boundary | 47 (Chapter 2.4)    |
| 103-2 The management approach and its components         | 46-49 (Chapter 2.4) |
| 103-3 Evaluation of the management approach              | 46-49 (Chapter 2.4) |

GRI 417: Marketing and labelling

|  |  |
|--|--|
| 417-1 Requirements for product and service information and labelling | 48-49 (Chapter 2.4); 177 (Chapter 4.3) |
|--|--|

RESPONSIBLE CONSUMPTION AND HEALTHY LIVING

GRI 103: Management approach

|  |                                       |
|--|---------------------------------------|
| 103-1 Explanation of the material topic and its boundary | 12-17 (Chapter 1.1)                   |
| 103-2 The management approach and its components         | 12-17 (Chapter 1.1); 66 (Chapter 3.2) |
| 103-3 Evaluation of the management approach              | 163 (Chapter 4.4.1.2)                 |



| PROXIMITY TO CUSTOMERS AND CONTRIBUTION TO THEIR SUCCESS     |  |  |
|--|--|--|
| GRI 103: Management approach                                 |  |  |
| 103-1 Explanation of the material topic and its boundary     | 148-153 (Chapter 4.3)                                      |  |
| 103-2 The management approach and its components             | 43 (Chapter 2.4); 58 (Chapter 3.1.1); 68-69 (Chapter 3.3)  |  |
| 103-3 Evaluation of the management approach                  | 148-153 (Chapter 4.3)                                      |  |
| EXPERIENCE AND CONNECTION WITH CONSUMERS                     |  |  |
| GRI 103: Management approach                                 |  |  |
| 103-1 Explanation of the material topic and its boundary     | 48-49 (Chapter 2.4); 65-67 (Chapter 3.2)                   |  |
| 103-2 The management approach and its components             | 48-49 (Chapter 2.4); 65-67 (Chapter 3.2); 71 (Chapter 3.4) |  |
| 103-3 Evaluation of the management approach                  | 86-91 (Chapter 3.6)  |  |
| EMPLOYEE SATISFACTION AND WORK ENVIRONMENT                   |  |  |
| GRI 103: Management approach                                 |  |  |
| 103-1 Explanation of the material topic and its boundary     | 124-125 (Chapter 4.1.3)                                    |  |
| 103-2 The management approach and its components             | 124-125 (Chapter 4.1.3)                                    |  |
| 103-3 evaluation of the management approach                  | 124-125 (Chapter 4.1.3)                                    |  |
| DIVERSITY, EQUITY AND EQUALITY                               |  |  |
| GRI 103: Management approach                                 |  |  |
| 103-1 Explanation of the material topic and its boundary     | 135 (Chapter 4.1.4)  |  |
| 103-2 The management approach and its components             | 135 (Chapter 4.1.4)  |  |
| 103-3 Evaluation of the management approach                  | 135 (Chapter 4.1.4)  |  |
| GRI 405: Diversity and equal opportunities                   |  |  |
| 405-1 Diversity of governance bodies and employees           | 104-105 (Cap. 4.1.1); 135-137 (Cap. 4.1.4)                 |  |
| 405-2 Ratio of basic salary and remuneration of women to men | 119 (Chapter 4.1.1)  |  |

| GRI 406: Non-discrimination   |  |  |
|---|--|--|
| 406-1 Incidents of discrimination and corrective actions taken                      | 45 (Chapter 2.3)                             |  |
|   |  |  |
| TALENT MANAGEMENT AND TRAINING  |  |  |
|   |  |  |
| GRI 103: Management approach  |  |  |
| 103-1 Explanation of the material topic and its boundary                            | 125-129 (Chapter 4.1.3)                      |  |
| 103-2 The management approach and its components                                    | 125-129 (Chapter 4.1.3)                      |  |
| 103-3 evaluation of the management approach   | 128-129 (Chapter 4.1.3)                      |  |
| GRI 404: Training and education   |  |  |
| 404-1 Average hours of training per year per employee                               | 128-129 (Chapter 4.1.3)                      |  |
| 404-2 Programmes for upgrading employee skills and transition assistance programmes | 126-127 (Chapter 4.1.3)                      |  |
|   |  |  |
| LEADERSHIP CULTURE  |  |  |
|   |  |  |
| GRI 103: Management approach  |  |  |
| 103-1 Explanation of the material topic and its boundary                            | 133-134 (Chapter 4.1.4)                      |  |
| 103-2 The management approach and its components                                    | 130-134 (Chapter 4.1.4)                      |  |
| 103-3 Evaluation of the management approach   | 130-134 (Chapter 4.1.4)                      |  |
|   |  |  |
| SAFETY, HEALTH AND WELL-BEING OF EMPLOYEES  |  |  |
|   |  |  |
| GRI 103: Management approach  |  |  |
| 103-1 Explanation of the material topic and its boundary                            | 120-121 (Chapter 4.1.2)                      |  |
| 103-2 The management approach and its components                                    | 120-122 (Chapter 4.1.2); 138 (Chapter 4.1.4) |  |
| 103-3 Evaluation of the management approach   | 122 (Chapter 4.1.2)                          |  |
| GRI 403: Occupational health and safety(2018)                                       |  |  |
| 403-1 Occupational health and safety management system                              | 120-123 (Chapter 4.1.2)                      |  |
| 403-2 Hazard identification, risk assessment, and incident investigation            | 121 (Chapter 4.1.2)                          |  |



|   |                     |
|---|---------------------|
| 403-3 Occupational health services  | 121 (Chapter 4.1.2) |
| 403-6 Promotion of worker health  | 121 (Chapter 4.1.2) |
| 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | 121 (Chapter 4.1.2) |
| 403-9 Work related injuries   | 122 (Chapter 4.1.2) |
| 403-10 Work related ill health  | 122 (Chapter 4.1.2) |

ACTION AGAINST CLIMATE CHANGE AND CLEAN ENERGY

GRI 103: Management approach

|  |  |
|--|--|
| 103-1 Explanation of the material topic and its boundary | 171 (Chapter 4.4.2); 184 (Chapter 4.4.2.5)   |
| 103-2 The management approach and its components         | 174-177 (Chapter 4.4.2.1); 184-186 (Chapter 4.4.2.5)   |
| 103-3 Evaluation of the management approach              | 171 (Chapter 4.4.2); 167-177 (Chapter 4.4.2.1); 181-183 (Chapter 4.4.2.4); 184-186 (Chapter 4.4.2.5) |

GRI 302: Energy

|  |                           |
|--|---------------------------|
| 302-1 Energy consumption within the organisation                 | 182-183 (Chapter 4.4.2.4) |
| 302-4 Reduction of energy consumption                            | 182-183 (Chapter 4.4.2.4) |
| 302-5 Reductions in energy requirements of products and services | 182-183 (Chapter 4.4.2.4) |

GRI 305: Emissions

|  |                           |
|--|---------------------------|
| 305-1 Direct (scope 1) GHG emissions         | 184-186 (Chapter 4.4.2.5) |
| 305-2 Energy indirect (scope2) GHG emissions | 184-186 (Chapter 4.4.2.5) |

SUSTAINABLE AND CIRCULAR PACKAGING

GRI 103: Management approach

|  |   |
|--|---|
| 103-1 Explanation of the material topic and its boundary | 172 (Chapter 4.4.2)                     |
| 103-2 The management approach and its components         | 179-181 (Chapter 4.4.2.3)               |
| 103-3 Evaluation of the management approach              | 66 (Chapter 3.2); 181 (Chapter 4.4.2.3) |

GRI 301: Materials

|  |                       |
|--|-----------------------|
| 301-3 Reclaimed products and their packaging materials | 180 (Chapter 4.4.2.3) |
|--|-----------------------|

SUSTAINABLE WATER MANAGEMENT

GRI 103: Management approach

|  |                           |
|--|---------------------------|
| 103-1 Explanation of the material topic and its boundary | 172 (Chapter 4.4.2)       |
| 103-2 The management approach and its components         | 182-183 (Chapter 4.4.2.4) |
| 103-3 Evaluation of the management approach              | 182-183 (Chapter 4.4.2.4) |

GRI 303: water and effluents (2018)

|                         |                           |
|-------------------------|---------------------------|
| 303-3 Water withdrawal  | 183 (Chapter 4.4.2.4)     |
| 303-4 Water discharge   | 180-181 (Chapter 4.4.2.3) |
| 303-5 Water consumption | 183 (Chapter 4.4.2.4)     |

SUSTAINABLE AGRICULTURE

GRI 103: Management approach

|  |  |
|--|--|
| 103-1 Explanation of the material topic and its boundary | 172 (Chapter 4.4.2)                            |
| 103-2 The management approach and its components         | 172 (Chapter 4.4.2)                            |
| 103-3 Evaluation of the management approach              | 161-162 (Cap. 4.4.1.2); 172-181 (Cap. 4.4.2.3) |

PROTECTION OF BIODIVERSITY

GRI 103: Management approach

|  |  |
|--|--|
| 103-1 Explanation of the material topic and its boundary | 172 (Chapter 4.4.2); 187 (Chapter 4.4.2.6) |
| 103-2 The management approach and its components         | 187 (Chapter 4.4.2.6)                      |
| 103-3 Evaluation of the management approach              | 187 (Chapter 4.4.2.6)                      |

GRI 304: Biodiversity

|   |                       |
|---|-----------------------|
| 304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas | 187 (Chapter 4.4.2.6) |
| 304-2 Significant impacts of activities, products, and services on biodiversity   | 187 (Chapter 4.4.2.6) |



ZERO WASTE

|                              |  |                           |
|------------------------------|--|---------------------------|
| GRI 103: Management approach |  |                           |
| 103-1                        | Explanation of the material topic and its boundary | 172 (Chapter 4.4.2)       |
| 103-2                        | The management approach and its components         | 179-181 (Chapter 4.4.2.3) |
| 103-3                        | Evaluation of the management approach              | 179-181 (Chapter 4.4.2.3) |
| GRI 306: Waste (2020)        |  |                           |
| 306-3                        | Waste generated                                    | 179-181 (Chapter 4.4.2.3) |
| 306-4                        | Waste diverted from disposal                       | 179-181 (Chapter 4.4.2.3) |
| 306-5                        | Waste directed to disposal                         | 179-181 (Chapter 4.4.2.3) |

CONTRIBUTION TO GLOCAL SOCIO-ECONOMIC DEVELOPMENT

|                              |  |  |
|------------------------------|--|--|
| GRI 103: Management approach |  |  |
| 103-1                        | Explanation of the material topic and its boundary | 161-162 (Chapter 4.1.2)  |
| 103-2                        | The management approach and its components         | 155-156 (Chapter 4.4.1); 13 (Chapter 1.1); 33 (Chapter 1.4)                        |
| 103-3                        | Evaluation of the management approach              | 156 (Chapter 4.4.1); 13 (Chapter 1.1); 33 (Chapter 1.4); 161-162 (Chapter 4.4.1.2) |

RESPONSIBLE SUPPLIERS AND PURCHASING

|                              |  |                                 |
|------------------------------|--|---------------------------------|
| GRI 103: Management approach |  |                                 |
| 103-1                        | Explanation of the material topic and its boundary | 141 (Chapter 4.2)               |
| 103-2                        | The management approach and its components         | 141-147 (Chapter 4.2.1 y 4.2.2) |
| 103-3                        | Evaluation of the management approach              | 141-147 (Chapter 4.2.1 y 4.2.2) |

JOB CREATION AND PROMOTION OF EMPLOYABILITY

|                              |  |   |
|------------------------------|--|---|
| GRI 103: Management approach |  |   |
| 103-1                        | Explanation of the material topic and its boundary | 102 (Chapter 4.1.1)   |
| 103-2                        | The management approach and its components         | 102 (Chapter 4.1.1); 124 (Chapter 4.1.3)                    |
| 103-3                        | Evaluation of the management approach              | 85 (Capítulo 3.5); 101 (Chapter 4.1.1); 124 (Chapter 4.1.3) |

SUPPORT OF CULTURE AND SPORT

|                              |  |                           |
|------------------------------|--|---------------------------|
| GRI 103: Management approach |  |                           |
| 103-1                        | Explanation of the material topic and its boundary | 164-170 (Chapter 4.4.1.3) |
| 103-2                        | The management approach and its components         | 164-170 (Chapter 4.4.1.3) |
| 103-3                        | Evaluation of the management approach              | 164-170 (Chapter 4.4.1.3) |

ALLIANCES WITH HOSPITALITY PARTNERS FOR THE DEVELOPMENT OF THE SECTOR

|                              |  |                           |
|------------------------------|--|---------------------------|
| GRI 103: Management approach |  |                           |
| 103-1                        | Explanation of the material topic and its boundary   | 166-168 (Chapter 4.4.1.3) |
| 103-2                        | The management approach and its components   | 166-168 (Chapter 4.4.1.3) |
| 103-3                        | Evaluation of the management approach  | 171 (Chapter 4.4.1.4)     |
| GRI 413: Local communities   |  |                           |
| 413-1                        | Operations with local community engagement, impact assessments, and development programmes | 156-163 (Chapter 4.4.1)   |



# CONTENT OF INDEX LAW 11/2018

| Information requested by Law 11/2018   | Materiality | Page where answer can be found    | Related GRI Content             |
|--|-------------|-----------------------------------|---------------------------------|
| <b>GENERAL INFORMATION</b>   |             |                                   |                                 |
| A brief description of the group's business model, including its business environment, organisation and structure  | Material    | 10-14; 19-20; 28-29; 33-40; 51-76 | GRI 102-2; GRI 102-7            |
| The markets in which it operates   | Material    | 57-63                             | GRI 102-3; GRI 102-4; GRI 102-6 |
| The organisation's objectives and strategies   | Material    | 19-20; 28-29                      | GRI 103-2; GRI 102-14           |
| Important factors and trends that may affect its future evolution  | Material    | 6-7; 10                           | GRI 102-15                      |
| Reporting framework used   | Material    | 189                               | GRI 102-54                      |
| <b>ENVIRONMENTAL ISSUES</b>  |             |                                   |                                 |
| Management approach: description and results of policies on these issues as well as the main risks related to these issues related to the group's activities | Material    | 174-177                           | GRI 102-15; GRI 103-2           |
| <b>Detailed General Information</b>  |             |                                   |                                 |
| Detailed information on the current and foreseeable effects of the company's activities on the environment and, where appropriate, health and safety         | Material    | 176-178                           | GRI 102-15                      |
| Environmental assessment or certification procedures   | Material    | 47-48; 176-177                    | GRI 103-2                       |
| Resources dedicated to the prevention of environmental risks   | Material    | 33, 174-177                       | GRI 103-2                       |
| The application of the precautionary principle   | Material    | 174-176                           | GRI 102-11                      |
| The amount of provisions and guarantees for environmental risks  | Material    | 176-177                           | GRI 103-2                       |



| Pollution   |          |         |   |
|---|----------|---------|---|
| Measures to prevent, reduce or repair carbon emissions that severely affect the environment; taking into account any form of air pollution specific to an activity, including noise and light pollution | Material | 172-178 | GRI 103-2   |
| Circular economy and waste prevention and management  |          |         |   |
| Prevention, recycling, reuse, other forms of waste recovery and disposal  | Material | 179-181 | GRI 103-2; 306-3 (2020); GRI 306-4 (2020); 306-5 (2020) |
| Actions to combat food waste.   | Material | 180     | GRI 103-2   |
| Sustainable use of resources  |          |         |   |
| Water consumption and water supply in accordance with local constraints;  | Material | 182-183 | GRI 303-3 (2018); GRI 303-3 (2018); GRI 303-5 (2018)    |
| Consumption of raw materials and measures taken to improve the efficiency of their use  | Material | 183     | GRI 103-2; GRI 301-1                                    |
| Direct and indirect energy consumption  | Material | 182-183 | GRI 302-1   |
| Measures taken to improve energy efficiency   | Material | 184-185 | GRI 103-2   |
| Use of renewable energy   | Material | 183-185 | GRI 302-1   |
| Climate Change  |          |         |   |
| Greenhouse gas emissions generated as a result of the company's activities, including the use of the goods and services it produces   | Material | 186     | GRI 305-1; GRI 305-2                                    |
| Measures taken to adapt to the consequences of climate change   | Material | 184-185 | GRI 103-2   |
| The reduction targets voluntarily set in the mid and long term to reduce greenhouse gas emissions and the means implemented for this purpose  | Material | 17, 182 | GRI 103-2; GRI 305-5                                    |
| Protecting Biodiversity   |          |         |   |
| Measures taken to preserve or restore biodiversity  | Material | 187     | GRI 103-2   |
| Impacts caused by activities or operations in protected areas.  | Material | 187     | GRI 103-2; GRI 304-1                                    |

| SOCIAL AND PERSONELL ISSUES   |          |                          |  |
|---|----------|--------------------------|--|
| Management approach: description and results of policies on these issues as well as the main risks related to these issues related to the group's activities                                      | Material | 98-101; 120-121; 130-135 | GRI 102-15; GRI 103-2  |
| Employment  |          |                          |  |
| Total number and distribution of employment contract type   | Material | 103-107                  | GRI 405-1 regarding employees by category, sex and age                         |
| Annual average of permanent contracts, temporary contracts and part-time contracts by sex, age and professional classification  | Material | 108-114                  | GRI 102-8 (2016) in terms of employees by employment contract and type, by sex |
| Number of dismissals by sex, age and professional classification  | Material | 115                      | GRI 103-2  |
| Average remuneration and evolution disaggregated by sex, age and professional classification or equal value   | Material | 116-118                  | GRI 103-2  |
| Pay gap, the remuneration of equal or average jobs in the company   | Material | 119                      | GRI 103-2; GRI 405-2   |
| The average remuneration of directors, including variable remuneration, allowances, compensation, payment to long-term savings forecasting systems and any other disaggregated perceptions by sex | Material | 118                      | GRI 103-2  |
| Implementation of work disconnection policies   | Material | 135                      | GRI 103-2  |
| Employees with disabilities   | Material | 136-137                  | GRI 405-1  |
| Empleo Organización del trabajo   |          |                          |  |
| Organisation of working time  | Material | 139                      | GRI 103-2  |
| Number of hours of absenteeism  | Material | 122                      | GRI 103-2  |
| Measures to facilitate parental leave and to encourage the co-responsible exercise by both parents  | Material | 139                      | GRI 103-2  |
| Salud y seguridad   |          |                          |  |
| Occupational health and safety conditions   | Material | 16; 120-121              | GRI 103-2; GRI 403-1 (2018); GRI 403-7 (2018)                                  |
| Occupational accidents, in particular their frequency and severity, as well as professional illness, by sex   | Material | 122                      | GRI 403-2 (2018); GRI 403-9 (2018); GRI 403-10 (2018)                          |



| Social Relations   |          |             |  |
|--|----------|-------------|--|
| Organisation of social dialogue, including procedures for informing and consulting staff and negotiating with them   | Material | 139         | GRI 103-2  |
| Percentage of employees covered by collective agreement by country   | Material | 138         | GRI 102-41   |
| The balance of collective agreements, particularly in the field of occupational health and safety  | Material | 139         | GRI 103-2  |
| Training   |          |             |  |
| Policies implemented in the area of training   | Material | 126-127     | GRI 404-2  |
| The total number of training hours by professional category  | Material | 128-129     | GRI 404-1 (hours of training by professional category) |
| Universal Accessibility  |          |             |  |
| Universal accessibility of people with disabilities  | Material | 136-137     | GRI 103-2  |
| Equality   |          |             |  |
| Medidas adoptadas para promover la igualdad de trato y de oportunidades entre mujeres y hombres  | Material | 135         | GRI 103-2  |
| Planes de igualdad, medidas adoptadas para promover el empleo, protocolos contra el acoso sexual y por razón de sexo   | Material | 135         | GRI 103-2  |
| Política contra todo tipo de discriminación y, en su caso, de gestión de la diversidad   | Material | 43; 138-139 | GRI 103-2  |
| RESPECT FOR HUMAN RIGHTS   |          |             |  |
| Management approach: description and results of policies on these issues as well as the main risks related to these issues related to the group's activities                                   | Material | 45          | GRI 102-15; GRI 103-2                                  |
| Implementation of due diligence  |          |             |  |
| Implementation of human rights due diligence procedures and prevention of the risks of human rights violations and, where appropriate, measures to mitigate, manage and remedy possible abuses | Material | 43, 45      | GRI 102-16; GRI 102-17                                 |
| Complaints of human rights violations  | Material | 45          | GRI 103-2; GRI 406-1                                   |

| Measures implemented to promote and comply with the provisions of the fundamental conventions of the ILO relating to respect for freedom of association and the right to collective bargaining; elimination of discrimination in employment and occupation; elimination of forced or compulsory labour; effective abolition of child labour | Material | 45             | GRI 103-2                                    |
|---|----------|----------------|--|
| FIGHTING CORRUPTION ANDS BRIBERY  |          |                |  |
| Management approach: description and results of policies on these issues as well as the main risks related to these issues with regards to the group's activities   | Material | 43             | GRI 102-15; GRI 103-2                        |
| Measures taken to prevent corruption and bribery  | Material | 43             | GRI 102-16; GRI 102-17; GRI 103-2; GRI 205-3 |
| Measures to combat money laundering   | Material | 43             | GRI 102-16; GRI 102-17; GRI 103-2            |
| Contributions to foundations and nonprofit entities   | Material | 156            | GRI 102-13; GRI 201-1                        |
| INFORMATION ABOUT THE COMPANY   |          |                |  |
| Management approach: description and results of policies related to these issues as well as the main risks related to these issues related to the group's activities  | Material | 156-171        | GRI 103-2; GRI 102-15                        |
| The company's commitments to sustainable development  |          |                |  |
| The impact of the company's activity on employment and local development  | Material | 156-171        | GRI 103-2                                    |
| The impact of the company's activity on local populations and the territory   | Material | 6-13           | GRI 103-2                                    |
| The relationships with local community actors and the modalities of dialogue with local communities   | Material | 27-31; 156-163 | GRI 102-43                                   |
| Partnership or sponsorship actions  | Material | 51             | GRI 103-2                                    |



| Outsourcing and supplies  |          |         |                      |
|---|----------|---------|----------------------|
| Inclusion in the purchasing policy of social, gender equality and environmental issues                            | Material | 144-145 | GRI 103-2            |
| Consideration in relationships with suppliers and subcontractors of their social and environmental responsibility | Material | 146     | GRI 102-9            |
| Monitoring and audit systems and results  | Material | 146     | GRI 102-9            |
| Consumers   |          |         |                      |
| Measures for consumer health and safety   | Material | 47-49   | GRI 103-2; GRI 416-1 |
| Complaint systems, complaints received and their resolution   | Material | 150-151 | GRI 103-2            |
| Tax information   |          |         |                      |
| Profits obtained by country   | Material | 33      | GRI 103-2; GRI 207-4 |
| Tax paid on profits   | Material | 33      | GRI 103-2            |
| Public subsidies received   | Material | 33      | GRI 201-4            |



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# EXTERNAL CHECK

## **FORMULATION OF THE SUSTAINABILITY REPORT AND NON-FINANCIAL INFORMATION FOR THE 2021 FINANCIAL YEAR**

This 2021 Sustainability and Non-Financial Information Report contains the Consolidated Non-Financial Information Statement (EINF) that was formulated and approved by the Board of Directors of Corporación Hijos de Rivera S.L on March 31, 2022.

The EINF contained in the Report has been verified by KPMG ASESORES on April 27, 2022, as stated in the following INDEPENDENT VERIFICATION REPORT.





KPMG Asesores, S.L.  
Pº de la Castellana, 259 C  
28046 Madrid

## **Informe de Verificación Independiente del Estado de Información no Financiera Consolidado de Corporación Hijos de Rivera S.L. y sociedades dependientes del ejercicio 2021**

A los Socios de Corporación Hijos de Rivera S.L.:

De acuerdo con el artículo 49 del Código de Comercio, hemos realizado la verificación, con un alcance de seguridad limitada, del Estado de Información No Financiera Consolidado (en adelante EINF) correspondiente al ejercicio anual finalizado el 31 de diciembre de 2021, de Corporación Hijos de Rivera S.L. (en adelante, la Sociedad dominante) y sus sociedades dependientes (en adelante el Grupo) que forma parte que forma parte del Informe de Gestión consolidado de 2021 del Grupo.

El contenido del EINF incluye información adicional a la requerida por la normativa mercantil vigente en materia de información no financiera que no ha sido objeto de nuestro trabajo de verificación. En este sentido, nuestro trabajo se ha limitado exclusivamente a la verificación de la información identificada en la tabla “Índice de contenidos de la Ley 11/2018” incluida en el EINF adjunto.

### **Responsabilidad de los Administradores**

La formulación del EINF incluido en el Informe de Gestión consolidado del Grupo, así como el contenido del mismo, es responsabilidad de los administradores de la Sociedad dominante. El EINF se ha preparado de acuerdo con los contenidos recogidos en la normativa mercantil vigente y siguiendo los criterios de los *Sustainability Reporting Standards* de Global Reporting Initiative (estándares GRI) seleccionados de acuerdo con lo mencionado para cada materia en la tabla “Índice de contenidos de la ley 11/2018” que figura en citado EINF.

Esta responsabilidad incluye asimismo el diseño, la implantación y el mantenimiento del control interno que se considere necesario para permitir que el EINF esté libre de incorrección material, debida a fraude o error.

Los administradores de la Sociedad dominante son también responsables de definir, implantar, adaptar y mantener los sistemas de gestión de los que se obtiene la información necesaria para la preparación del EINF.



### **Nuestra independencia y control de calidad**

Hemos cumplido con los requerimientos de independencia y demás requerimientos de ética del Código Internacional de Ética para Profesionales de la Contabilidad (incluyendo las normas internacionales de independencia) emitido por el Consejo de Normas Internacionales de Ética para Profesionales de la Contabilidad (IESBA, por sus siglas en inglés) que está basado en los principios fundamentales de integridad, objetividad, competencia profesional, diligencia, confidencialidad y profesionalidad.

Nuestra firma aplica la Norma Internacional de Control de Calidad 1 (NICC 1) y mantiene, en consecuencia, un sistema global de control de calidad que incluye políticas y procedimientos documentados relativos al cumplimiento de requerimientos de ética, normas profesionales y disposiciones legales y reglamentarias aplicables.

El equipo de trabajo ha estado formado por profesionales expertos en revisiones de Información No Financiera y, específicamente, en información de desempeño económico, social y medioambiental.

### **Nuestra responsabilidad**

Nuestra responsabilidad es expresar nuestras conclusiones en un informe de verificación independiente de seguridad limitada basándonos en el trabajo realizado.

Hemos llevado a cabo nuestro trabajo de revisión de acuerdo con los requisitos establecidos en la Norma Internacional de Encargos de Aseguramiento 3000 Revisada en vigor, “Encargos de Aseguramiento distintos de la Auditoría y de la Revisión de Información Financiera Histórica” (ISAE 3000 Revisada) emitida por el Consejo de Normas Internacionales de Auditoría y Aseguramiento (IAASB) de la Federación Internacional de Contadores (IFAC) y con la Guía de Actuación sobre encargos de verificación del Estado de Información No Financiera emitida por el Instituto de Censores Jurados de Cuentas de España.

En un trabajo de aseguramiento limitado los procedimientos llevados a cabo varían en naturaleza y momento de realización, y tienen una menor extensión, que los realizados en un trabajo de aseguramiento razonable y, por lo tanto, la seguridad que se obtiene es sustancialmente menor.

Nuestro trabajo ha consistido en la formulación de preguntas a la Dirección, así como a las diversas unidades y áreas responsables de la Sociedad dominante que han participado en la elaboración del EINF, en la revisión de los procesos para recopilar y validar la información presentada en el EINF y en la aplicación de ciertos procedimientos analíticos y pruebas de revisión por muestreo que se describen a continuación:

- Reuniones con el personal de la Sociedad dominante para conocer el modelo de negocio, las políticas y los enfoques de gestión aplicados, los principales riesgos relacionados con esas cuestiones y obtener la información necesaria para la revisión externa.
- Análisis del alcance, relevancia e integridad de los contenidos incluidos en el EINF del ejercicio 2021 en función del análisis de materialidad realizado por la Sociedad dominante y descrito en el apartado “Estudio de materialidad: centrados en lo importante”, considerando contenidos requeridos en la normativa mercantil en vigor.
- Análisis de los procesos para recopilar y validar los datos presentados en el EINF del ejercicio 2021.
- Revisión de la información relativa con los riesgos, las políticas y los enfoques de gestión aplicados en relación con los aspectos materiales presentados en el EINF del ejercicio 2021.



- Comprobación, mediante pruebas, en base a la selección de una muestra, de la información relativa a los contenidos incluidos en el EINF del ejercicio 2021 y su adecuada compilación a partir de los datos suministrados por las fuentes de información.
- Obtención de una carta de manifestaciones de los Administradores y la Dirección.

## Conclusión

Basándonos en los procedimientos realizados en nuestra verificación y en las evidencias que hemos obtenido, no se ha puesto de manifiesto aspecto alguno que nos haga creer que el EINF de Corporación Hijos de Rivera S.L. y sociedades dependientes correspondiente al ejercicio anual finalizado el 31 de diciembre de 2021, no haya sido preparado, en todos sus aspectos significativos, de acuerdo con los contenidos recogidos en la normativa mercantil vigente y siguiendo los criterios de los estándares GRI seleccionados y de acuerdo con lo mencionado para cada materia en la tabla “Índice de contenidos de la ley 11/2018” del citado EINF.

## Uso y distribución

Este informe ha sido preparado en respuesta al requerimiento establecido en la normativa mercantil vigente en España, por lo que podría no ser adecuado para otros propósitos y jurisdicciones.

KPMG Asesores, S.L.



Patricia Reverter Guillot

27 de abril de 2022







**CORPORACIÓN HIJOS DE RIVERA, S.L.**  
Y SOCIEDADES DEPENDIENTES