
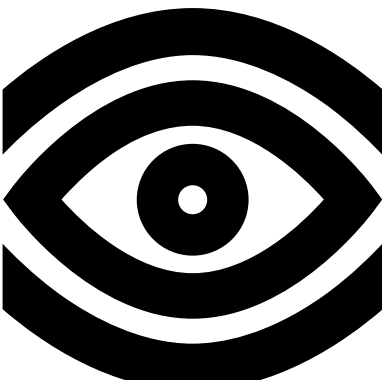


BEING   

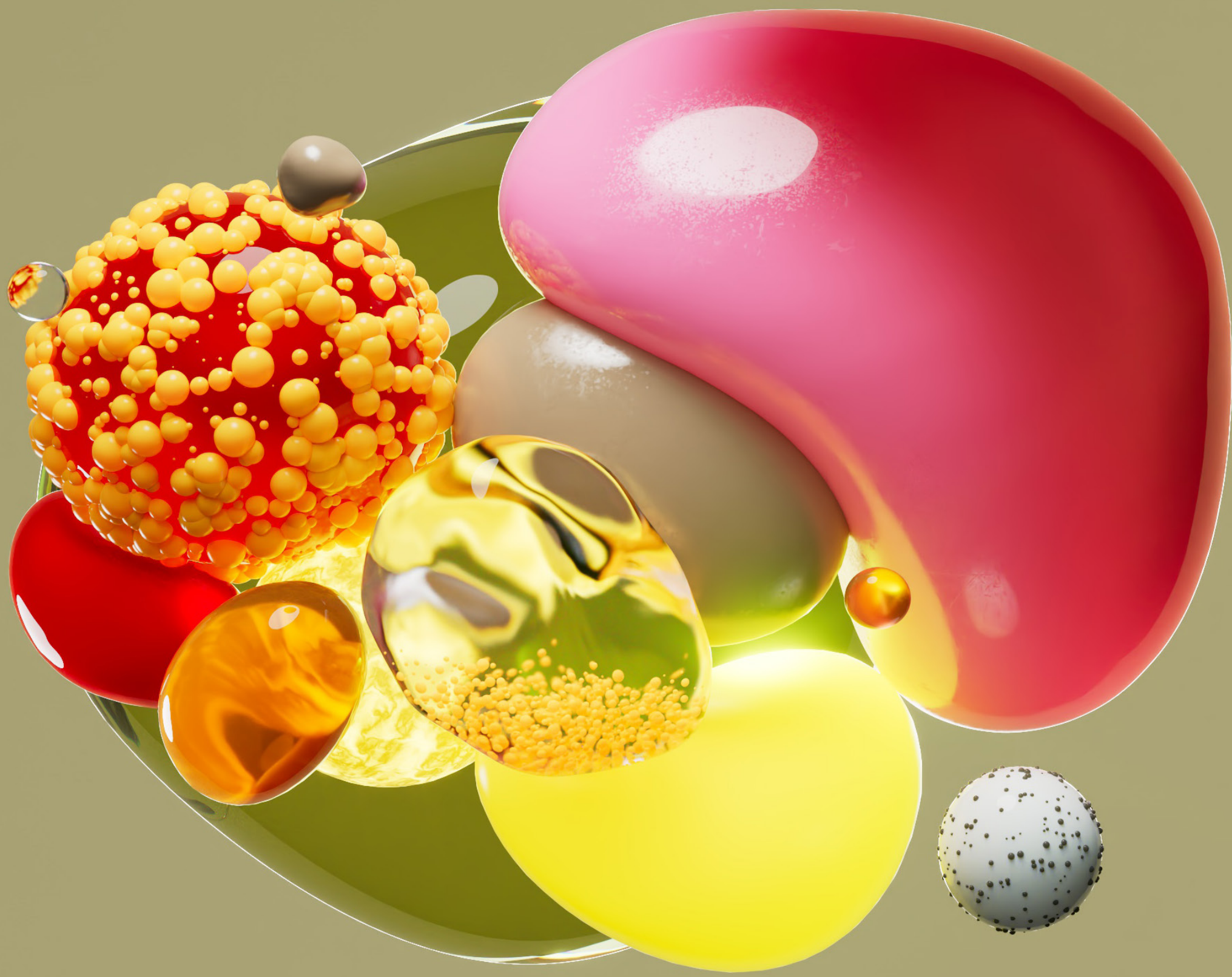
 DIFFERENT

IS     

NATURAL 

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0. PRO- LO- GUE

LETTER FROM THE CHAIRMAN

Hello all,

We are facing one of the most disruptive moments in history. Everyone, companies and people, must face an unprecedented transformation process to adapt to a world in constant technological and social evolution.

We must learn to unlearn, something very difficult to do but essential at this time when changes set the pace. And, to follow it without losing our essence, we must be clear about our priorities, stay true to our values. Maintain our identity intact, despite the transformation process that we must face as an organisation.

Our commitments and our values are those that have brought us here, those that have pushed us for 117 years and those that, in 2022, allowed us to surpass ourselves again and definitively recover the path of growth and generation of impact that we experienced before the pandemic.

In this annual Report on Sustainability and Non-Financial Information that I present to you, that identity is more present than ever, visually but also conceptually. This document compiles all processes and results, intentions and achievements; the milestones of a 2022 of which we can be very proud. Because beyond the fantastic results obtained, I think it reveals our reason, the purpose that moves us and that is behind everything we do. I always say that companies are not only here to achieve financial results, but to leave something in our wake, to make our activity translate into real and lasting positive impact for our environment.

Achieving this is only possible if we understand positive impact not as an isolated objective, but as a transversal axis of our strategy. In our Group, we have organised this strategic integration through four pillars that we call OPPA: Origin, People, Planet and Allies. These pillars guide all our activity. Whatever we do, we are committed

to always keeping people at the centre. To preserve all the value linked to our origin. To be a fulcrum for our allies along the way and to protect the environment around us and on which we all depend.

Consequently, we remain committed to the Global Compact and its Sustainable Development Goals. And we elaborate this 360 analysis with transparency, honesty and the ethical commitment that underpins our identity.

We know we have a lot to improve. But we are nonconformists by nature and this year I have been able to see how all of us who are part of this Group have put into practice our absolute commitment to be a key piece of change. Like each and every one of us, we have believed in our enormous individual potential to drive this transformation, which brings us a little closer to our purpose. Because it is us, each one separately, and all together, who make up the DNA of Hijos de Rivera and makes this a different and unique place. A reliable place for all our stakeholders, where commitments are realistic and real.

On this path and with this conviction, I have no doubt that we will continue to guarantee the sustainability of our business project in an exemplary way. That the future is in our hands and the changes on our side. And that our successes will continue to add value to the world to come and that, with humility and commitment, we contribute to making every day a little better.

Ignacio Rivera Quintana

2022 MILESTONES

ONE



We started the construction works of the new factory of Estrella Galicia in the Polygon of Morás (Arteixo), a project that will involve a total investment of 262 million Euros.

TWO



We will invest 40 million Euros over the next five years in our mineral water business to boost spring activity and adapt it to future challenges.

THREE



We add AUARA to our business, thus preserving its status as a 100% social company.

FOUR



We present our new corporate identity that, inspired by our origin and artisan character, works as a seal of global quality present in all our products, services and markets.

FIVE



We reached a production of 481 million litres of beer in our plant in A Coruña, without a doubt, a new record for the Group.

SIX



We strengthened our presence in the Middle East area. In addition to the United Arab Emirates, Estrella Galicia 0,0 has begun its commercialization in markets such as Qatar, Saudi Arabia or Jordan through agreements with local distributors.

SEVEN



We revalidate yet another year our position among the Best Companies to Work for in Spain, a recognition accredited by Great Place to Work.

EIGHT



We calculate the water footprint for the brewery and springs, promoting responsible water management.

NINE



We incorporated independent directors and advisors to the governing bodies of the Group's companies, together with the implementation of two new Corporate Board Committees.

TEN



We have 1,573 professionals on staff, 121 more people than the previous year.

MAIN FIGURES IN 2022

Since we planted our first seed more than a century ago, in Corporación Hijos de Rivera we have cultivated our essence to become, in a natural and simple way, the

family brewing Group, specialised in the production, marketing and distribution of beverages that we are. Thus, seed by seed, we have been harvesting different achievements and challenges, all of them with the common denominator of the constant search for excellence. Because we are not satisfied with being good, we want to be exceptional, a dream that we have made true.

BUSINESS	2022	2021
Turnover (M€)	724,03	610,4
Investments in fixed assets (M€)	152,00	65,0
Investment environmental assets (M€)	13,06	3,09
Environmental expenditure (M€)	7,4	7,06
Sales volume (Hls)	706	635
Capital grants balance (M€)	3,5	5
Operating subsidies (M€)	0,432	0,358
TAX INFORMATION	2022	2021
Aggregate Profits/Losses Before Company Tax (M€):	167,73	210,00
Spain	178,84	209,75
Other countries (*)	-11,11	0,25
Company Income Tax Paid (M€):	29,75	28,10
Spain	29,70	28,10
Other countries (*)	0,05	0
Current year company income tax (M€):	27,97	29,80
Spain	27,72	29,60
Other countries (*)	0,25	0,20

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

We
continue
to grow.

Estrella
Galicia
goes
around
the world.

In 2022 we started the construction works of the new Estrella Galicia brewery in the Morás Industrial Estate (Arteixo), a project that will involve a total investment of 400 million Euros. This production centre could reach an annual capacity of 1,000 million litres of beer and create at least 325 direct jobs. We expect the plant to be operational before the summer of 2024 with an initial production capacity of 300 million litres of beer.

Our intention is to turn these facilities into one of the most sustainable and technologically cutting-edge in the world, also seeking to be at the forefront of the ecological transition and energy self-consumption, zero emissions and minimum carbon footprint.

In this same line, we have launched an ambitious programme for the modernization of our water packaging plants that will complete the investment of 18.3 million Euros already executed in the previous five-year period. Hence, at Cabreiroá we will complete the construction of a new glass line and a new plant with a total new investment planned of 26.6 million Euros, while at Agua de Cuevas we will allocate 2 million Euros to a new packaging line and at Fontarel we will invest 10 million Euros in its new plant. This investment calendar is designed for the next five years and will allow our springs to address key projects for their development and advance in their purpose of generating positive impact on their environment.

Throughout 2022 we have strengthened our presence in the Middle East area thanks to the visibility achieved as an official beer of the Spanish Pavilion at the Dubai Universal Exhibition. Also, in addition to the United Arab Emirates, with Dubai and Abu Dhabi as reference capitals, our brand has begun its sale in new markets such as Qatar, Saudi Arabia or Jordan through agreements with local distributors.

We also celebrated, in Montevideo, the 20th anniversary of the arrival of Estrella Galicia in Uruguay, an event that coincided with the first LATAM convention of the Group in which distributors and importers of the brand in countries throughout South America were represented.

And this is not all, since our beers have also taken off in the German and Dutch market thanks to the agreement reached with the German brewer Warsteiner, which will allow us to amplify our distribution in these strategic markets of the European axis and lay the foundations for a deep development in the future.

ON EVERY CORNER... ... FROM SPAIN

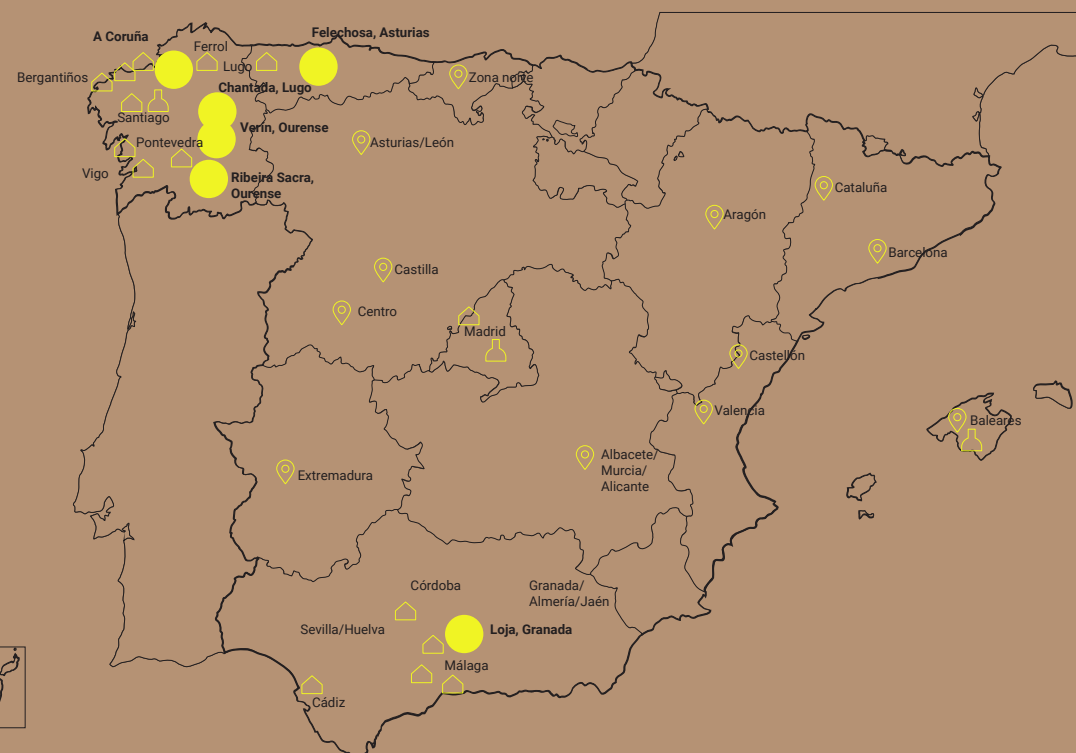
If someone asked us about the formula for our success, we have no doubts about it: perseverance + creative and innovative DNA + artisan tradition. These three factors are what allows us to offer differential value throughout our value chain. We know that this recipe is not the usual one in a world that is increasingly standardised,

but we work like this because our nature is independent and nonconformist.

Likewise, we are proud of our origins and, although we have extended the business beyond our borders, we are faithful to our roots, keeping our heart and headquarters in Galicia.

In Spain we have six production centres that have innovative technological systems that help us in the production of our beers, ciders, wines and spirits, as well as in the packaging of waters. It should be noted that 99% of our production is carried out in Spain.

HIJOS DE RIVERA



- Production centre
- 🏠 Warehouse centre
- 🏠 Warehouse + sales office
- 📍 Sales office



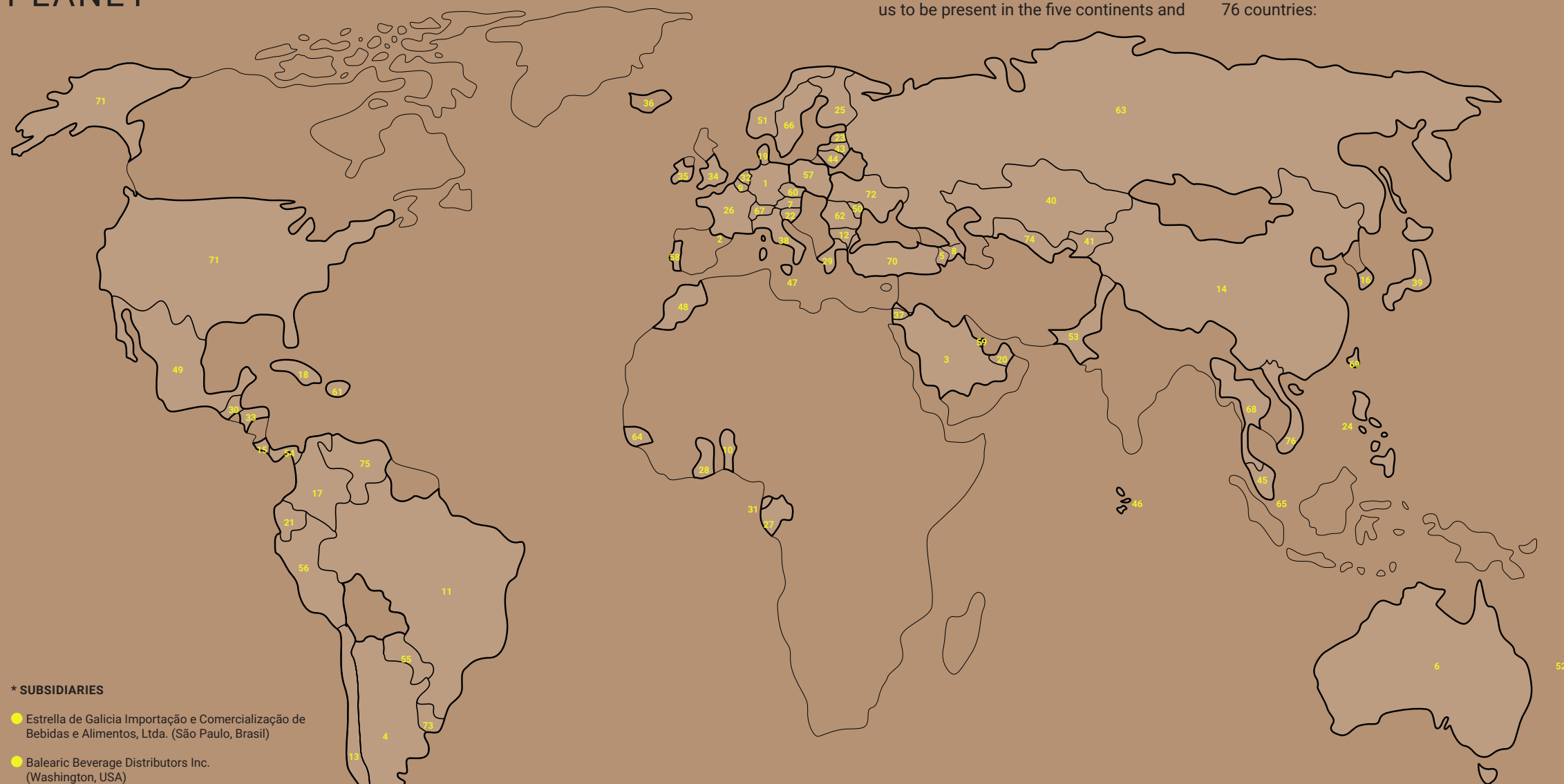
In addition, to reach all customers and users quickly and efficiently, we have:

- 9 sales areas
- 23 logistics centres in Spain and Portugal
- 1,707 warehouse centres
- 19 warehouses

... AND THE PLANET

We love what we do and want to share it with everyone. This is not a set phrase, since our entrepreneurial character has led us to be present in the five continents and

to continue growing year after year. We currently have subsidiaries all over the world* and export our products to 76 countries:



* SUBSIDIARIES

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

- 1 GERMANY
- 2 ANDORRA
- 3 SAUDI ARABIA
- 4 ARGENTINA
- 5 ARMENIA
- 6 AUSTRALIA
- 7 AUSTRIA
- 8 AZERBAIJAN
- 9 BELGIUM

- 10 BENIN
- 11 BRAZIL
- 12 BULGARIA
- 13 CHILE
- 14 CHINA
- 15 COLOMBIA
- 16 KOREA
- 17 COSTA RICA
- 18 CUBA
- 19 DENMARK
- 20 UAE
- 21 ECUADOR
- 22 SLOVENIA
- 23 ESTONIA

- 24 PHILIPPINES
- 25 FINLAND
- 26 FRANCE
- 27 GABON
- 28 GHANA
- 29 GREECE
- 30 GUATEMALA
- 31 EQUATORIAL GUINEA
- 32 NETHERLANDS
- 33 HONDURAS
- 34 ENGLAND
- 35 IRELAND
- 36 ICELAND

- 37 ISRAEL
- 38 ITALY
- 39 JAPAN
- 40 KAZAKHSTAN
- 41 KYRGYZSTAN
- 42 KUWAIT
- 43 LATVIA
- 44 LITHUANIA
- 45 MALAYSIA
- 46 MALDIVES
- 47 MALTA
- 48 MOROCCO
- 49 MEXICO
- 50 MOLDOVA

- 51 NORWAY
- 52 NEW CALEDONIA
- 53 PAKISTAN
- 54 PANAMA
- 55 PARAGUAY
- 56 PERU
- 57 POLAND
- 58 PORTUGAL
- 59 QATAR
- 60 CZECH REPUBLIC
- 61 DOMINICAN REPUBLIC
- 62 ROMANIA

- 63 RUSSIA
- 64 SENEGAL
- 65 SINGAPORE
- 66 SWEDEN
- 67 SWITZERLAND
- 68 THAILAND
- 69 TAIWAN
- 70 TURKEY
- 71 USA
- 72 UKRAINE
- 73 URUGUAY
- 74 UZBEKISTAN
- 75 VENEZUELA
- 76 VIETNAM

1. OUR OWN STYLE



1. OUR OWN STYLE



OUR WAY OF THINKING IS OUR OWN WAY

Our history began to be written in 1906, when José María Rivera Corral, our founder, dreamt of brewing a unique and special beer, which had firm roots in our land and that everyone loved. Since then, we have taken it upon ourselves to continue shaping that dream, becoming the family brewing group we are today. But we are much more...

... WE ARE BIG CRAFT

Because we resist falling into short-term or standardised formulas. We are different and we want to remain so. We work true to our origin and our values, while looking to the future.

... WE ARE FAMILY AND INDEPENDENT

Since 1906, our Group has grown and diversified into all types of beverages: beers, mineral waters, wines, ciders, spirits, etc. It is true that we have grown a lot over the years, but the five Rivera generations that have continued to lead the business have maintained the family spirit and independence as our greatest legacy.

... WE ARE NONCONFORMISTS BY NATURE

We know that we are not going to change the world alone, but we do our best to improve it. To do this, we rely on four axes on which our impact strategy is based: pride of origin, transcendent people, responsible allies and a resistant planet.

... WE ARE DIFFERENT

Our way of doing things defines us. Creativity and innovation are the premises in every project we tackle. For us, the natural thing is to be different.

1.1 WE FOLLOW OUR PARTICULAR PATH



We are very clear about how far we want to go and how we want to do it. For this, we have our own culture that, in reality, is an ecosystem of cultures that coexist, feed back and reinforce each other, and

that is the basis of the values we share as an organisation: integrity, respect, responsibility, sustainability and ethical behaviour.

1.2 WE GENERATE POSITIVE IMPACT

Through our businesses — production, marketing and distribution of beverages — we aspire to generate a positive impact in all areas and markets (national and

international) in which we carry out our work. In addition, innovation and digitalization help us to provide added value both in the elaboration and design of our products and in the relationship we establish with our stakeholders, the environment and society in general.

This way of understanding the business is complemented, in addition, with the commitment we have with our own traditions, those that make us differentiate ourselves within the market and prevent us from falling into standardisation.

				
	BEER BUSINESS	SUSTAINABILITY	DIGITAL	INNOVATION
	MINERAL WATER BUSINESS			
	DISTRIBUTION BUSINESS			
	CIDER, WINE, LIQUEURS AND MULTI-PRODUCTS			
	INTERNATIONAL BUSINESS			
	Other diversifications: DESIGN, MADE-TO-ORDER, HOSTELRY, EXPERIENCES...			

AUARA,
100%
social
impact.

Connecting
our
breweries.

Economic
impact
study.

We have added the AUARA project to our water business with the acquisition of 51% of the capital. This seals AUARA's status as a 100% social company, which will continue to maintain its brand and mission, allocating all its dividends to the purpose for which it was created: to facilitate access to drinking water to communities in situations of extreme poverty located mainly in Africa, Asia and Latin America. AUARA also achieves an important environmental impact as it is the first European beverage company that decided to manufacture all its bottles with 100% recycled rPET plastic.

This operation will also increase the potential of this project, since our positioning in food and hospitality, as well as our distribution channel, will allow it to arrive in new markets, thus multiplying the budget allocated to solidarity projects.

In line with our lever dedicated to digitalization, we have opened a new window to our Bodega bars, developing a new channel in the distributor's B2B portal. By means of a QR code the customer can visualise the installation and place orders that the distributor receives in real time. After initial positive feedback, this product will gradually implement new services.

Every year we quantify to what extent the operations of Grupo Corporación Hijos de Rivera, S.L. contribute to the Spanish and Galician economies through employment, income and tax generation. According to the study carried out for the year 2021 by the consulting firm Steward Redqueen through an analysis of financial and non-financial data, the impacts were as follows:

- The direct contribution to the Galician economy amounted to 228 million Euros. We generate 481 million Euros of total Aggregate Value in Galicia (1% of Galician GDP).
- We generate 1,693 million Euros of Aggregate Value in Spain (0.14% of Spanish GDP).
- Direct employment in Galicia was 995 employees and employment generation in Galicia of 7,900 jobs (0.77% of Galician employment).
- For each direct job, the Corporación generates another 8 jobs in the Galician economy.
- We generate 32,000 jobs in Spain (0.18% of Spanish employment).
- The State receives 809 million Euros of tax revenues from the value chain from the Group, mostly in the form of VAT (172 million Euros generated in Galicia).
- The total tax revenues generated by the Group represent 0.6% of all taxes on production and imports collected by the Spanish State in 2021.

STRATEGIC PLAN 2022-2024

To boost our business model we have the Strategic Plan 2022-2024, which guides us in continuing to fulfil our purpose "To be the most loved Big Craft fighting against standardisation".

In this plan we structure our strategy through five pillars:

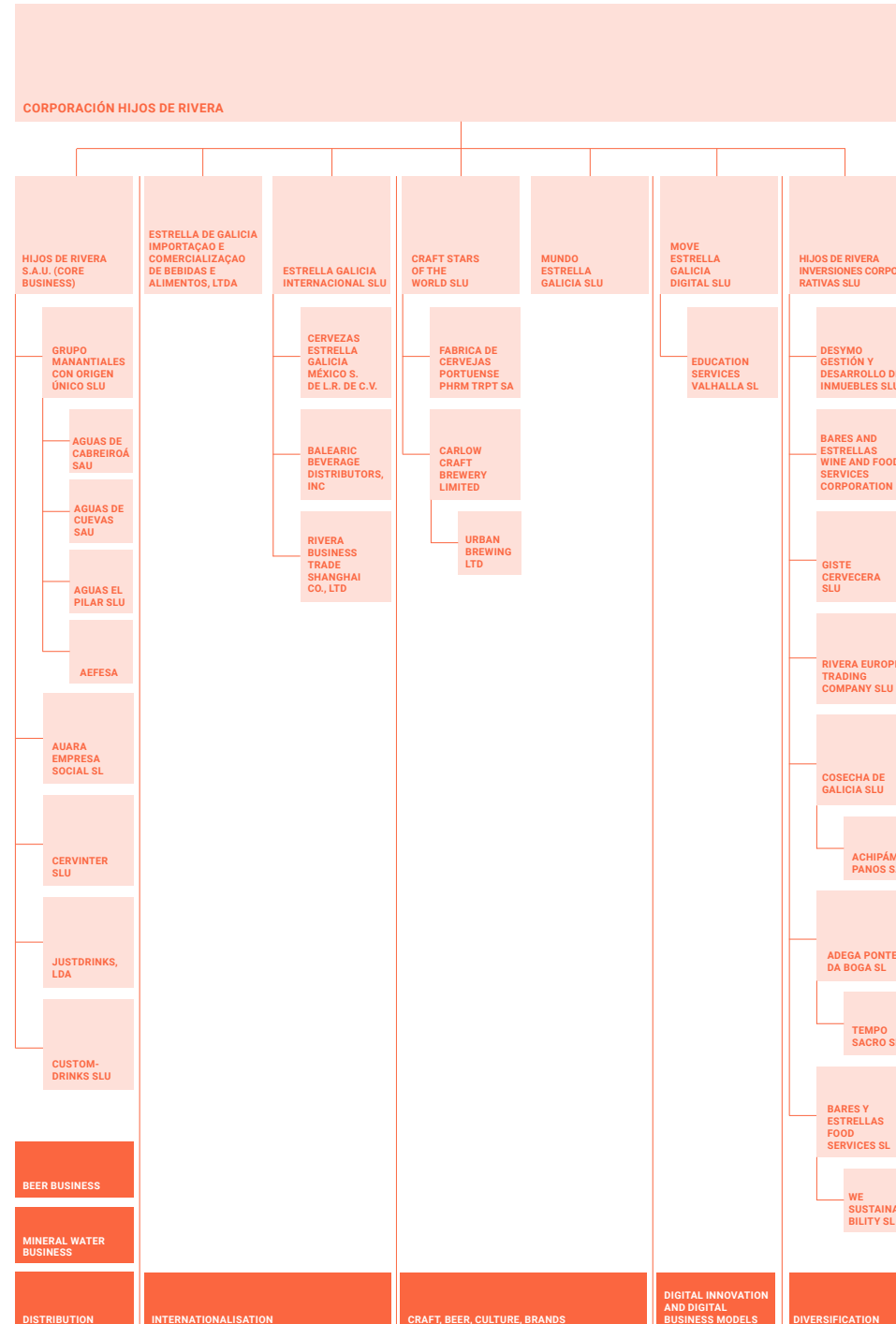
TO BE THE MOST LOVED BIG CRAFT FIGHTING AGAINST STANDARDISATION	DIFFERENTIATION AND INNOVATION	Increasingly differentiate ourselves from our competitors, using innovation as a lever.
OUR MTP:	AGILITY & PRECISION	Boost collaborative intelligence to gain agility, synergies, and cohesion.
Purpose TO BE BIG CRAFT	INTERNATIONALISATION	Diversify our sales internationally.
Massive THE MOST LOVED	POSITIVE IMPACT	Positive impact 360° in our environment <small>SUSTAINABILITY PEOPLE SOCIAL ALLIES</small>
Transformer FIGHTING AGAINST STANDARDISATION	DIGITALISATION	To be more digital, backing traction in the businesses and open innovation.

Together, we are more

This Strategic Plan applies to all companies belonging to Corporación Hijos de Rivera. Currently, we have a total of 34 companies, all of them with a common denominator: to provide the best service

to our customers, backing continuous improvement and the generation of a positive impact throughout our value chain.

Entities belonging to Corporación Hijos de Rivera



1.2.1 WE MARK THE DIFFERENCE

character of each of our brands. In fact, we make different products, innovating from tradition, being respectful of people and the environment, and having the ability to surprise consumers.

Quality, origin, innovation and sustainability. These four factors perfectly define the

A special portfolio

BEERS

ESTRELLA GALICIA



Estrella Galicia Especial



Estrella Galicia 0,0



Estrella Galicia 0,0 Tostada



Estrella Galicia 0,0 Negra



Estrella Galicia Sin Gluten



La Estrella de Galicia



La Estrella de Navidad



La Estrella del Camino



Cerveza de Bodega Estrella Galicia

BEERS 1906



1906 Reserva Especial



1906 Red Vintage

LA TITA RIVERA



Respect! Pan da Moa



Respect! Ekonoke



1906 Black Coupage



1906 Galician Irish Red "La Pelirroja"



Cerveza de Bodega 1906

FÁBRICA DE CERVEZAS ESTRELLA GALICIA



Galician Irish Red
'La Pelirroja'



La de Moras



Grellos



Pimientos
de Padrón



Milk Sout



Ponte da Boga
Capricho de
Godello



Ponte da Boga
Un Año Después



Ponte da Boga
Bancales
Olvidados



Ponte da Boga
Expresión
Histórica

MINERAL WATERS

CABREIROÁ



Cabreiroá
Mineral Natural
Sin Gas



Magma de
Cabreiroá
Original



Magma de
Cabreiroá
Con Gas

AGUA DE CUEVAS



Agua
de Cuevas

REFRESHING MIXED DRINKS

LA TITA RIVERA



Tinto
de verano



Tinto de verano
al limón



Sangría



Sangría Blanca

TONIC



Me Tonic

FONTAREL



Fontarel
Mineral Natural



Fontarel
Zero Sodio

AUARA



Auara
Mineral Natural

WINES

PONTE DA BOGA



Ponte da Boga
Albariño



Ponte da Boga
Academia

VERMUT RIVERA



Vermut Rivera
Rojo



Vermut Rivera
Blanco

MOSTO



Zuvit
Mosto Blanco



Zuvit
Mosto Tinto



Ponte da Boga
Godello "G"



Ponte da Boga
Blanco
Lexítimo "B"



Ponte da Boga
Mencía



Ponte da Boga
Porto de Lobos



Ponte da Boga
Capricho de
Merenzao



Ponte da Boga
Capricho de
Sousón

LIQUORS

HIJOS DE RIVERA LIQUORS



Aguardiente
de Orujo



Licor de Hierbas



Crema de Orujo



Licor de café

QUENZA

Blanco



Licor de Hierbas



Crema de Orujo



Licor de café

CIDERS**MAELOC**Sidra con Fresa
(with strawberry)Sidra con Mora
(with blackberry)Sidra con Pera
(with pear)Sidra con
Piña&Pera
(With Pineapple
& Pear)

Sidra Seca (dry)

Sidra Dulce
(sweet)Sidra Natural
Ecológica
(organic)Sidra Ecológica
Achampanada
(champagne-
style organic)MaeLOC Sin
(Non-alcoholic)MaeLOC
vinagre de
sidra ecológica
(organic cider
vinegar)**JUICES****AUARA**AUARA Orange
NectarAUARA Peach
NectarAUARA
Pineapple NectarAUARA Carrot
Nectar**Releases****AUARA**

We incorporated into our activity the first line of juices with social impact through AUARA. It has four varieties of fruit nectars (pineapple, peach, orange and ACE-orange and carrot) made directly with squeezed fruit juice of Spanish origin, except for pineapple that comes from Costa Rica.

Estrella Galicia

As is traditional, we take advantage of the Christmas season to present the new edition of Estrella de Navidad, a proposal designed to accompany celebrations on these dates. In 2022 it was a Winter Lager with a softer recipe than in its previous edition, but with the same intensity of aromas and flavours.

Fábrica de Cervezas Estrella Galicia

In 2022 three new proposals were launched: Beer with Grellos (turnip tops), which continues our commitment to include surprising and innovative ingredients of Galician origin in the recipes; the new Milk Stout, which is made with ingredients obtained from milk from cows raised on 100% Galician farms; and La de Moras (the Blackberry one) a recipe made with this type of red fruits to add a note of colour at the end of summer.

La Tita Rivera

Introducing Respect!, the regenerative, sustainable and circular proximity LTR beers. In the premises of La Tita Rivera in Madrid, Vigo and A Coruña, you can already enjoy Respect! Pan da Moa—Liquid Bread Lager, the first LTR beer made with leftover stale bread, moving towards zero waste, and from Respect! Ekonoke, the first LTR beer with Indoor Hops grown without the use of pesticides, using only renewable energy for its production and with a water footprint 20 times smaller.

New formats**Cabreiroá**

We have presented the new Bag-in-Box,

an easy to use eco-container and with a practical removable tap incorporated. The box, 100% recyclable cardboard, stores eight litres of water in a single bag inside, reducing the use of plastic by 60%.

Estrella Galicia

After the launch in 2016 of the original recipe of La Estrella de Galicia, we as a nod, once again, pay tribute to our 116 years of history to the first generation of the Rivera family by launching an iconic format, typical of the early twentieth century, which invites you to travel to the past and evokes the nonconformist spirit that has accompanied the brand.

We have presented a new packaging for beer cans that did not exist until now. This 'No Pack' eliminates the cardboard with which these products are packaged to take another step towards reducing packaging, minimizing waste and carbon footprint. This innovative proposal joins the six beer cans with glue dots that will replace 100% recyclable cardboard (Estrella Galicia had never used plastic rings). By completely dispensing with packaging, the carbon footprint of each of the six-pack cans will be reduced by 40%.

Special editions**Agua de Cuevas**

'Jurassic World: Cretaceous Camp' has been incorporated into the labels of Agua de Cuevas packaging. The Netflix series, aimed at children, is part of a line of two collectible designs available in of 33 cl sport cap bottles.

Cabreiroá

And we continue with dinosaurs. The T-rex, Spinosaurus, Indominus Rex, Indoraptor, Mosasaurus and the new Giganotosaurus have landed on the labels of our packaging in Cabreiroá with the premiere of the film 'Jurassic World: Dominion'. The series has six collectible designs for the 33 cl bottles.

'Where's Wally?' Has been added to the labels of the 50 cl. Sport cap bottles through eight different models. The aim is to invite the consumer to actively participate in the

search for Wally through different games and other gaming actions with the maps.

Estrella Galicia

The brand has launched three special editions paying tribute to the Dépor, Racing de Ferrol and Real Valladolid fans, showing its support for these football clubs in their fight for promotion.

In addition, we have celebrated the second anniversary of the launch of the online store La Cervecería de la Resistencia by inaugurating a new system for the creation of personalized labels, a project highly demanded by our followers. Consumers can design their own label including their name or other messages to create an exclusive edition of bottles for their favourite beer.

Finally, we have a special edition that pays tribute to Expo Dubai 2020, the universal exhibition that took place in this Middle Eastern country.

Ponte da Boga

Ponte da Boga joined European Music Day by presenting its fourth edition of Vinos de Autor, a series of limited editions that accompany the work of composers whose proposal marries with the same values of the winery. Mäbu joins this project born in 2018 with Vega with her work 'La Reina Pez', followed in 2019 by Budiño with 'Fulgor' and, in 2020, Eladio y los Seres Querido with 'Academia', with the latest album 'Un año después'.

Unique collections

AUARA

The brand has presented a limited edition of sports shirts with real impact: 'This Shirt Change Lives'. The profits from the sale of these 100% social technical garments and made of breathable RPET material, make up part of the equipment of the football team of the Kahpumbe school, in Malawi, where AUARA is carrying out sanitation tasks.

Estrella Galicia

Galician beer and fashion have joined forces to present their first joint collaboration:

elPulpo x Estrella Galicia. A collection baptised 'From North to the World' in which both have valued their origins and their Atlantic essence. The capsule collection, made up of 11 limited edition garments and accessories, is made with recycled and organic materials.

MEGA

Elena Ferro, who represents the third generation of the EFerro family of zoqueiros, (clog makers) has designed a version of her famous clogs in black, as well as another in a smaller size as a bottle opener, with the iconic logo of Estrella Galicia printed on it for MEGA & Co. The collection has been completed with a 100% recycled leather and plastic bag to cool and transport Estrella Galicia beers anywhere.

1.2.2 INNOVATING TO KEEP GROWING

We are a dynamic company in which innovation is the cornerstone of our tradition and our future. Researching, imagining, creating, and improving allows us to develop and open up new paths.

With our own identity

As part of the innovative spirit that characterises us, in 2022 we have presented our new corporate identity, a global image with which we want to mark the beginning of a new strategic stage. The objective is to reinforce our differential character and our purpose in the face of greater future growth, but also to be a seal of quality present in all our products, services and markets.

To create the new image, we have had two

of the most currently successful Galician designers in the world, the Yarza sisters. Both have been inspired by the Galician origin of the Group, as well as by our family and artisan character. Thus, the new logo represents the large tree of products, companies, and markets which this family business group has become in recent years, bringing together the set of businesses to which our brands belong.

As part of the launch of this new corporate identity, we have renewed the **www.corporacionhijosderivera.com** website, as well as social networks.

At the forefront of artisan eCommerce

When we opened the online store of Estrella Galicia, La Cervecería de la Resistencia, we did so with the aim of serving consumers in their homes and, since then, other drinks such as ciders or wines have been added, as well as experiences and merchandising. Currently, this project is the reference eCommerce for all the brands of Corporación Hijos de Rivera.

Now, La Cervecería de la Resistencia goes one step further and becomes Bigcrafters.com, so that artisan food and beverage producers can have a digital marketing channel aligned with their values, and consumers can enjoy more quality products and personalized experiences. Hence, this space is reinvented with the intention of becoming the marketplace that opens its doors to all brands that place their artisan character above all else. In addition, the platform will reinvest 5% of its turnover in helping small artisans improve their digital presence, visibility, and online sales through a digital acceleration programme.

1.2.3 EXPANDING THE BUSINESS

We complement our core business – production, marketing, and distribution of beverages – with other services that help us continue to grow, being able to offer our customers a more diversified portfolio that includes:

Design

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

Distribution

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

In 2022, the Japanese brewing company Asahi Breweries has placed its trust in us to relaunch the positioning and commercialization of Asahi Super Dry in Spain and Portugal.

Experiences

MEGA, Mundo Estrella Galicia, has become an emblematic museum for mega-brewers 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.

In addition, in 2022 it incorporated its

new beer therapy activity. It is a relaxing treatment through a massage with beer oil that applies all the moisturising and regenerating properties of this product for the skin. The experience is completed with a prior guided tour of MEGA in which you can also enjoy a beer pulling workshop, and a beer with cheeses pairing.

Hospitality industry

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

Merchandising

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

1.2.4 RECOGNITION OF QUALITY

We don't like artifice. We act naturally, showing who we are at all times. This is undoubtedly the essence of our group which, once again, has been recognised in various areas.

Product

1906

The four beers of our 1906 range have won the highest award in the international World Beer Challenge. 1906 Reserva Especial and 1906 Red Vintage achieved 100 points in their respective categories, and both 1906 Black Coupage, and 1906 Galician Irish Red achieved 99 points. Historic scores!

This recognition joins the podium to which they have climbed in the World Beer Awards, where 1906 Galician Irish Red Ale has won a gold – ranking as the best beer in Spain in its category – while 1906 Black Coupage has achieved a silver, and bronze medals have been hung on both 1906 Reserva Especial and 1906 Red Vintage.

1906 Black Coupage has won a silver medal in the Brussels Beer Challenge, as well as the first platinum medal in the Meinigers Craft Beer Awards.

Estrella Galicia

The entire non-alcoholic range of Estrella Galicia has received awards in the International Beer Challenge, reflecting the high level of our beers.

Fontarel

The VIII Galicia Food Awards, promoted by the Galician Food Cluster, have awarded Fontarel Zero Sodium as the best innovative product, focusing on the relationship between nutrition and health.

Ponte da Boga

The Paadín Wines, Spirits and Wineries of Galicia Guide has given the wines of Ponte da Boga with seven Gold Medals (Mencia 'P' 2020, Bancales Olvidados 2018, Porto de Lobos 2016, Capricho Merenzao 2017, Capricho Sousón 2018, 'A' Albariño 2020 and 'B' Blanco Lexítimo 2020– and one Silver –'G', Godello 2020), in its 2022 edition, recognizing the historic winery of the Ribeira Sacra founded in 1898.

Likewise, the prestigious Peñín Guide, the most complete guide in the world on Spanish wine, has awarded over 90 points to five of our wines: 'G' Godello 2021, 'A' Albariño 2021, Capricho de Merenzao, Porto

de Lobos 2017 and Bancales Olvidados 2019.

And this is not all, since the James Suckling 2022 tasting highlighted the quality of the wines of our winery. In fact, six of our varieties reached or exceeded 90 points for this renowned critic: Bancales Olvidados 2017, Capricho de Godello 2019, Blanco Lexítimo 2019, Godello 2021, Capricho de Merenzao 2017 and Porto de Lobos 2017.

The 19th Edition of the Decanter World Wine Awards has highlighted the quality of our Capricho de Godello, awarding it the silver medal, while Blanco Lexítimo has won a Baco de Oro in the 36th National Young Wine Contest.

Innovation

The VI edition of the Awards for Excellence in Management Control has rewarded the work of the Hijos de Rivera team with the 'Award for Excellence in Innovation'. Specifically, the entity has valued the work carried out by the Management Control team of Hijos de Rivera, led by David Díez Guillén, who has been chosen "for his role as a business advisor, providing knowledge and analysis that create value and help the company in decision making".

Creativity

The XXI edition of Best!N Food has left a good taste in our mouths, as we took home the award for Best Advertiser thanks to the innovative nature of our communications. In addition to the grand prize, we won five other awards: 'The Resistance Continues', gold in Best Integrated; 'Las estrellas del camino', two silvers, in Best RP and Branded Content; and 'Artisans of the Paddock', bronze also in Branded Content.

The National Creativity Awards granted by the 'c of c', the Spanish Creative Club, has awarded us Silver in the Content category within the subcategory of Informing for 'Estrellas del Camino', a campaign that has also received an award in the Genio Awards 2022 in the Print category. 'Estrellas del Camino', the most extensive artistic exhibition in the world, is the work of the Galician artist Mon Devane and pays tribute to Xacobeo 2021-22.

Management

Ignacio Rivera, executive president of Corporación Hijos de Rivera, has been awarded the 'Effectiveness Award to the CEO or maximum executive of a company' granted by the Spanish Association of Advertisers (AEA), an award that values support to the development of marketing and communication. To this recognition is added the one he received during the XX Expansion Human Resources Innovation Awards for his support in people management.

1.3 SUSTAINABILITY AS PART OF WHO WE ARE

Our purpose forces us to consider sustainability as a key piece of our future success that, in Corporación Hijos de Rivera is defined by the 'Positive Impact Project' that is distilled into four key axes:

- With the pride of origin pillar, we defend the origin of our products, territories and our Galician philosophy and we extend it to all the territories in which we are present, favouring the value of the global economy; promoting and stimulating the development of local agriculture in a sustainable way; supporting, defending and promoting the culture and heritage of the territories in which we operate; fighting against depopulation in rural areas and promoting the economy in villages.
- We promote a regenerative growth model with nature taking care of the ecosystems on which we depend through our Resilient Planet pillar. We work to promote the circular economy; fight against the climate emergency and bet on clean energy; investing in more sustainable forms of transport and mobility; improve water efficiency; promote compensation actions linked to biodiversity and fight for decarbonisation.

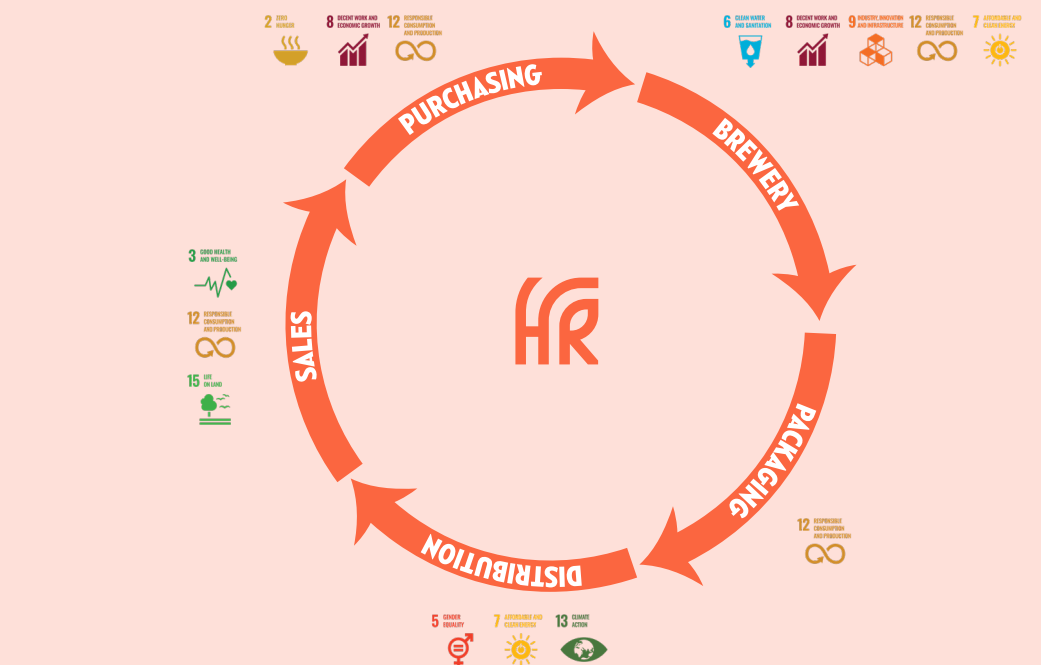
- Our people are of great importance to us, so in this pillar we promote an impact culture that promotes nonconformity in employees and consumers. We take action in satisfaction and professional development, in reducing accidents and in occupational health, promoting healthy lifestyle habits; we support mechanisms that ensure gender equality and leadership opportunities; we support young talent, innovation and entrepreneurship; we promote the training and qualification of employees – agents of change –; we disseminate our impact culture so that it is part of the spirit of our people and we ensure responsible consumption of our products.

- We help our customers, suppliers and other allies on their own path towards sustainability through our Responsible allies pillar: establish criteria of responsibility in relations with our suppliers; be agents of change with our customers; promote responsible and sustainable growth and internationalization; explore alternative models of production and distribution at a global level; promote this strategy throughout our ecosystem of investments and establish key alliances with key actors both with our sector and with public administrations to achieve these objectives.

1.3.1 COMMITMENT TO THE SDGs

We work to create the world we believe in and want. To achieve this, we align our operations with the ten principles of the United Nations Global Compact, as well as the Sustainable Development Goals (SDGs). The 'Positive Impact Project' allows us to link the phases of our value chain with the SDGs.

Aligned with the SDGs



2 ZERO HUNGER

SDG 2 – Zero hunger

We collaborate with the Rías Altas Food Bank, to which, thanks to our employees, we provide non-perishable products.

Along the same lines, and through the Moncho Rivera Memorial, we donated €36,871 for the Cocina Económica of Ferrol.

From the Hijos de Rivera Chair we collaborate with the University of La Coruña in the exploration of innovative and disruptive models of benefit for society that guarantee the balance between competitiveness, respect for the environment and social progress. We have research projects on regenerative agriculture and new technologies applied to agriculture as an engine of rural socioeconomic development.



3 GOOD HEALTH AND WELL-BEING

SDG 3 – Health and well-being

We have implemented an occupational health and safety management system in all our sales delegations.

In addition, we promote 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 (0,0F)'.

We have also designed our first functional product: Fontarel Zero Sodium.

We collaborate with social initiatives to promote the well-being of groups at risk of



6 CLEAN WATER AND SANITATION

SDG 6 – Clean water and sanitation

The brewery has implemented an ambitious plan to minimize water consumption thanks to which we have managed to reduce it by 36% since 2009.



7 AFFORDABLE AND CLEAN ENERGY

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, which allows us to generate electricity in our own facilities. Specifically, 1,825 panels have been installed at the A Grela brewery, with a potential to produce more than 1.0MWh, self generated, a year contributing to a reduction of 260 tonnes CO2/year in Spain.

A biomass boiler is being installed at the A Grela factory, allowing us to increase the percentage of thermal energy from renewable sources used in these facilities.

The brewery incorporates biogas as a renewable energy source, generated in the anaerobic wastewater treatment process. In 2022 we covered 34% of our thermal energy need with biogas.

8 DECENT WORK AND ECONOMIC GROWTH



SDG 8 – Decent work and economic growth

We strive to create a working environment that satisfies our employees. Hence, for the fourth time we became part of the GPTW Ranking (Great Place to Work), coming 7th in the Best Companies to Work for in Spain in 2022 ranking. In addition, in 2022 we also have 58 students in our Dual FP (Professional training) programme, expanding and consolidating our training programme of scholarships and internships to maximize the talent and professionalism of these profiles.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



SDG 9 – Industry, innovation and infrastructure

We have started the construction works of the new Estrella Galicia factory in the Morás Industrial Estate (Arteixo), a project that will involve a total investment of 262 million Euros. This production centre could reach an annual capacity of 1,000 million litres of beer and will be a fully automated factory that is committed to sustainable and renewable energy sources. We expect the plant to be operational before the summer of 2024.

We are also working on the new offices that will be located on the plot of the old Comcor (A Coruña), with a total useful area of over 10,000 m2.

Breweries (R+D+i). This year, 3 editions of Fábrica de Cervezas have been launched, the first launch was “the turnip greens” which includes ingredients of Galician origin to give value to local agriculture. Approximately 10,000 litres of this special edition were produced, with the participation of two local allies, the Cooperative of Val Xestoso, which provided the fresh turnip greens. The second was “the blackberry one”, of which approximately 20,000 litres were produced, and the third “the milk stout”—the last release of 2022. The latter is made with ingredients obtained from milk from cows raised in 100% Galician farms, fed on the bagasse obtained from the elaboration of our beers.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



SDG 12 – Responsible consumption and production

We keep strict control over our consumption of water, electricity, natural gas/LPG and other resources. To reduce them, the feasibility of implementing the best available techniques identified both in the production process and in the auxiliary processes is assessed.

Agua de Cuevas, Fontarel and Cabreiroá already have 100% rPET, which is 70% less

carbon emissions from rPET compared to a virgin PET plastic bottle. More than 225 million bottles received a new lease of life since January 2022.

Fontarel started 2022 presenting its new packaging, made from 100% recycled materials.

The new “no pack” format has been launched to make our products increasingly respectful of the environment, since 100% recyclable cardboard has been replaced by glue dots, thus achieving a 40% reduction in the carbon footprint of each of the packs (compared to the previous alternative).

In addition, a campaign has also been launched as part of our returnable beer bottles with information on the reduction of carbon footprint provided by these formats, raising awareness about their use and moving forward in the fight against the climate emergency.

13 CLIMATE ACTION



SDG 13 – Climate action

Both our brewery and the bottling plant in Cabreiroá have a certified Environmental Management System. Agua de Cuevas and Fontarel apply prevention and control systems.

15 LIFE ON LAND



SDG 15 – Life on land

Together with WE The Sustainability Project, we support local initiatives to promote the care and preservation of the environment through activism and awareness of beach cleaning in A Coruña.

The New Life project is an initiative launched in 2022 and aims to give a second lease of life to the waste generated in different types of events, collecting it in some and reusing it in others, to improve the health of the planet and reduce the carbon footprint.

1.3.2 MATERIALITY: WHAT REALLY MATTERS

Dialogue and active listening with our stakeholders are fundamental levers to generate a positive impact on our environment and thus respond to expectations with a proactive and innovative attitude.

A key tool to achieve this is our Materiality Study. In 2022 we have carried out an update of this analysis to respond to the new trends and requirements in the Non-Financial Information Statement with an evolution towards the vision of double materiality.

Dual materiality implies a process of identification and prioritisation of impacts on sustainability with two focuses:

- **Business impact:** areas that have or may have a potential impact on the economic, strategic and operational development of Corporación Hijos de Rivera's business.

- **Impact on stakeholders:** areas that have or may have a potential impact on the relationship of stakeholders with the company.

The Materiality Study offers us an exhaustive vision of our context to align and guide our strategic approach and continue to improve our triple impact: environmental, social and governance.

How do we conduct the Materiality Study?

The Materiality Study is carried out in three phases:

WE ANALYSE

Identification

Exhaustive analysis of corporate information and context for the identification of material issues and internal validation.

In 2022, an update, the topics identified in 2021 have been maintained.

WE LISTEN

Prioritisation

Consultations with the main stakeholders to discover the issues with the greatest impact on their relationship with the company.

Consultations with managers to prioritise issues based on their impact on business development.

WE ACT

Materiality matrix

Consolidation of results in a matrix.

Report of the results of the study and the performance of the topics with the greatest impact for stakeholders.

Identification of impact issues

We have carried out the 2022 Materiality Study of Corporación Hijos de Rivera maintaining the same material issues identified in 2021, as it is an update.

For the identification and definition of relevant issues, in 2021 an exhaustive analysis of internal sources of corporate

information and external sources of information (trends in sustainability and reputation, sector trends, analyst information and ratings, among others) was carried out.

As a result, 35 relevant topics were obtained, reviewed, and validated by an internal working group made up of members of the Executive Committee

and the Corporate Management Committee, including the CEO.

priority for the Group, with the aim of determining the impact of the issues on both the business and the stakeholders.

Prioritisation of topics

To update the prioritisation of the identified topics, consultations have been carried out with those stakeholders with the highest

Stakeholders consulted in 2022

+ 2,000 CONSULTATIONS

CORPORATION
DIRECTORS

EMPLOYEES FROM
DIFFERENT
GEOGRAPHICAL
AREAS

CONSUMERS
IN SPAIN

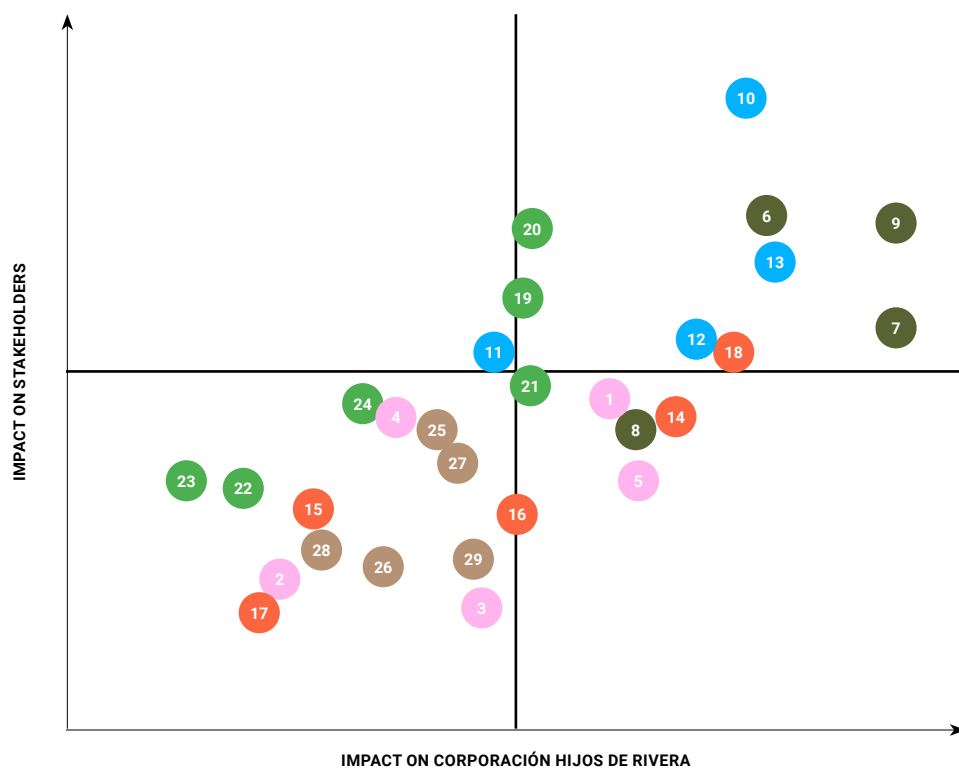
DISTRIBUTORS AND
POINTS OF SALE

SUPPLIERS

Materiality matrix

The results of the consultations are consolidated into a materiality matrix that includes the 29 topics with the greatest impact on the development of the company's

strategy and for our stakeholders. This report provides detailed information on the management and performance of these key issues.



BUSINESS CULTURE AND ORIGIN

- 1 Responsible economic growth and value creation
- 2 Artisan culture
- 3 Digitalization 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

CUSTOMERS AND CONSUMERS

- 10 Food quality and safety
- 11 Responsible consumption and healthy living
- 12 Proximity to customers and distributors contributing to their success
- 13 Experience and connection with consumers

OUR PEOPLE

- 14 Employee satisfaction and work environment
- 15 Diversity, equity and equality
- 16 Talent management and training
- 17 Leadership Culture
- 18 Safety, health, and well-being of employees

PLANET

- 19 Climate change action 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 global socio-economic development
- 26 Responsible suppliers and purchasing
- 27 Job creation and promotion of employability
- 28 Support for culture and sport
- 29 Alliances with hospitality partners for the development of the sector

Topics with the greatest impact for our main stakeholders

	CONSUMERS	EMPLOYEES	RETAIL OUTLETS	DISTRIBUTORS	SUPPLIERS
#1	Food quality and safety	Food quality and safety	Experience and connection with consumers	Food quality and safety	Food quality and safety
#2	Zero waste	Experience and connection with consumers	Food quality and safety	Compliance	Climate change action and clean energy
#3	Sustainable water management	Galician origin and heritage	Compliance	Experience and connection with consumers	Ethics and values
#4	Ethics and values	Safety, health and well-being of employees	Employee satisfaction and work environment	Ethics and values	Sustainable packaging and circular economy
#5	Safety, health and well-being of employees	Compliance	Sustainable packaging and circular economy	Risk management	Risk management

Evolution of materiality 2021-2022

The update of the Materiality Study in 2022 has introduced the new dual materiality approach that allows prioritising the most significant impacts for both the company (internal vision) and stakeholders (external vision).

This evolution in the methodology means that the results are not directly comparable to those of the previous year, but they do offer a vision of the main variations in the perception of material issues when moving from a vision of relevance to a vision of impact.

The most significant development is to be found in matters related to the category of governance. The topics of risk management and regulatory compliance increase their impact on the business axis and also from the point of view of stakeholders such as retail points of sale and distributors.

On the other hand, issues such as sustainable water management and sustainable agriculture have a smaller impact compared to the relevance given in 2021 although they continue to be strategic issues linked to the activity and are at a high level of impact.

Materiality and strategy

The material issues with the greatest impact for our stakeholders are directly integrated into our business strategy with the aim of responding to the needs and expectations of our environment.

Dialogue with our stakeholders

We promote active and constant dialogue with our stakeholders to listen and respond to their expectations, suggestions, opinions and ideas. In this way, we consolidate transparent and trusting relationships with our different audiences, which allows us

STRATEGIC AXES	RELATED TOPICS IN ORDER OF PRIORITIZATION	TRANSVERSAL TOPICS
DIFFERENTIATION	Food quality and safety Experience and connection with consumers Proximity to customers and distributors contributing to their success Galician origin and heritage Innovation and differentiation Alliances with hospitality partners for the development of the sector Artisan culture	
AGILITY AND NETARCHY	Safety, health and well-being of employees Employee satisfaction and work environment Talent management and training Diversity, equity, and equality Leadership Culture	Compliance Risk management
INTERNATIONALIZATION	Responsible economic growth and value creation Contribution to glocal socio-economic development	Ethics and values Good governance and transparency
POSITIVE IMPACT	Sustainable and circular packaging Climate action and clean energy Responsible consumption and healthy living Sustainable water management Zero waste Job creation and promotion of employability Responsible suppliers and purchasing Sustainable agriculture Support for culture and sport Protection of biodiversity	
DIGITALIZATION	Digitalization and IT operating model	

to create shared value while enhancing the loyalty and commitment of our environment.

Our purpose is to update the Study once a year with the aim of quickly identifying variations in impact on the material issues identified by our stakeholders. This will help us reflect it in our business priorities and align our strategy in an agile manner.

1.3.3

WE LISTEN TO OUR STAKEHOLDERS

Main communication channels with our stakeholders

CONSUMERS	Customer Service Advertising campaigns Social networks Smartphone apps Customer Satisfaction surveys	Brand web pages Proprietary premises Press releases Sustainability Report
EMPLOYEES	Workplace climate surveys Employee portal Corporate news blogs Newsletter Notice boards	Internal meetings and emails Canal Etico Work Council and legal representation Sustainability Report
SHAREHOLDERS	Advisory Body Shareholders Annual Meeting Shareholders channel	Family Board End of year accounts Sustainability Report
DISTRIBUTORS AND POINTS OF SALE	Customer Service Technical assistance Mobile application Distributor events Quality surveys	Sales catalogues Participation in sector fairs Proprietary premises Sustainability Report
SUPPLIERS	Homologation process Supplier evaluation Supply contracts Calidalia Sponsorship events	Workshops Participation in sector fairs Sustainability Report Surveys
ALLIES AND SOCIETY	Membership of local associations Corporate volunteering Sport and cultural sponsorship Collaboration with NGOs and foundations Presence at national and international sector events and fairs	Collaboration with universities and research centres Relations with tax, environmental, health and employment authorities Sustainability Report

2. NATURALLY RESPONSIBLE



2. NATU- RALLY RESPON- SIBLE



The responsibility of a company towards the environment must go beyond good intentions, it must be translated into concrete actions that help reduce both the consumption of resources and the amount of waste generated. At least that's how we understand it at Corporación Hijos de Rivera where we strive not only to take care of the environment and the planet, but also to regenerate it.

How do we do it? Through a strategy that prioritizes the sustainability of our business project over the desire for immediate enrichment. In the short term, we have already implemented several measures that are helping us reduce our carbon footprint. In the long term, we do not set limits, we will continue to let our innovative nature find solutions that allow us to have a better tomorrow.

2.1 WE CARE FOR THE NATURAL ENVIRONMENT

We transfer our sustainable ambition to our production centres, six facilities where, at present, our activity is concentrated. Due to its volume of production and the inherent characteristics of its own productive activity, the brewery is the one with the most significant consumption rates (energy, water, raw materials and other materials), emissions, discharges, waste management and recycling.

This facility, as well as the bottling plant in Cabreiroá, has a certified Environmental Management System. Agua de Cuevas and Fontarel apply prevention and control systems.

Efficient mechanisms to protect the environment

It is time to act, to address climate change and mitigate its consequences. In fact, administrations, companies and civil society must take steps forward to ensure the right of present and future generations to enjoy an adequate environment,

because we all have to take responsibility for the future of the planet.

At Corporación Hijos de Rivera, our commitment to protecting and respecting the environment is clearly determined in our Code of Ethics. This guide leads us to work under the premise of minimising negative impacts and preventing pollution, promoting R + D + i that improves processes, ensuring the adequate training of our professionals and collaborators in environmental management, natural heritage and associated risks.

Likewise, our Corporate Environmental Policy establishes the reference framework and the principles to be respected to protect the environment in the scope of the activities carried out by our companies.

Other mechanisms we have are:

Environmental Management System

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

Commitment to eco-efficiency.

Investment in the environment .

Estrella Galicia goes one step further in its ambition to generate a positive impact on its environment and extends its area of action to its customers through the Cervecerías Circulares project. The objective is to achieve the sustainable transformation of its network of Bodega breweries to place them at the forefront of the hospitality sector in terms of energy efficiency and minimal environmental impact. This new model, available to any Estrella Galicia Bodega customer, is based on the commitment to reusable packaging, eco-design in the construction and renovation of premises, the application of energy efficiency measures and the application of the best environmental practices in business management.

This plan is in addition to the Origin Project, the business model adopted by Cabreiroá in 2021. Since then, our Galician spring has been transforming its organization 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. During the 2022 financial year, this project has been continued, which is based on three pillars:

- Carbon Neutral Spring
- Environmental activism
- Eco-packaging that promotes circularity

- Expenditure on environmental protection (treatment of spills, waste and emissions): 127,290.60 Euros (1,129,993.12 Euros in 2021).

- Contribution to integrated packaging waste management systems: 7,364,077.87 Euros (6,777,143.30 Euros in 2021).

- Investments related to environmental protection in the brewery and in the three springs: 13,060,752.22 Euros (3,084,926.77 Euros in 2021).

carbonic natural mineral water and natural mineral water with added carbon.

We analyse the risks related to our environmental aspects (waste, emissions, discharges, consumption and environment), taking into account legal and other application requirements, the context of the organisation and the needs and expectations of stakeholders.

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

Transversal objectives

We have transversal objectives and work guidelines aimed at ensuring that compliance is effective in protecting the environment. The environmental aspects generated during the design and manufacture 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.

Likewise, we have a specific procedure for the identification and updating of the legal requirements of application. In our case, we do not need to register accounting provisions for guarantees and environmental risks since we have not incurred responsibilities derived from non-compliance with current regulations.

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

2.2 AIR POLLUTION

Combustion emissions

The brewery — our only centre to which the regulations governing the emissions trading scheme apply — has two combustion boilers that use natural gas and the biogas generated in the facility itself as fuels (the infrastructure has a biogas washing system that minimises the environmental impact and improves the quality of emissions into the atmosphere). In both boilers, periodic measurements are made by an accredited external entity of different parameters (Opacity, SO₂, CO, NO_x) to keep an exhaustive control of the emissions generated.

Annually, the factory informs the Competent Environmental Authority of the number of tons of CO₂, CO and NO_x emitted.

Noise emissions

All equipment and facilities are subject to preventive maintenance plans in order to avoid breakdowns or deterioration that cause alterations in the sound pressure level. Likewise, we have technical measures for the sound attenuation of the areas where activities are carried out that generate more pronounced sound levels. In addition, we periodically carry out environmental noise measurements to verify that the sound pressure levels do not exceed the established limits in any case.

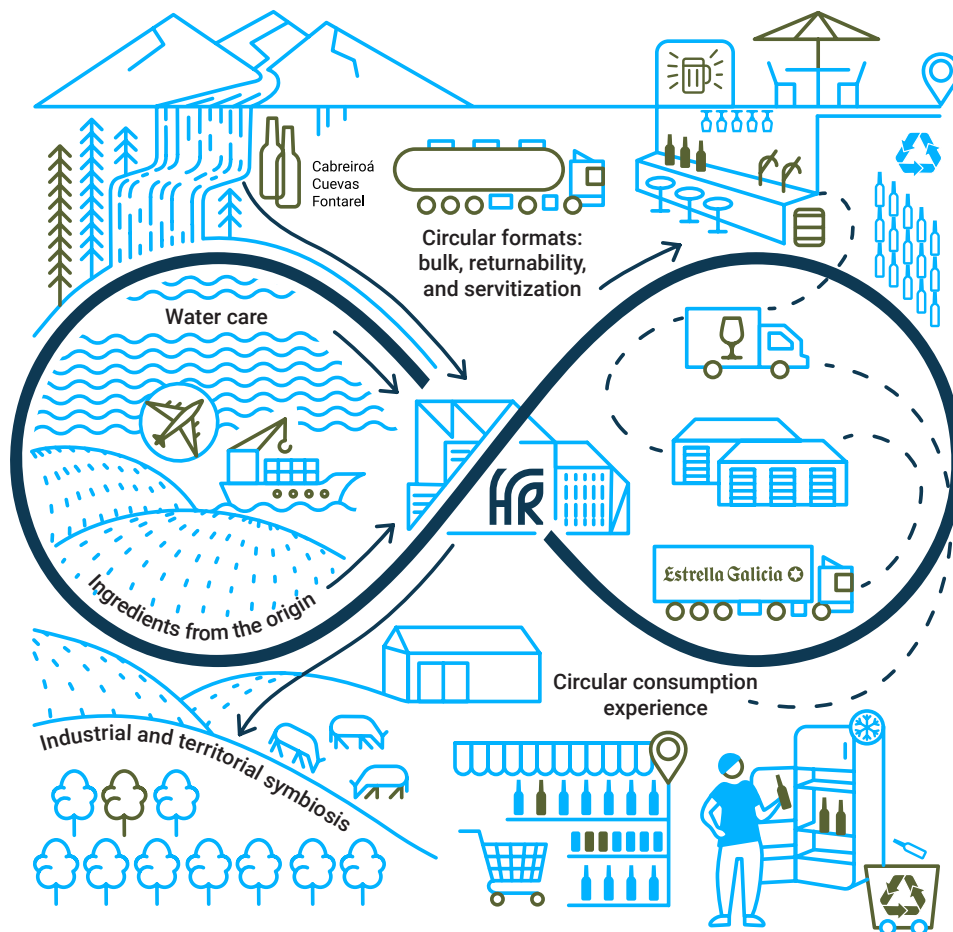
2.3 WE PROMOTE CIRCULAR ECONOMY

of waste, either by recycling it or giving it a second lease of life.

Following this philosophy, in 2022 we have defined the principles and the circular economy action framework of Hijos de Rivera, S.A.U. that facilitates the ordering of priorities, the establishment of objectives, the identification of initiatives and the detection of new opportunities for action taking into account the entire value chain of the organisation.

We believe in a production and consumption model based on sustainable growth over time. Thus, a circular economy helps us reduce the consumption of raw materials, optimise resources and take advantage

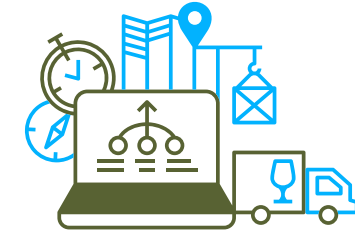
Circular economy action framework:



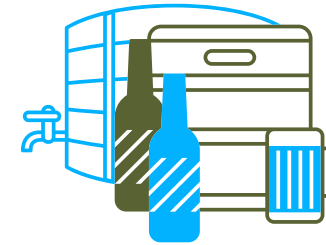
Principles of the circular economy:



We act aware that the origin of everything is in nature.



We prioritise circular formats and business models.



We optimise manufacturing and logistics to minimise environmental impact.



We back 0 residue, and we redirect the end of our processes to the best possible application.



We boost circularity in all consumption experience of our products.



We move forward with rigour, supported by measurements based on data.



We seek synergies with other organisations and in the local area.



We communicate rigorously and seek active awareness raising in our clients and consumers.

Waste

We prioritise the prevention of waste generation and, if it is not viable, we seek its reuse, recycling and recovery, avoiding, whenever possible, its disposal.

The industrial waste generated in the brewery and springs is delivered to authorised waste managers. For its selection, the recovery operations used and their proximity to the withdrawal points are prioritised. In 2022 we have increased the percentage of waste recovery from our plants, which contributes to our “zero” waste objective.

With regards the circularity of materials, the glass and cardboard waste generated on the brewery premises is used in the manufacture of new packaging materials (bottles and cardboard boxes). In the springs we have implemented circular models for the recovery, reuse and reincorporation of glass and cardboard for packaging materials.

Packaging

With the aim of reducing the consumption of resources and minimising the generation of any type of waste, we apply ecodesign principles in the packaging of our products, from conception to the end of use, in the following ways:

- We adopt improvements in the design of our packaging with the aim of reducing its weight, and therefore the amount of waste that originates after consumption, and to facilitate its recovery and recycling.
- We incorporate recycled materials in the manufacture of the packaging of our products. Since 2019 all our PET bottles used for mineral water packaging contain a minimum percentage of recycled PET. In 2020 and 2021 we reinforced our commitment to the circularity of plastic by increasing this percentage, achieving the milestone that all PET formats of the Cabreiroá, Agua de Cuevas and Fontarel brands are 100% recycled PET in 2022. In addition, the wrap used in the groupings of our bottles contains 50% recycled plastic.
- We have never used plastic rings in any of our products. In 2022 we have developed the ‘No Pack’ format which consists of a grouping of 6 cans joined by glue dots, which means reducing packaging to a minimum.
- We have returnable formats for beer and water, promoting the reuse of packaging and avoiding

the generation of post-consumer waste.

- Our Bodega beer model allows us to offer our consumers the experience of enjoying our beer without generating waste associated with the container.
- Through symbols included in the labelling of our products (% recyclability, metal recycles forever, etc.) we contribute to the awareness of our consumers of good recycling habits.

Likewise, we adhere to various Integrated Management Systems: Ecovidrio, in the case of beer, 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 springs is the result of effluent from brewing and packaging, from the cleaning and disinfection systems of the plants, and the sanitary waters coming from the different facilities of the factories.

This wastewater is treated or managed to adapt its parameters to those legally established and carry out the discharge in accordance with the corresponding authorizations. In addition, to assess the effectiveness of the purification system and compliance with the applicable legal requirements, periodic internal controls and/or by accredited bodies are carried out.

Make your mark, but not carbon.

We seek to raise awareness among our consumers about the need to promote circular economy to reduce the carbon footprint and move forward in the fight against the climate emergency.

With this objective, we have included on the returnable bottles of the Estrella Galicia family, as well as in those of 1906, a seal aimed at promoting the use of these glass formats. Through a QR code incorporated onto their labels, users can access a web page where they can discover how the consumption of this type of formats contributes to reducing the carbon footprint by 55%. Consumers can find out what the emissions are, during all stages of their production and distribution, of bottled, barrel or Bodega beers. In addition, they can compare the difference in emissions between these different types of packaging and non-returnable packaging.

Likewise, and to continue contributing every day to improve the health of the planet and progressively reduce the carbon footprint, we have created New Life, an initiative that aims to give a second lease of life to the waste generated in different types of events, making them more sustainable and generating a beneficial legacy in the host community and in all those involved. In 2021 the plastic was collected from different festivals in which we participated to create new elements thanks to its recycling. All that plastic will be turned into picnic tables that will be used at various events and festivals.

Springs

		UNIT	ABSOLUTE		ABSOLUTE/PRODUCTION (HI bottled water)	
			2022	2021	2022	2021
Single-use packaging*	Cabreiroá	Kg	4,432,244	3,601,839	5.60	5.26
	Agua de Cuevas	Kg	1,610,744	1,251,390	3.10	2.83
	Fontarel	Kg	1,384,974	1,217,964	2.43	2.21
Non-hazardous waste	Cabreiroá	Kg	742,369	603,040	0.68	0.67
	Agua de Cuevas	Kg	33,180	19,300	0.06	0.04
	Fontarel	Kg	58,499	56,764	0.10	0.10
Hazardous waste	Cabreiroá	Kg	2,924	1,024	0.003	0.001
	Agua de Cuevas	Kg	275	183	0.0005	0.0004
	Fontarel	Kg	256	283	0.0004	0.0005
Effluents	Cabreiroá	m³	34,282	25,868	0.03	0.03
	Agua de Cuevas	m³	3,616	3,046	0.01	0.01
	Fontarel	m³	12,010	10,505	0.02	0.02

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

Brewery

	UNIT	ABSOLUTE		ABSOLUTE/PRODUCTION (HI Beer)	
		2022	2021	2022	2021
Single-use packaging*	Kg	97,927,121	101,955,193	44.37	44.37
Non-hazardous waste	Kg	6,280,932	5,390,241	1.31	1.23
Hazardous waste	Kg	9,588	7,109	0.002	0.002
By-products: Bagasse	Kg	84,501,370	77,699,690	17.56	17.66
By-products: Yeast	Kg	8,647,780	8,419,020	1.80	1.91
Effluents	m³	1,341,038	1,182,578	0.28	0.27

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

2.4 RESOURCES CONSUMPTION UNDER CONTROL

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

processes is assessed.

With the different improvements implemented in recent years we have managed to reduce the consumption ratio of the brewery in²:

1. **ELECTRICITY: 26%**
2. **WATER: 36%**
3. **NATURAL GAS: 57%**

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

Brewery

	UNIT	ABSOLUTE		ABSOLUTE/PRODUCTION (HI Beer)	
		2022	2021	2022	2021
Electricity (*)	kWh	36,112,637*	32,905,323*	7.51	7.48
Natural gas	MJ	251,701,996	236,596,300	52.32	53.79
Biogas (*)	MJ	132,269,518*	116,973,219*	27.49	26.59
Water: municipal supply	m³	1,875,875	1,699,017	0.39	0.39
Raw Materials	Kg	92,902,026	84,917,613	19.31	19.30

*Energy from renewable sources

34% of the total thermal energy consumed in the Brewery in 2022 comes from the biogas

generated in the WWTP, and therefore it is energy of renewable origin.

2 Evolution of consumption in ratio 2009-2022

Springs



			ABSOLUTE		ABSOLUTE/ PRODUCTION (Hl bottled water)		
			UNIT	2022	2021	2022	2021
Electricity (*)	Cabreiroá	KWh	4,353,079*	3,657,867*	3.99	4.08	
	Agua de Cuevas	KWh	1,218,818*	1,067,363*	2.34	2.39	
	Fontarel	KWh	2,158,952*	2,143,788*	3.68	3.88	
Propane	Cabreiroá	Kg	199,448	171,891	0.18	0.19	
Water municipal supply	Cabreiroá	m³	4,520	680	0.004	0.001	
Groundwater	Cabreiroá	m³	146,935	121,507	0.13	0.14	
	Agua de Cuevas	m³	55,679	47,627	0.11	0.11	
	Fontarel	m³	84,184	85,136	0.14	0.15	

*Energy from renewable sources

Water, source of life

Water is not only the main ingredient for the production of our products, but it is also present throughout the value chain: from the cultivation of raw materials to the washing of reusable containers. Therefore, it is a key element for the sustainable development of our activity. However, it is a resource on which climate change, damage to ecosystems and biodiversity, population growth, increased demand, agricultural practices and industrial processes exert a strong pressure that can cause changes in its composition and, in the long run, its scarcity.

In Corporación Hijos de Rivera we are fully committed to the responsible use of water resources in the communities in which we

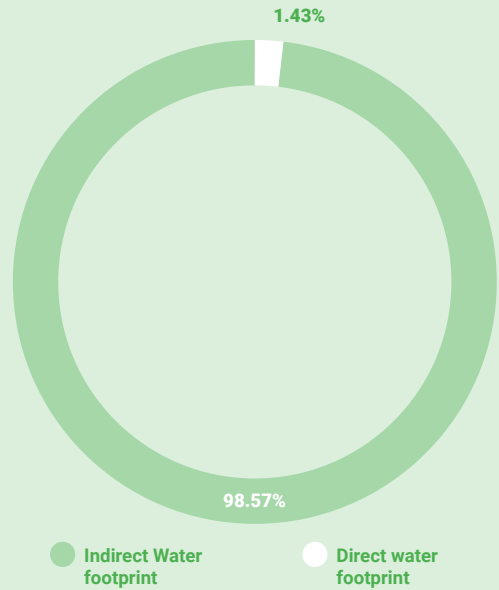
are present, therefore, we have been setting ambitious objectives for many years to reduce water consumption ratios in the development of our activities, which we have managed to achieve through efficiency and innovation.

Thus, the commitment to sustainable development and circularity has meant that in 2022 we have calculated the water footprint for the brewery and springs, to promote responsible water management throughout our value chain with the aim of ensuring the long-term availability of healthy and quality water for all.

Our water footprint

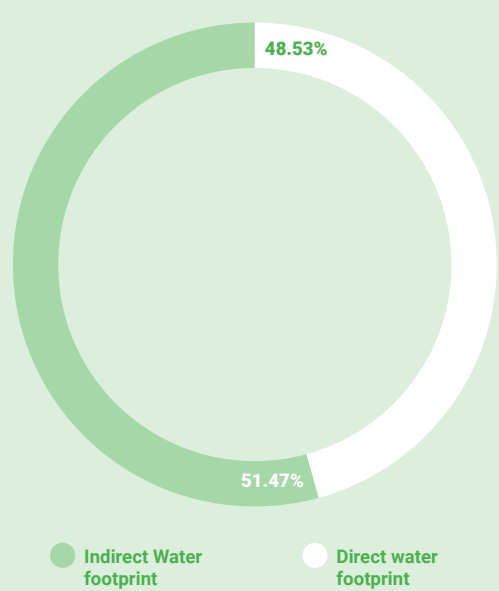
Brewery

Total water footprint distribution by type



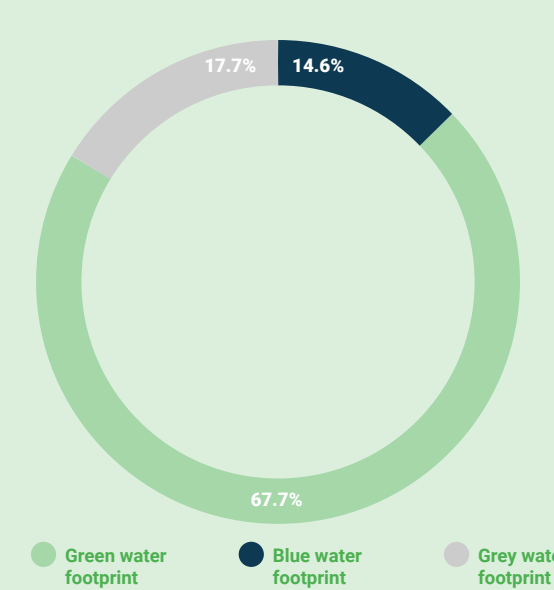
Cabreiroá

Total water footprint distribution by type

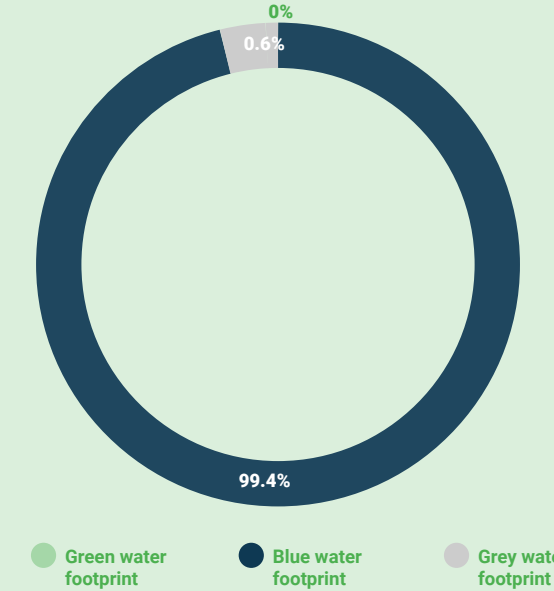


The water footprint is a global indicator of appropriation of freshwater resources and serves as an instrument for the promotion of sustainable, fair and efficient use of water resources. This indicator is composed of three types of water footprint: blue, green and grey. The first two quantify the consumption of fresh water by source, (the blue one related to the consumption of surface or groundwater fresh water, and the green one related to evaporated rainwater or incorporated in the product), while the grey represents the water necessary for the receiving environment to assimilate the pollutants discharged by the activity. In addition, the water footprint can be direct or indirect depending on whether the use and/or contamination of freshwater occurs throughout the process or if it comes from the supply chain.

Total water footprint by origin

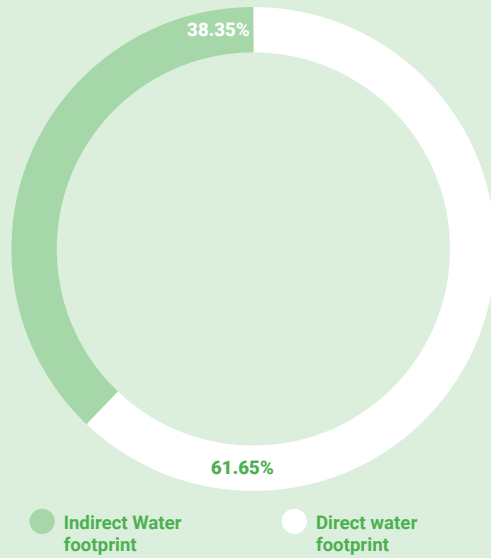


Total water footprint by origin



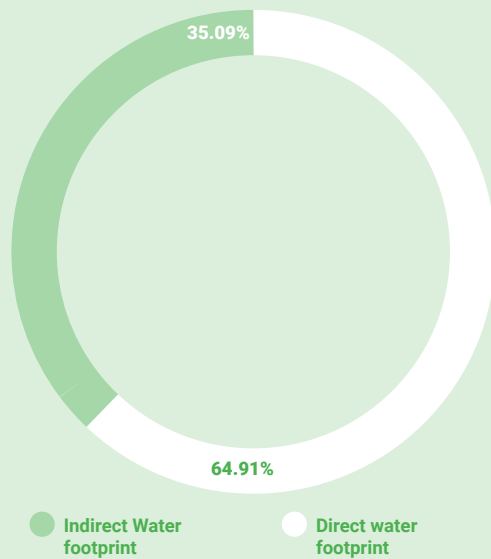
Agua de Cuevas

Total water footprint distribution by type

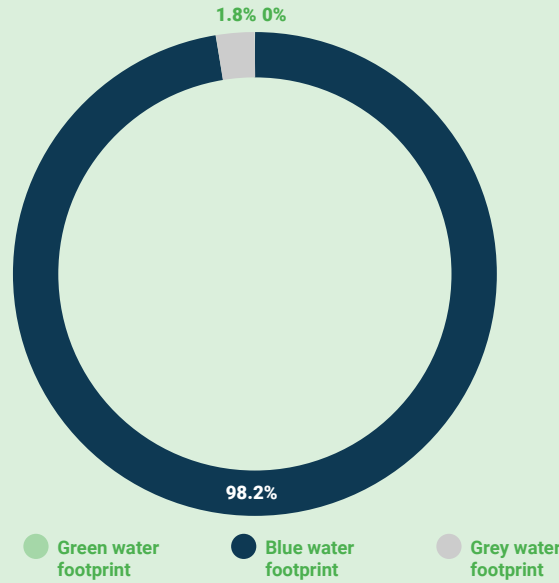


Fontarel

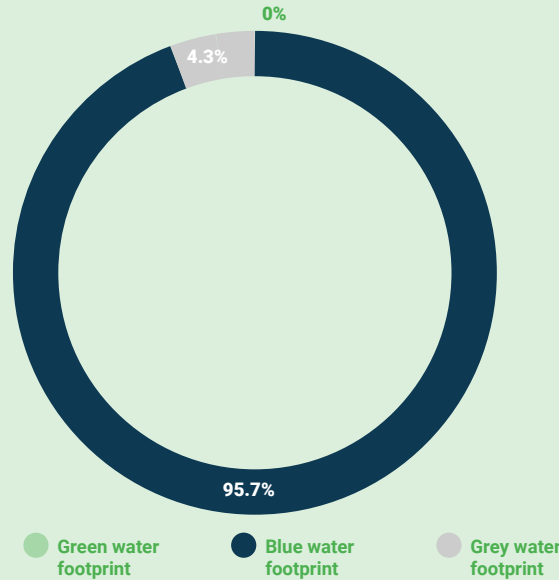
Total water footprint distribution by type



Total water footprint by origin



Total water footprint by origin



The calculation has been made applying the Water Footprint Network methodology for 2021, and has been favourably

verified by DNV, an independent verification entity, in October 2022.

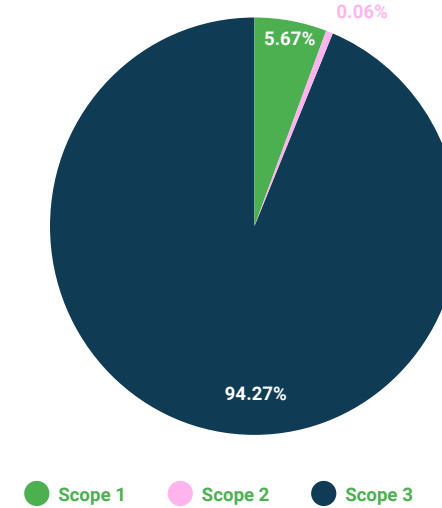
2.5 RESPONDING TO THE CHALLENGE OF CLIMATE CHANGE

As already pointed out, the fight against climate change is an environmental

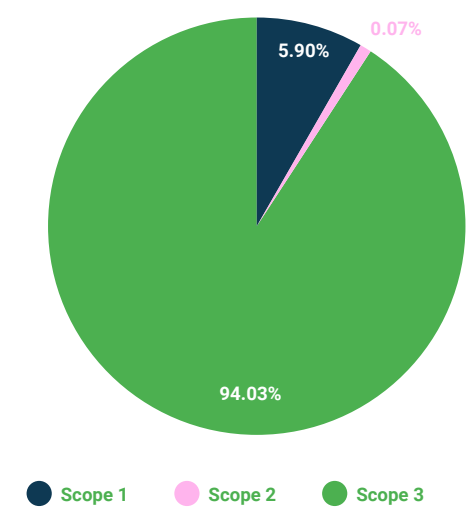
challenge that requires global mitigation plans, so we must all get involved, not just governments. At Corporación Hijos de Rivera we respond to this challenge by calculating the organisation's carbon footprint³ with scopes 1, 2 and 3, in order to identify opportunities for improvement and establish emission reduction objectives throughout our value chain.

2020 and 2021 Carbon footprint by scope:

2020



2021



³ Organizational 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.

The calculation of the carbon footprint is carried out with a lag of one year and is verified by TÜV SÜD, an accredited external entity, in accordance with UNE-EN-ISO 14064 and registered in the Register of the Spanish Office of Climate Change.

To reduce our carbon footprint we are carrying out various actions, among which are:

- Self-generation of biogas in the brewery.
- Self-generation of electricity from renewable sources in our own facilities using solar panels. In 2022 we have increased our ambition in this area, installing new photovoltaic plants in the Fontarel spring and in Hijos de Rivera sales offices, as well as increasing the

installed capacity in the brewery.

- Since January 2019, 100% of the electricity purchased for the brewery and springs is from renewable sources.
- Recovery of the CO₂ 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 our containers, which entails the reduction of the emissions corresponding to their manufacture.
- Reintroduction of post-consumer recycled material in our primary and secondary packaging, thus favouring the reduction of emissions associated with its production.

- Regarding the fleet of vehicles, we have included hybrids for commercial activity and Bodega beer tankers powered by gas in our fleet.
- We are renewing the refrigeration equipment, starting to use ecological gas, a hydrocarbon that does not damage the ozone layer and that provides greater efficiency and cooling power.

Zero emissions

In 2022, we continue to reinforce our commitment to sustainability and the generation of positive impact by achieving carbon neutrality in our main facilities⁴, which is technically equivalent to the activity carried out in them generating zero emissions.

This achievement is not the result of one day, but thanks to an ambitious plan launched in recent years and that has transformed the day to day of the organisation in favour of the use of cleaner energies. The own generation of biogas, the use of renewable energies,

the installation of photovoltaic plants, the incorporation of hybrid vehicles or the replacement of equipment in customers with more efficient models are just some of the measures that have contributed to the progressive reduction of emissions.

Indicators

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

Brewery



	UNIT	ABSOLUTE		ABSOLUTE/PRODUCTION (HI beer)	
		2022	2021	2022	2021
Scope 1	t CO ₂ e	14,168	13,306	0.0029	0.0030
Scope 2	t CO ₂ e	0	0	0	0

Springs



		UNIT	ABSOLUTE		ABSOLUTE/PRODUCTION (HI bottled water)	
			2022	2021	2022	2021
Scope 1	Cabreiroá	t CO ₂ e	614	532	0.00056	0.00059
	Agua de Cuevas	t CO ₂ e	6	0	0.00001	0
	Fontarel	t CO ₂ e	9	0	0.00002	0
Scope 2	Cabreiroá	t CO ₂ e	0	0	0	0
	Agua de Cuevas	t CO ₂ e	0	0	0	0
	Fontarel	t CO ₂ e	0	0	0	0

* Post-consumer waste corresponding to the packaging of the products we sell.

⁴ 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.

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

2.6 BIODIVERSITY

As the brewery is located in an industrial area, there is no significant effect on biodiversity. The springs have established a protection perimeter, carrying out periodic surveillance to verify that the environment is not altered over time.

In the Group we are collaborating with WWF Spain in the project "Plantando cara al fuego" (Standing up to fire) whose objective is to contribute to restoring areas affected by fires in the Baixa Lima e Serra do Xurés Natural Park. With the planting of three hectares of native species we pursue:

- Restore the functions of forests so that they can once again provide resources, quality water and air, protection against floods and fulfil their role in helping to regulate the climate.
- Create native forests, of different species and ages, betting on biodiversity and the variety of habitats.
- Enhance diversity in forest uses as the basis for economic activity in rural areas.

Generate a diverse and profitable landscape to withstand future impacts (such as climate change and fires).

Projects to reduce our dependence on natural gas

Our brewery has started the installation of a new biomass boiler for the generation of thermal energy in 2022. The objective of this project is to increase the percentage of thermal energy from renewable sources used in the brewery.

3. NATURALLY DIVERSE



3. NATURALLY DIVERSE

At Corporación Hijos de Rivera we keep people always at the centre. This approach is part of our business model and is present in all our projects, which, on the one hand, helps us achieve the difficult balance between employee satisfaction and the level of demand of a leading company, and on the other, allows us to get actively and voluntarily involved in society to, together, build tomorrow. And, without people, with all their diversity, it would not be possible to achieve the future we imagine.

3.1. OUR PEOPLE, AT THE HEART OF THE GROUP

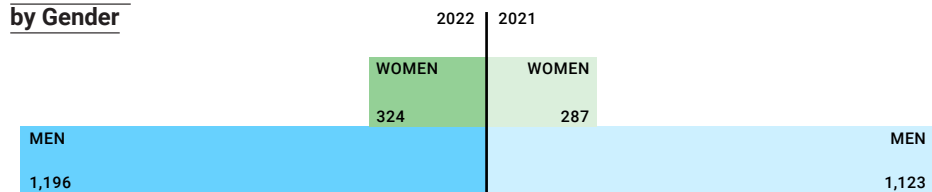
family that we are, we strive to make every employee feel like they are an important part of it.

Staff

During 2022, the number of people we have on staff has grown by 121 people, ending the year with 1,573 professionals in the Group (we report 96.6% of the Group's employees)⁵.

We believe in people, they drive us every day. We are proud of their commitment and the great team we put together and, as the

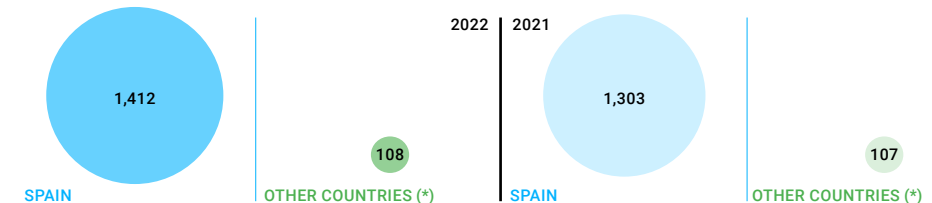
Breakdown by Gender



Within our activity, the industrial component predominates, which is reflected in the fact that 79% of employees are men and 21%

women, increasing the percentage of women by one point in 2022.

Breakdown by country

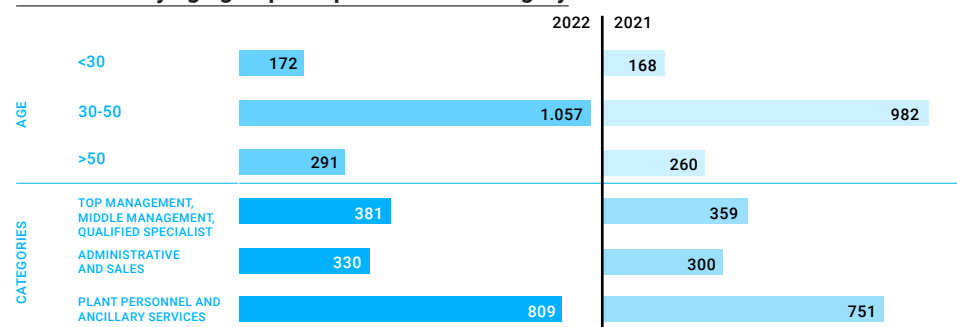


(*) Brazil and Portugal

⁵ All employees of Spanish Group companies are covered by collective agreements. Employees of foreign companies are governed by the labour regulations of their country.

Most of the employees belong to companies located in Spain.

Breakdown by age group and professional category



74 per cent of women and 68 per cent of men are between 30 and 50 years old.

The professional groups used correspond to those established in the company agreement of Hijos de Rivera S.A.U.

59% of men belong to the professional group of plant personnel and ancillary services, given that we have a wide industrial activity. As for women, 40% belong to

the professional group of managers and qualified technicians and 31% to the professional group Plant personnel and ancillary services.

Type of contract

89% of women's contracts are permanent, reaching 92% for men.

Total number and types of contracts by gender

	2022			2021		
	Women	Men	Total	Women	Men	Total
Permanent	290	1,099	1,389	219	912	1,131
Full time	267	1,079	1,346	212	905	1,117
Part time	23	20	43	7	7	14
Temporary	34	97	131	68	211	279
Full time	29	73	102	45	172	217
Part time	5	24	29	23	39	62
Total	324	1,196	1,520	287	1,123	1,410

89% of women's contracts are permanent, reaching 92% for men.

In 2022, the number of employees with temporary contracts has been reduced due

to the modification introduced in the labour regulations that regulate the types of contracts that has resulted in a significant part of temporary contracts having passed to fixed-discontinuous contracts.

95% of employees have a full-time working day and only 5% are part-time. Among women the percentage of part-time is 9% and in men 4%.

Total number and types of contracts by age

Age	2022				2021			
	<30	30-50	>50	Total	<30	30-50	>50	Total
Permanent	136	987	266	1,389	81	836	214	1,131
Full time	105	976	265	1,346	76	827	214	1,117
Part time	31	11	1	43	5	9	—	14
Temporary	36	70	25	131	87	146	46	279
Full time	32	67	3	104	64	130	23	217
Part time	4	3	22	27	23	16	23	62
Total	172	1,057	291	1,520	168	982	260	1,410

In those under 30 years of age, permanent contracts are 80%. In the other two age groups they exceed 90%.

full-time 95%. In those under 30 years of age, part-time contracts are 20% of the total.

Part-time contracts are 5% of the total and

Total number and type of contracts by professional category

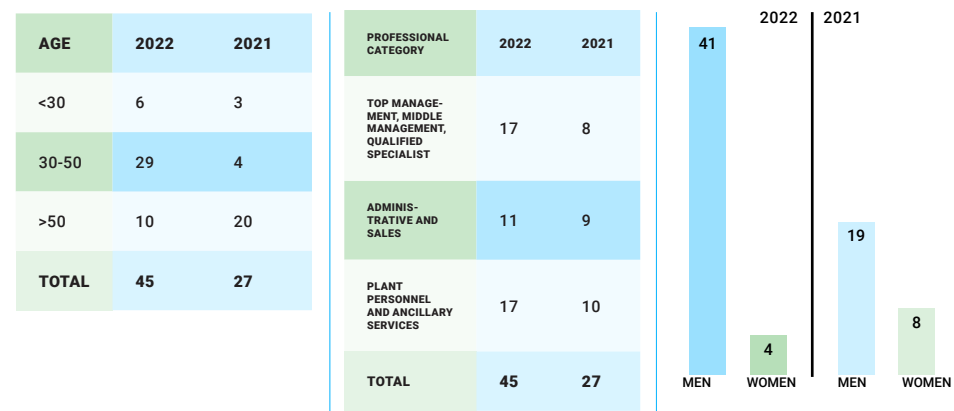
PROFES- SIONAL CATE- GORY	2022				2021			
	TOP AND MIDDLE MANAGEMENT, QUALIFIED SPECIALIST TECHNICIANS	ADMIN. AND SALES	PLANT EMPLOYEES AND ANCILLARY SERVICES	TOTAL	TOP AND MIDDLE MANAGEMENT, QUALIFIED SPECIALIST TECHNICIANS	ADMIN. AND SALES	PLANT PERSONNEL AND ANCILLARY SERVICES	TOTAL
PERM.	376	300	713	1,389	341	272	518	1,131
FULL T	375	297	674	1,346	338	270	509	1,117
PART T	1	3	39	43	3	2	9	14
TEMP.	5	30	96	131	18	28	233	279
FULL T	4	28	70	102	16	24	177	217
PART T	1	2	26	29	2	4	56	62
TOTAL	381	330	809	1,520	359	300	751	1,410

The professional group of plant personnel and ancillary services has 88% of permanent contracts, which is a lower percentage than the total due to the existence of production peaks that require the use of temporary contracts. However, the number of permanent contracts in this professional group has increased by 8 points compared to 2021 due to

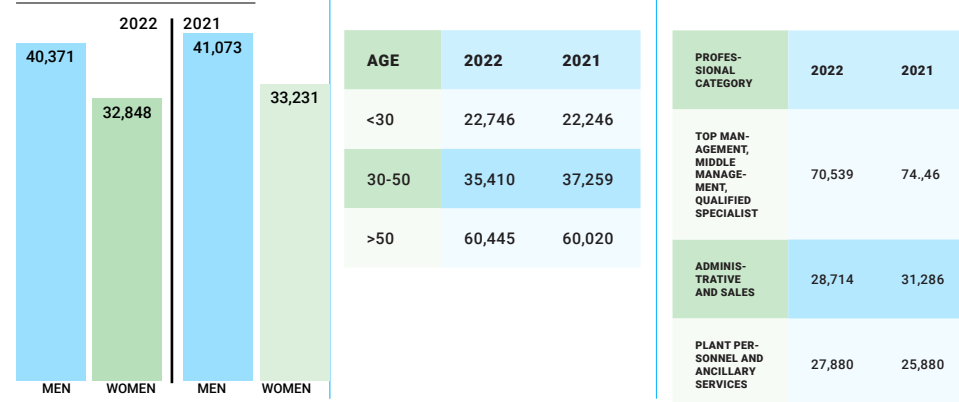
the modification in the type of contracts mentioned above.

The average number and distribution of employees by country, sex, age, and professional classification for the year 2022 does not differ more than 5% from the number at the end of the year, so the information on average data is not detailed.

Number of dismissals by age, professional category and gender



Average remuneration



In 2022, the average remuneration has been calculated on the basis of fixed remuneration without variables, this change being the explanation for the decrease in average remuneration in 2022. There are no employees in the Group with the category of senior management. The Board of Directors of the Corporación is made up of ten members, nine men and one woman, so the remuneration is not reported disaggregated by sex. The

remuneration of the members of the Board of Directors of Corporación Hijos de Rivera S.L. for all concepts was 4,731,184.59 Euros.

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 and 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 calculating the difference between the remuneration of women and men in our group, since one of the characteristics of the wage distribution is that there are many more workers in the low values than in the highest ones, the latter having a significant influence on the average salary.

We consider the median salary, which divides the number of workers into two

Employees with disabilities by age, professional category and gender

GENDER	TOP MANAGEMENT, MIDDLE MANAGEMENT, QUALIFIED SPECIALIST		ADMINISTRATIVE AND SALES		PLANT PERSONNEL AND ANCILLARY SERVICES		TOTAL	
	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN
YEAR 2022								
<30	—	—	—	—	—	—	—	—
30-50	—	—	1	3	—	1	1	4
>50	—	—	—	1	—	5	—	6
TOTAL	—	—	1	4	—	6	1	10
YEAR 2021								
<30	—	—	—	—	1	—	1	—
30-50	—	1	—	4	—	2	—	7
>50	—	—	—	1	—	5	—	6
TOTAL	—	1	—	5	1	7	1	13

Percentage of employees with disabilities

At Hijos de Rivera S.A.U., employees with disabilities have reached 2.21% of the company's average workforce. Of this percentage, 40.60% corresponds to direct employment and the rest to LGD agreements (General Law on the Rights of Persons with Disabilities), through

equal parts, to be more representative for the calculation of the Group's wage gap.

The Group's wage gap is -6.5% (-4.5% in the previous year). The negative sign means that women's pay is lower than men's. It has been 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 -18.63%, (-19.1% in the previous year).

which we have acquired goods and services offered by special centres, which represents an amount equivalent to the hiring of 12.05 people with disabilities.

Social inclusion

In 2022, we continue with the INSERTA Program of the ONCE Foundation, a

collaboration agreement that aims to recruit, by our Business Group, people with disabilities with a five-year objective. This initiative will allow us to advance in the inclusion into the workplace of people with different abilities. Likewise, our commitment also goes through indirect insertion through the acquisition of goods and the contracting of services to special employment centres.

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

3.1.1 WE TRANSFORM THE CULTURE OF THE ORGANISATION

Since the beginning of the 2022-2024 strategic plan, the uncertainty generated by the economic and social environment is constant and has a decisive influence on the way in which we are going to face the

challenges that lie ahead. That is why we must reinforce our culture by generating and developing the necessary abilities to facilitate the adaptation of our teams in a BANI (Brittle, Anxious, Nonlinear and Incomprehensible) environment. This cultural transformation is key to the success of our Group and reinforces the transversal axes of the plan. How?

- Fostering a mindset of learning and continuous adaptation.
- Strengthening collaboration and communication in our ecosystem of companies.
- Creating a culture of diversity and inclusion that facilitates the attraction and integration of talent.
- Facilitating innovation and the adoption of new ways and methodology of working that allow us to be more agile in the face of so much uncertainty.

If in 2021 we defined our Big Craft Culture model as the engine of our purpose, in 2022 we have paid special attention to the transformation of the People Culture pillar and the Culture of Positive Impact pillar through the different programmes and actions implemented.



Welfare, health, and safety at work

With the help of the information provided by the materiality matrix, we have established priorities with our professionals to continue working every day to improve the global well-being of our teams, focusing on consolidating the lessons learnt from the experiences of the pandemic period and recovering our corporate welfare policies.

Thus, in the field of well-being and occupational health and safety, our purpose is to continue investing in risk prevention and reduce the number of accidents, as well as

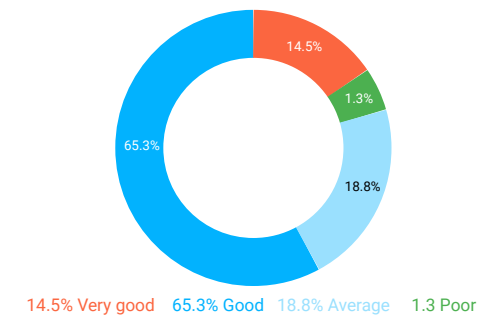
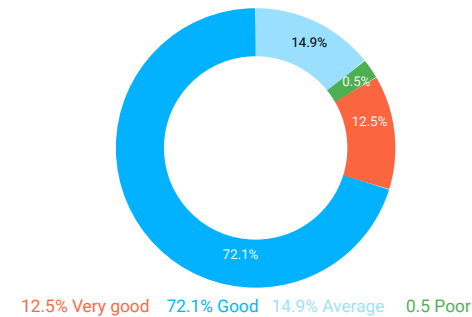
promoting healthy lifestyle habits among all employees.

Throughout 2022, we have worked to continue improving and developing the different projects aimed at improving the global well-being of our employees. To find out their opinion, we have integrated into our annual performance evaluation process several questions about well-being which over 600 people from the organisation answered voluntarily.

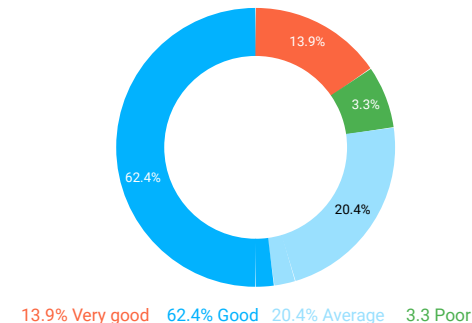
How would you rate the following aspects of your health?

1. Physical Health (606 answers)

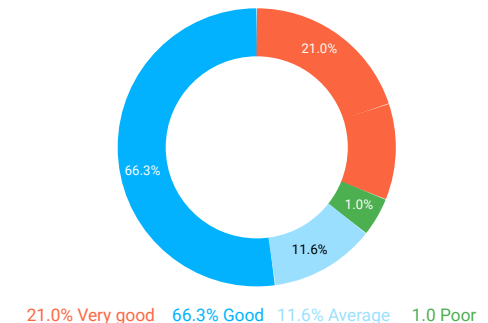
How would you rate your health in general (606 answers)



2. Mental emotional Health (604 answers)



3. Social Health (594 answers)



The results show that we are on the right track, but that we have to continue working to improve the measures implemented in the company and take care of the different aspects that influence the experience of our employees.

Preventive culture

Due to our strong industrial character, one of the highest priorities is to create a safe environment in our production sites.

We manage to improve by working on the evolution of the preventive culture of the Group's companies, with the purpose of making it a value.

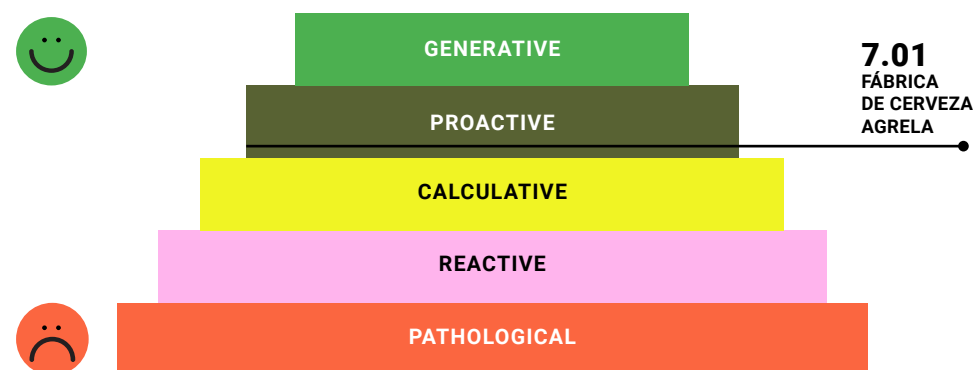
In 2022, we began to implement the 'Preventive Culture Project', which is part of the Positive Impact projects, in the People block. Its main challenge is to improve the preventive culture of the organisation through a transformation in behaviour so that "working" and "working safely" are

exactly the same, because "Safety is our way of working".

The strategic objectives of the Project are:

1. Carry out a diagnosis to discover the characteristics of the preventive culture in the Group.
2. Define and implement an improvement plan in this area.
3. Reduce accidents and absenteeism.
4. Ensure legal compliance

The first steps of the Project have been taken in the brewery of A Grela, where we have carried out a diagnosis of preventive culture whose result places us at a consolidated proactive level within the Parker safety ladder.



From the diagnosis some lines of improvement will begin to be implemented that will focus on:

- Increasing participation in safety and health.
- Identifying situations in which work can be done more safely.
- Support our collaborators so that together we can work in a safer way.

Likewise, during the last quarter of the year, we have carried out numerous 'Preventive Culture Workshops' aimed at top management, middle management, and qualified specialists on 'Leadership in health and safety' and 'Management Tools' in order to achieve a transformation in behaviour.

With regard to the evolution of management systems, we highlight that Hijos de Rivera, S.A.U and Aguas de Cabreiroá, S.A.U. have renewed in 2022 their certificate in the international management standard on occupational health and safety ISO 45001, and the scope to sales offices has been increased.

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, appreciating the set of measures implemented and highlighting numerous positive aspects collected as strengths:

1. Safety inspections carried out on a quarterly basis as a tool for continuous risk monitoring and control.
2. Management and monitoring of communication of risks and all improvements associated with them.
3. Participation and consultation of both prevention delegates and workers in improving the safety of facilities.
4. Collaboration between the company and prevention delegates in the continuous improvement of safety and the preventive culture of the organisation.

We continue to support the Preventive Culture Teams (PCE) to provide support in management, improve preventive culture, consultation and participation of people. These are constituted in various business units and have several objectives:

1. Report and analyse accidents and incidents.
2. Analyse present risks that want to be communicated or derived from the Safety Inspections: the causes and the proposal of preventive measures.
3. Encourage communication of risks.
4. Information and implementation of procedures and instructions.
5. Participate in and manage Health and Safety training.
6. Align communication.
7. Participate and propose improvement objectives.
8. Continuous effort in measures associated with health and well-being, such as:
 - a. Psychological and social help plan for employees initiated in 2020.
 - b. Psychoeducational webinars.
 - c. WellWo wellness platform for 100% of teams since 2018.
 - d. Organization of group sports activities (hiking, paddle tennis ranking, etc.).

Accidents

ACCIDENT RATE (1)	NO. ACCIDENTS WITH MEDICAL LEAVE	DAYS WITH MEDICAL LEAVES	ACCIDENT RATE (2)	FREQUENCY RATE (3)	SEVERITY RATE (4)
2022(5)					
WOMEN	5	59	16.78	9.32	0.10
MEN	48	1.414	40.99	22.77	0.67
2021					
WOMEN	6	99	26.91	15.01	0.25
MEN	42	1.475	42.13	23.51	0.83

(1) Does not include in itinere

(2) Accident rate

(3) Frequency rate

(4) Severity rate

(5) In 2022 Estrella de Galicia Importação e Comercialização de Bebidas e Alimentos, Ltda. (Brazil) has been included

(No. Accidents in working hours with sick leave/No. of workers)*1,000
(No. Accidents in working hours with sick leave/No. of workers x theoretical hours worked in the period)*1,000,000
(No. of days lost because of accident with sick leave/(No. of workers x theoretical hours worked in the period))*1,000

In 2022 there have been no cases of occupational illnesses in the Group.

The working hours of absenteeism in the year 2022 have amounted to 90,107 hours. All hours of absence from work are included as absenteeism for all concepts except maternity/paternity and breastfeeding hours.

3.1.2 EMPLOYEE SATISFACTION AND WORK PLACE CLIMATE

Once again we position ourselves among the Best Companies to Work for in Spain, a

recognition accredited by the specialised consultancy Great Place to Work based on the positive assessment by our employees, as well as the application of policies and good practices in the care and management of people. Agua de Cuevas and Cervinter have also been recognized as one of the Best Companies to Work for in Asturias and Malaga, respectively, in the Best Workplaces Asturias 2022 Ranking.

Also, this year Corporación Hijos de Rivera has received the Top Employer Spain certification that shows we are on the right path regarding improvement practices.

Remote working and digital disconnection measures

We live in a time when we are increasingly digitally connected. This has changed our way of understanding life, and in our relationships both personally and at work, adding to this the implementation in many cases of hybrid work models.

In 2022, parallel to the evolution of the health crisis, our remote working model evolved with its implementation as a way to contribute to a better balance between work and personal life. Thus, we end 2022 with about 200 people in a remote working situation, with all the necessary means to do so.

Given these circumstances, we also consider it important to remember and reinforce the benefits of digital disconnection on health and productivity, and how to reduce the negative effects of hyper-connectivity and its implications through the dissemination of digital disconnection regulations.

Benefits

Our benefits plan is a differential value for our employees, since we offer them measures that help them face the day to day demands such as, for example, 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.

Organisational efficiency

The sustained evolution of the business systematically grows an organisation and, with it, there is an increasing and continuous need for roles, positions and people in all areas. On the other hand, competitiveness, efficiency and balance with employee well-being are key factors in the success of companies. That is why we must anticipate this. Know what we want and what we need.

In 2022 we have started a project to carry out an analysis of the current sizing of the equipment, as well as to define a plan to achieve what is necessary in the short, medium and long term. Thus, we established the KPIs for the most objective measurement and definition of the principles of organisational growth, we analysed trends, functions and jobs. For the areas analysed, we have obtained the following result for this year:

- The proposal of new organisational structures, roles and functions in the short term and looking forwards.
- Organisational benchmark with companies in the sector and / or activity at national and international level.
- KPI of dimensioning, their evolutionary analysis and identification of critical points.
- Trends and conceptual frameworks of the functions and departments analysed.
- Sizing methodology to evolve towards efficient, balanced structures and their growth.

Culture of Improvement

In 2022 we undertook the extension of the Culture of Improvement to all Core Business Departments, aware that risk and opportunity management systems based on the involvement and participation of people create a sustainable competitive advantage.

Thus, through the implementation of Lean methodologies, we seek as objectives:

- **BE MORE COMPETITIVE** in terms of efficiency and profitability.
- **BE MORE AGILE**, improving the daily management of teams and processes, to be faster and more flexible.

Milestones and activity

+115 TEAM WORK SESSIONS

+80 DIAGNOSED ROLES

+30 DEFINED CHANGE LEVERS

+250 ESTABLISHED DIMENSIONING KPIs

+50 CURRENT TRENDS ANALYSIS

+20 POSITIONING OF SHORT TERM ACTIONS

- **IMPLEMENT THE CULTURE OF IMPROVEMENT:** “every day, all people and in all areas”.
- **EMPOWER** teams, supporting with methods and tools to improve their management, transversal coordination and alignment of objectives and activities with the Company’s Strategy.

Steps taken

- 255 processes and activities analysed, quantified by workload and prioritised.
- Trained 265 people from Office departments in improvement methodologies and + 400 in industrial plants.
- Constitution of 86 autonomous units/ groups of people in departments of Central Services, Market and industrial plants.
- Start-up of a Lean School with the Kaizen Institute for industrial plant personnel. 75 leaders have developed specialised itineraries in improvement methodologies.

Results

- +1,200 improvement ideas issued in industrial plants and in Office and Market departments.
- 32 company processes addressed by intradepartmental improvement teams.
- 94 improvement events carried out by teams in industrial plants.
- Economic impact of + € 900,000 of the improvements implemented.

Communication with employees

We maintain constant communication through committees and commissions such

as: the Works Committee, the Health and Safety Committee, the Joint Commission, the Training Committee and the Work Committee for Equality, holding regular meetings with all of them.

In addition, companies have direct and indirect means of communication to communicate any aspect of interest with their collaborators . The effect of the pandemic has increased virtual communication compared to face-to-face, but it has also allowed us to reach a greater number of people a greater number of times.

Tools to ensure good communication

Communication is fundamental in our business model. Therefore, we continue to multiply the alternatives to connect with our people through the different traditional channels and those that were reinforced during the pandemic.

We keep the organisation informed through boards, corporate and business emails, our internal TV channel implemented in 5 work centres and the Microsoft 365 Teams. digital platform.

In 2022, we also launched a new intranet integrated into Teams that allows us to make corporate news available to all employees so that they are always informed of what is happening in the Group. We have also concentrated a series of internal services in this new Employee HUB: access to business applications, internal policies and regulations, employment information, travel requests and management and the different existing services (store, discount platform and wellness portal). This new HUB has been reinforced at the end of

the year with the creation of an exclusive channel on our Positive Impact project. Developed on the Office365 platform, this tool offers us all the integrations of the Microsoft application environment and allows us to receive better feedback on the news that interests our employees.

3.1.3 DIVERSITY, EQUITY AND EQUAL OPPORTUNITIES

In this area, we work to establish mechanisms to guarantee gender equality and equal opportunities for leadership. In fact, "we believe in talent in all its forms" could be a summary of how we approach diversity management, equity and equal opportunity.

Our journey began in 1906 but in recent years, the profile of our employees has evolved steadily.

This evolution of the demographic profile has brought with it a change in the way of dealing with the issues of diversity, equity and equal opportunities that, from the Group, we are approaching with a lot of common sense, in a close and human way and, above all, with the utmost respect.

We are aware that we need to improve some aspects and we are working towards achieving it, although our industrial profile and our location are a challenge to modifying these trends. However, the 236 jobs consolidated in 2022 are a sign that reinforces our commitment to diverse hiring:

- 49 FTE people under 30 years of age (21%).
- 155 FTE people between 30 and 50 years old (66%).
- 32 FTE people over 50 (13%).

- 62 FTE women (26%).
- 174 FTE men (74%).

For effective diversity

Since 2021, at Hijos de Rivera we are present in several programmes aimed at promoting diversity, equity and equal opportunities.

We participate in Empowering Women's Talent and Diversity Leading Company. In this second programme, we carried out a first complete analysis of our management of the DEI, identifying the different strengths and areas for improvement. We are also part of the AED (Spanish Management Association) WoMen Cross Mentoring programme in which several managers and professionals actively participate.

Equality plans

In 2022 we continue to make progress in this area with the development of equality plans and the progressive incorporation of companies in this process of seeking equity in treatment and opportunities.

2022 has been marked by the review and re-adaptation to the evolution of the organisation in the diagnoses and work in coordination with the different negotiating tables to advance in the process of identification and agreement on the areas of improvement identified and in the implementation of measures and their progressive evolution, complementing this plan with actions focused on the well-being of people in the physical and psychosocial field especially. Cabreiroá, Bares y Estrellas and Cervinter have embarked on this process throughout 2022.

3.1.4 TALENT MANAGEMENT AND LEADERSHIP CULTURE

After a 2021 focused on the recovery of the training and development dynamics prior to COVID-19, as well as on the identification of internal talent (under a programme that lays a solid foundation to have key positions for the business in the future), we start 2022 with the ambition of reconnecting and seeing each other more in person after two years of virtual relationships. Thus, the actions implemented have been closely aligned with change management and adaptation to current reality, as well as the development of our strategic pillar of Positive Impact.

We continue to promote individualised plans: on the one hand, in 'on boarding' with the aim of guaranteeing a correct incorporation and integration of our new colleagues, and on the other, offering solutions to the specific training and development needs detected by the teams.

Employability and young talent

We support young talent and guarantee its inclusion and employability, and promote entrepreneurship and innovation, through:

Scholarships, internships and DUAL Vocational Training (FP)

The 'Stars of the Future' programme is one of our key projects to promote the employability and development of young talent. It is aimed at people who, through the DUAL Vocational Training plans and our internship and scholarship programmes, take their first steps working with us. We understand that we can offer them an ideal environment to apply directly and specifically what they have learnt in the classroom and thus begin to build their professional careers that they can then develop well in our organisation, or in any other in the labour market. Therefore, we strive to ensure that everyone has a solid base and experience that enriches their

This is us

In 2022, the average seniority of our professionals has fallen to around 7.6 years and the average age is around 41.6 years.

So, more than 63% of our people have currently been with the company for less than 7 years (men: 61% and women: 73%) and 44% of them are under 40 years old (men: 39% and women: 60%).

employability in the market and speeds up the integration of the student into the world of work.

In 2022, the commitment to these programmes has been the largest made so far, with 38 participants in the internship and scholarship programme and another 58 students in the DUAL Vocational Training plan, in which more than 45,000 hours of training have been invested. This is undoubtedly a clear sign of our commitment to the development of young people, as well as to our environment and society.

Taleñt and Sondersland

Since 2017, we have been Global Partner of the two events with the greatest impact in the world of Talent in Spain: Taleñt and Sondersland.

3.1.5 AGENTS OF CHANGE

We consider our employees as agents of change, so we offer them training and continuous training in impact and sustainability. On the other hand, we encourage remote working with the aim of reducing unnecessary travel.

Mindset Management

If we have learnt anything after two years of pandemic and a beginning of 2022 marked by a military conflict at the gates of Europe, it is that we are living one of the moments of greatest change in our history, which requires our best version. And it will be very difficult for us to adapt to these changes if we do not transform our way of thinking, feeling and acting. That is why we have launched the 'Mindset Management Programme', whose objectives are:

1. To reflect on this new reality and address the transformation necessary to adapt to this new environment.
2. To initiate personal, group and transversal change that will help us to

be better people, better leaders and better company.

3. To reconnect and see each other again in person after these two years of virtuality.
4. To lay the foundations for improvement in the continuous adaptation to change and evolution of the environment and organisation.

Positive Impact transformation plan

We want Positive Impact to permeate throughout the Group, as well as in all the people who make it up. With this objective we have launched a programme based on raising awareness in our teams. In the first phase, the great challenges we have to face are reviewed, knowledge of the global framework of sustainability is promoted, and attendees are allowed to participate in immersive experiences.

Throughout 2023, this programme will continue to advance to transform the organisation.

Continued Learning Plan

Continued training and our commitment to promoting interest and knowledge is a priority. Our Continuous Learning Plan includes: training so that teams can perform their daily functions, skills development programmes, training to ensure compliance with legal requirements, language programmes, as well as online courses provided through the online application LinkedIn Learning available to all employees at any time and offering over 16,000 contents in seven languages.

In 2022 all these programmes have added more than 16,000 taught hours and 3,000 participations.

Likewise, we have continued with the training plans associated with the transversal axes of our strategic plan:

- Artisan Culture, through which over 1,200 people have achieved the CICERONE Host level.
- Agility and Flexibility with the Lean Culture project for the integration of continuous improvement in our DNA. In this plan, more than 2,000 hours of

training have already been given with over 500 participants.

Internal talent

Within the Internal Talent Identification and Development Programme, throughout 2022 more than 1,500 hours have been invested and more than 20 individualised programmes have been activated with the purpose of growing the professionals

who give and will respond to the present and future needs of the Group. This programme, launched in 2022, lays the foundations for this and challenges us to work in the future to improve it and its scope.

Main indicators

INDICATOR	2022	2021	
TOTAL INVESTMENT	1,561,478 €	1,383,765 €	+6%
PARTICIPATIONS (FTE)	4,569	3,785	+21%
HOURS RECEIVED	72,556	31,559	+130%
INVESTMENT/ EMPLOYEE	1,155 €	1,063 €	+5%

AREA	PARTICIPATIONS (FTE)	HOURS RECEIVED
FOOD QUALITY AND SAFETY	287	787
BEER CULTURE	310	370
LEAN CULTURE	519	3,517
DIGITAL	160	291
PERFORMANCE EVALUATION	351	332
CONTINUOUS TRAINING	1,643	6,906
FP DUAL	58	45,158
SKILLS	467	3,834
LANGUAGES	66	2,888
ON BOARDING	103	2,380
INDIVIDUAL DEVELOPMENT PLANS	20	1,058
OCCUPATIONAL HEALTH AND SAFETY	546	1,739
ON THE JOB TRAINING	39	3,294
TOTAL	4,569	72,556

PROFESSIONAL CATEGORY	PARTICIPATIONS (FTE)	HOURS RECEIVED
ADMINISTRATIVE AND SALES	1,359	5,582
TOP MANAGERS, MIDDLE MANAGERS AND QUALIFIED TECHNICIANS	1,700	10,750
PLANT PERSONNEL AND ANCILLARY SERVICES	1,510	56,225
TOTAL	4,569	72,556

3.1.6 ETHICS AND VALUES

Throughout 2022, we have continued with our strategy of integrating the principles of our Code of Ethics into the initiatives, trainings and activities carried out in our ecosystem to ensure:

- The dissemination and promotion of diversity, equity and equal opportunities.
- The creation and consolidation of stable employment through our Dual FP programmes and the transformation of temporary contracts to permanent-discontinuous contracts.
- Reconciliation with the application of hybrid work measures.
- Communication and participation with the evolution of our internal channels.
- Occupational health and safety.

Our Positive Impact training plan includes a section on Diversity, Equity & Equal Opportunities that has allowed us to open an internal reflection on the importance of these issues for the organisation (approximately 400 people have attended these positive impact days).

The top-level management team was also retrained in ethics during 2022.

3.2. COMMUNITY

Throughout the year there are multiple acts and collaborations that we carry out to make this planet a naturally unique place capable of accommodating everyone with their own uniqueness. We do this by giving citizens a voice through our brands, but also by participating in awareness-raising, accompaniment and inclusion activities to be with those who need us most, when they need us most. Likewise, we do our bit to promote research and innovation projects, as well as offer cultural, sports and leisure experiences that are of interest and benefit society as a whole.

3.2.1 BRAND ENGAGEMENT

Our brands are the best way to transfer our nonconformist, supportive and rooted nature to society. Through them, we develop campaigns committed to the origin and to people, sharing experiences and interests.

Agua de Cuevas

Our mineral water brand has presented a new campaign in which it shows more than ever its Asturian origin. With a tone of humour, it shows its Asturian-ness paying homage to the mountain and some of its most emblematic places. This is the case of the Picu Urriellu, the refuge of Cabrones, the Peña Santa or the Porra de Enol, which star in the different ads.

Estrella Galicia

Our beer has launched a message to its consumers through the labels of seven million bottles in which it replaces the name of its brand with a QR code. #QueHableLaCerveza (Let the beer speak) is the motto of this communication action with followers who find the messages in bottles distributed in hospitality establishments throughout the country. This initiative is part of the new campaign “Prohibido bajar los brazos” (Forbidden to lower your arms), which invites the public not to surrender to uncertainty.

Estrella Galicia 0,0

Estrella Galicia 0,0. Through this range we have launched a promotional action in the hospitality channel nationwide that has taken a total of 200 electric bicycles to our streets thanks to the innovative Galician startup Velca. It is an ambitious project in favour of sustainable mobility.

3.2.2 CONNECTED WITH THOSE AROUND US

But communication is not something unidirectional, it needs dialogue so that it flows and reaches common ground. For this

reason, and as a familiar and close Group that we are that understands those around it, we put various communication tools at the service of citizens so that they send us their concerns and desires.

The website **www.corporacionhijosderivera.com** collects the general information of 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	www.corporacionhijosderivera.com
Mundo HR	www.mundohr.com
Mercado de la Cosecha	www.mercadodelacosecha.com
MEGA Mundo Estrella Galicia	www.mundoestrellagalicia.es
Estrella Galicia	www.estrellagalicia.es estrellagalicia.es/tienda
Estrella Galicia 0,0	www.estrellagalicia00.es
Cervezas 1906	www.cervezas1906.es
SON Estrella Galicia	www.estrellagalicia.es/son
Cabreiroá	www.cabreiroa.es
Customdrinks	www.customdrinks.es
Maeloc	www.maelocway.com
Ponte de Boga	www.pontedaboga.com
La Tita Rivera	www.latitarivera.com
Agua de Cuevas	www.aguadecuevas.es
Fontarel	www.fontarel.es
RRHH	subes.hdrivera.com

And our subsidiaries:

Estrella Galicia USA	www.estrellagaliciausa.com
Estrella Galicia Brasil	www.estrellagalicia.com.br
Estrella Galicia UK	www.estrellagaliciabeer.co.uk
Estrella Galicia Italia	birraestrellagalicia.it
Estrella Galicia Portugal	estrellagalicia.pt
Estrella Galicia Alemania	estrellagalicia.de
Bares & Estrellas (Filipinas)	www.bares.com.ph
Rivera Business Trade Shanghai (China)	www.riverashanghai.com

3.2.3 CORPORATE VOLUNTEERING

We want to improve the well-being of people who are in a situation of vulnerability or at risk of social exclusion. Fulfilling this purpose would not be possible without the human quality that, year after year, our corporate volunteer group demonstrates and whose commitment to just causes is tireless.

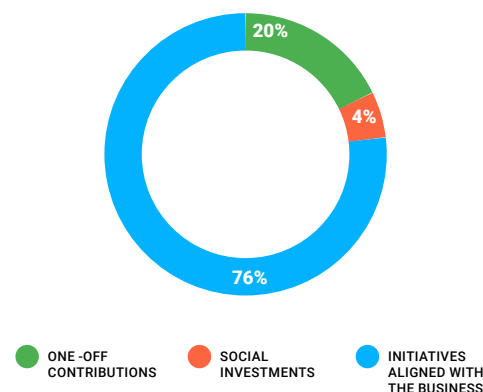
In 2022 we have contributed 133,904.61 Euros to various foundations with the aim of contributing to the integration of vulnerable groups and channelling the spirit of solidarity of both the company and our employees. Thus, we have collaborated economically with: Galician Association Axuda Ukraine, Habitat Naturalist Group, Equus Zebra, Coruña Down Association, San José de Calasanz Children's Centre, María Inmaculada Home Centre in Bañobre, Cocina Economica of A Coruña, International Cooperation, Rías Altas Food Bank, Caritas Social Services and the Galician Federation of Rare and Chronic Diseases.

On the other hand, also in 2022, we have evaluated all the initiatives implemented to promote social development in order to determine their real impact. To do this, we

have used the LBG Spain framework, which allows measuring, managing, evaluating and communicating the contributions, achievements and impacts of the investment in the community of the company in the community and in the environment.

According to this analysis, in 2022, the amount linked to corporate investment in the community has been 1,621,524.40 million Euros and the number of hours of employees involved in these initiatives has amounted to 4,158. Likewise, 19.4% of the contributions have corresponded to one-off contributions, 4.4% to social investments and 76.2% to initiatives aligned with the business.

Motivation



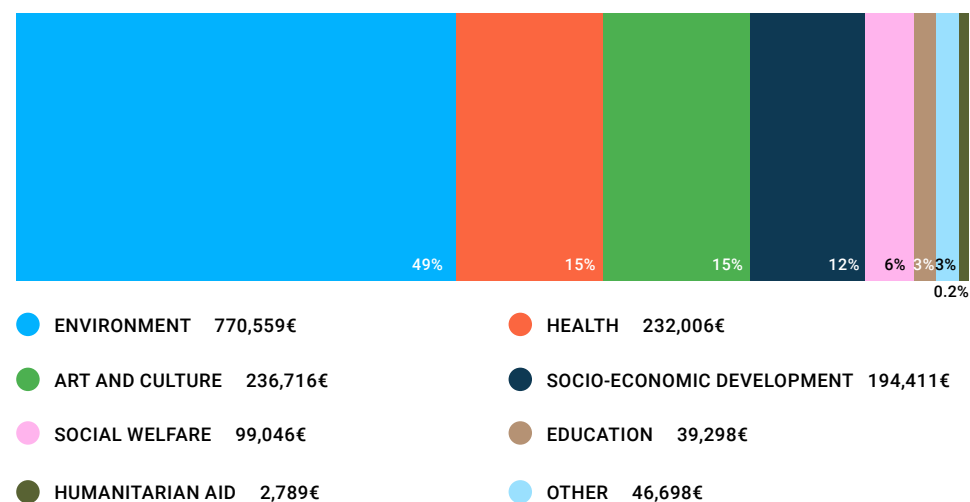
Distribution of contributions according to geographical area



Distribution of contributions 2022 according to area

The differentiation of the contributions according to areas responds to the LBG

classification with the categories that this methodology has established, in order to be able to analyse and compare the projects in which different organisations participate.



Helping to alleviate Ukraine's humanitarian crisis

When the news hit us at the beginning of 2022 with the start of the war between Russia and Ukraine, we did not want to remain distant and, through our volunteers, we wanted to help mitigate the impact of this humanitarian crisis as much as possible.

During this time and thanks to the volume of donations made both at the collection points, as well as in our facilities in A Coruña and in the different work points spread throughout Spain, we managed to send to Ukraine a total of five trucks loaded with thousands of kilos of food, warm clothes and healthcare material, among other basic necessities.

"Una sonrisa por Navidad" (A smile for Christmas)

We have participated in the International Cooperation campaign 'A smile for Christmas', an action launched in all the production centres of the company and with which every year we manage to bring gifts to hundreds of children in need at Christmas. On this occasion, we have brought the magic of Christmas to 180 children who saw how Their Majesties The Magi of the East delivered the presents in Galicia, Asturias, Granada and Malaga.

VIII race '5 km solidarios'

Yet another year, we have participated in the '5 km solidarios', a sports festival in favour

of integration and social inclusion held in the streets of Agrela (A Coruña). Thanks to the participation of 920 people, as well as the donations received, € 9,500 were raised that have been allocated to the Rías Altas Food Bank.

Consciousness-action with ASPANAES

A group of volunteers from our companies accompanied by family and friends participated in the workshop we developed with We Sustainability within the framework of the summer camp of ASPANAES, an entity that supports people with autism. The activity consisted of a fun surfing baptism and the cleaning of a beach with the members of this organisation, enjoying an inclusive day of awareness-action together.

Sea baptisms

One more year, we take advantage of the summer months to launch the ‘Baptisms of the Sea’, an accompaniment activity that aims to support promotion and social development programs for children and adolescents in the centres for minors in Galicia: the Centre for Minors of Calasanz (A Coruña) and the centre Fogar María Inmaculada (Baño de Miño). In this edition, about 100 small skipper apprentices have participated.

Collection of school supplies and clothes

The volunteer team activated the campaign to collect school supplies in order to collaborate in the consolidation of an education that favours equal opportunities for the 2022-2023 school year.

Along the same lines, a clothing collection campaign was also launched that has allowed us to collect 450 kg of clothes that have been delivered to Caritas and Equus Zebra to meet the needs of disadvantaged Galician groups.

Companies Solidarity Day

One more year we have participated in the “Companies Solidarity Day”, an initiative that aims to promote and facilitate the social participation of companies, through corporate volunteering, with awareness-raising activities.

On this occasion our group of volunteers moved to the soup kitchen of La Cocina Económica de A Coruña for an immersive experience in the activity of this NGO that serves people without resources and at risk of social exclusion. There, our colleagues were in charge of preparing the food, organising the laundry and collaborating in the home delivery of food.

For the environment

The volunteer team has activated various initiatives aimed at generating a positive impact on our environment. In this way, it launched an activity aimed at the reforestation of native species in the Mariñas Coruñesas e Terras do Mandeo Biosphere Reserve. Hand in hand with the Naturalist Habitat Group –which coordinated the work methodology and the selection of the ideal species for the area–, and together with 15 users of the ADCOR Foundation –which serves adults in a situation of dependency–, more than 220 native trees and shrubs have been planted in a plot of the CMVMC of San Antón in Irixoa, area of great environmental and landscape interest, for its gradual transition from monoculture eucalyptus plantations to forest areas of native species.

On the other hand, and with the aim of protecting our natural heritage, they have participated in a new day of environmental recovery in the Coastal Path of the Costa de Arteixo: the removal of the exotic species *Carpobrotus edulis* (cat’s claw) that destroys the habitat and the native ecosystem. During the activity, in which the Habitat Naturalist Group also participated, more than two tonnes of this invasive species were collected.

3.2.4 PROJECTS THAT MAKE US BETTER

Collaboration with the collective Mulleres Colleiteiras

La Tita Rivera O Portiño and La Cervecería de la Estrella are part of the network of establishments in which the Mulleres Colleiteiras collective works. This non-profit cooperative made up of women at risk of social exclusion is responsible for the collection of used oil in the two establishments in A Coruña for subsequent recycling.

Mulleres Colleiteiras was born in 2013. Since then, it has sought to promote, on one hand, the socio-labour insertion and autonomy of women and, on the other, the collection of low-cost local oil to achieve its use through its recycling and subsequent transformation into biofuel.

Social Enterprise Mark

AUARA, our social brand of water and juices, has been distinguished once again with the ‘Social Enterprise Mark’ certification that guarantees that its activity constitutes a benefit to society and the environment, while maintaining the economic profitability inherent to its business activity.

AUARA is the fourth company outside the United Kingdom and the first in Spain that has gone through the certification process established by SEM and its panel of experts has verified that in its management the criteria required to be part of the group are scrupulously met. Thus, AUARA, with the total of its dividends dedicated to bringing drinking water to people who do not have it and halfway between the figure of traditional company and NGOs, accounts for a social impact of more than 100,000 people who already have access to drinking water.

Estrelas no Camiño de Santiago

This solidarity gastronomy event has brought together 24 prestigious chefs – such as Martín Berasategui, Paco

Roncero, Jordi Cruz, Eneko Atxa or Dani García, among many others – with the aim of raising funds for the Compostela Association of Multiple Sclerosis. We wanted to collaborate in this event being the official beer, water, cider and vermouth. In addition, among the actions carried out, we highlight the solidarity Beer Master Sessions in which 15 of the attending chefs participated.

Memorial Moncho Rivera

The stadium of A Malata has been the venue chosen to celebrate the Moncho Rivera Memorial that this year bringing Racing de Ferrol and CD Lugo together. The main engine of this meeting, which has reached its twenty-third edition, is its charitable nature since all the money collected goes to the Cocina Económica of Ferrol, Entity with great involvement in the support of vulnerable groups in the city. On this occasion, the Moncho Rivera Memorial has broken the collection record and has donated a total of €41,930 to this institution thanks to the collaboration of the fans who came to the field and the numerous donations received.

3.2.5 PROMOTING KNOWLEDGE, INNOVATION AND DEVELOPMENT

Hijos de Rivera-UDC Chair for Sustainable Development

In its objective of contributing to promote a competitive and sustainable economic activity, the Chair has decided to promote a new project in the Galician agricultural field. The work has been published under the title “Soluciones Sostenibles para Caminos de Trabajo en Fincas y Montes” (Sustainable Solutions for Work paths in Farms and Mountains) and its objective is to define solutions that ensure functionality in the construction of roads in fields and mountains under an approach that reduces their impact and the need for maintenance.

The study has been carried out by doctors Carlos Nárdiz Ortiz and Gael Sánchez Rivas, civil engineers, members of the Laboratory of Territorial Studies of the University of Coruña and can be consulted on the website of the Hijos de Rivera-UDC Chair in Sustainable Development.

On the other hand, the Chair, together with the Sustainable Galicia Foundation, has carried out experimental work in the regeneration of the soils of more than 100 micro plots on a farm located in A Laracha. After 18 months of activity, the results point to a significant increase in the levels of nutrients, organic matter and carbon present in the soil. Most species, from legumes to fruits and vegetables, showed the possibility of developing in intensive eucalyptus plantations, with a lower demand for care, but also with lower yield than traditional crop management.

Other projects in which the Chair participates are:

- ‘Bosque de ribeira do río Barcés, un proxecto de futuro’ (Barces riverside forest, a project the future) which proposes a comprehensive restoration plan to improve the structure and natural elements of this environment, as well as guarantee the connectivity of its habitat. This year, the results of the second phase of the assessment of its ecological status have been presented.
- Fifth edition of the course ‘The circular economy in the framework of the 2030 Global Agenda and the fulfilment of Sustainable Development Goal number 12’, whose purpose is focused on providing participants, mainly professionals, graduates and students, with a broad and rigorous knowledge of the meaning of the new nomenclature framework of the circular economy within the framework of the 2030 Agenda.
- Second edition of the award for the best Doctoral Thesis carried out by doctors who have obtained their degree at the UDC during 2021-2022, through the completion of a doctoral thesis on a topic directly related to sustainable development, and that supposes a significant advance in

knowledge in this field. This recognition has a financial award of €5,000 for the winning thesis.

The Hop

In our efforts to promote the culture of innovation, we continue to support The Hop, our Collaborative Entrepreneurship Ecosystem, whose fourth edition has ended in 2022, closing a cycle in which more than 35 pilot projects have been carried out between Spain and Brazil, with different StartUps, companies and organisations such as MIT, IE Business School, Amazon Web Services (AWS), among others, and counting as a partner with the innovation consultancy Valhalla Education Services, S.L.

In its new edition, the focus will be on Web 3.0, searching the entrepreneurial ecosystem for use cases related to the metaverse, asset tokenization, cryptocurrencies, NFTs and DAOs.

Mercado de la Cosecha

The Mercado de la Cosecha continues with its work raising awareness and adding value to the inspiring projects in rural Galicia that contribute to the sustainability and prosperity of rural areas. To this end, it has returned to the Estrella Galicia Noroeste festival where it has deployed a family leisure proposal to publicise initiatives that are transforming the rural areas into a more prosperous and sustainable environment. This project, which is part of our positive impact strategy, was present in Campo da Leña with a wide range of activities for all audiences.

It has also participated in the sixth edition of the Galicia Market Place, an event held at the Círculo de Empresarios de Galicia to present its transformative vision of the rural world, as well as the different initiatives to which it has highlighted. In this sense, the ten years of the Mercado de la Cosecha have materialised in real examples of rural artisans who, through their management and / or business models, show that this vision of the future is not only necessary, but also viable and differentiating. The two initiatives distinguished during this event have been Galo Celta and Versos de A Ruda.

The Mercado de la Cosecha also deployed its own space within the framework of the Historical Fair of Arteixo in which it unveiled some exemplary initiatives of the Galician rural as the signature cheeses of Cortes de Muar, the traditional poultry farming of Galo Celta, the use of the elderberry of Carabuñas, the artisan desserts of Versos and the culinary creativity of A Castrexa, among others.

3.2.6 WE BREAK THE MOULD

We defend originality, not standardisation, that is why we are committed to providing experiences that provide something unique and distinctive. Through culture, sport and leisure we shape initiatives capable of remaining in the memory.

To our own tune

SON Estrella Galicia

In recent years, we have made progress in determined involvement to generate greater positive impact on the planet and on people every day, with actions that benefit the regeneration and the environment. In line with this commitment, SON Estrella Galicia, the beer project with the longest history on the music scene, has started its collaboration with Liight, the startup born with the mission of motivating people to be more sustainable. Through its technology and gamification, Liight encourages the acquisition of sustainable habits such as the use of public transport, cycling or recycling.

This cooperation started with a series of concerts where the public was invited to join the Liight app. The goal? Validate different actions aimed at calculating your CO2 footprint. The reduced CO2 became points that users, through challenges and challenges, could exchange for prizes such as signed albums, VIP tickets to festivals such as O Son do Camiño, Wasted trainers, recycled plastic backpacks, or home beer brewing kits.

On the other hand, SON Estrella Galicia challenged the youtuber ShaunTrack, one of the most influential Spanish producers and instrumentalists in the musical field, to transform a composition of his, made from scratch, into a beer recipe. The result – a rock song in which the lyrics are a poem to beer – can be seen on his YouTube channel, in a video in which we can follow the complete process.

KM C Project

The Km. C project of Estrella Galicia continues on stage, presenting in 2022 an ambitious line up of concerts that have brought the autumn of the metropolitan area of A Coruña to life. Alondra Bentley and Depedro kicked off this programme, joined by Nat Simons, The Silos, Will Johnson, Paul Collins and The Altar of the Holocaust, among others.

ObSESIONES de Tardeo

Music has set the rhythm in La Tita Rivera O Portiño thanks to ObSESIONES de Tardeo, an essential event of the A Coruña weekend that pairs music with the author rosé of Ponte da Boga. The terrace, with one of the best sunsets in A Coruña, incorporated the music of local artists to its offer every Saturday in the months of July and August.

MEGA super-plans

Framed in its unique proposal of experiences, our MEGA museum organised a unique evening of music, beer and gastronomy in the company of Marlango. During the event, attendees enjoyed an exclusive pairing with two beers of the house: Estrella Galicia del Camino, accompanied by Belgian-style Galician mussels, and Fábrica de Cervezas Grellos, with Galician cocido empanada by Pablo Pizarro, as well as a live show by the cult duo, Leonor Watling and Alejandro Pelayo, to the rhythm of the best pop, jazz and blues of the Spanish music scene.

Gastronomy with a positive impact

Between forums

Great chefs such as Ángel León, Vicky Sevilla, Diego Guerrero or Pepe Solla have

participated in the Gastronomic Forum with the Imperfectxs de Cervezas 1906 space, an awareness project that shares the initiative of culinary figures who generate a real positive impact on society and its natural environment. Estrella Galicia also wanted to give voice to the representatives of different Galician groups that transferred their values and concerns within the framework of this professional meeting. Beer culture has been another of the main axes of activity with the celebration of the traditional Beer Pulling Championship, the launch of the informative space Craft Beer Market, and tastings and beer workshops.

Likewise, we have participated, together with 1906, in the first forum 'Camiños Gastronómicos', a meeting between professionals that aims to turn Lalín into the centre of peninsular gastronomy. The Pazo de Liñares de Lalín has been the venue of this meeting where presentations by prominent chefs, a tourist route through spaces of the municipality linked to the stew, round tables or a show cooking took place.

Salón de Gourmets

We return to the Salón de Gourmets, again with Estrella Galicia as the official beer of this event. We take advantage of this event to present our two most recent launches: Fábrica de Cervezas Estrella Galicia con Grelos and Estrella del Camino. In addition, with Magma de Cabreiroá we joined the I Spanish Championship of Gourmet Pizzas and offered creative cocktail proposals in our pavilion.

Desafío XChef

Through gastronomy, this contest organised by Cervezas 1906 seeks to recognize chefs with the most talent and most potential in the country, who also show enthusiasm for being part of a community that acts in favour of achieving a positive and conscious impact on society. The recipe Sardiña de San Xoán (San Xoan Sardine) paired with 1906 Reserva especial, proposed by chef Jorge Gago, from A Maceta, has been the winner of this edition.

FERVE Estrella Galicia

We have presented, together with Xacobeo 21-22, FERVE Estrella Galicia, an event aimed at lovers of beer culture, gastronomy and music that wants to value the potential of talent and Galician product, boosting pride of origin through reflection and dialogue about issues such as collective kitchens, the relationship between gastronomy and science or the potential of hospitality for the development and regeneration of the communities in which it operates.

The event, organised by Esmerarte Industrias Creativas, with the collaboration of the Council of Pontevedra, has a character of modern pilgrimage and in this edition has enjoyed the musical performances of Baiuca, La Banda de Late Motiv, Marilia Monzón and Xoel López, as well as the tasting of the signature pinchos by chefs such as Vicky Sevilla, Diego Guerrero, Ignacio Echapresto or Xanty Elías, with Javier Olleros, Pepe Solla and Pepe Vieira as hosts.

MEGA, a gastrobeer experience

MEGA's new gastrobeer experience has a 100% Galician flavour. The proposal consists of a guided tour of the museum whose culmination is a pairing of cured foods from the land together with five of the most representative and full-bodied varieties of the house: our classic Estrella, the 1906 Reserva Especial, the 1906 Galician Irish Red Ale, the 1906 Red Vintage, and the 1906 Black Coupage. The selection of Galician meats includes exclusive native varieties of pork shoulder, pork loin, free-range rooster chorizo, cured beef cecina and beef salchichon. In addition, this new experience also includes a demonstration of beer pulling by the best experts.

Los #FindesTiteros

La Tita Rivera O Portiño is a hotbed of plans. After his ObSessions, we upped the game with a high-level gastronomy proposal to incorporate into the Findes Titeros, a project that welcomes guest gastronomic collaborators at weekends to share their values and their hallmarks around sustainability and work with proximity

suppliers. This event was attended by chefs of the stature of Adrián Felipez, from Miga or Moncho Bargo and Javi Freijeiro, from Pracer, among others.

Fevino

Fevino, the professional wine fair in Galicia has celebrated its V edition under the slogan 'Viños D.O. Camiño'. Ponte da Boga had a prominent presence thanks to the provision of its own space and a tasting within the programme (Comparative tasting with Dominique Roujou: Ponte Da Boga Vs French Wines). Vermouth Rivera, Licores HdR and the rest of the wines of our portfolio were also present and had an exclusive tasting space. In addition, Magma de Cabreiroá was a collaborating mineral water, thus reinforcing its positioning.

With a lot of art

Las Estrellas del Camino

Las Estrellas del Camino, the most extensive art exhibition in the world crosses borders and reaches Portugal. It does so with nine more works, spread over 230 km, in several stages of the Camino Portugues. Curated by Estrella Galicia, the initiative is made up of, in total, of 16 murals that portray local characters, with personal stories of overcoming linked to the land and the Camino de Santiago.

El Arte de No Bajar los Brazos

Prohibido bajar los Brazos ('Forbidden to Lower The Arms') is the new message that Estrella Galicia wants to send to all consumers and, for this, it uses nine prestigious world-class artists who make this concept their own. Thus, each of them has created an illustration that captures this idea and invites the viewer not to give up. Artists of the stature of Lidia Cao, Leandro Barea, Jericó Delayah, Kate Prior, Marta Cerdá or Christian Barthold have elaborated the illustrations for 'The Art of Not Lowering the Arms' that have been exhibited in outdoor supports, canopies, columns and canvases, as well as in social networks and in all kinds of digital media.

A verbenas one

Our brand Estrella Galicia has presented a project to restore its splendour to the traditional festivals (verbenas), which are part of the most authentic character of Galician celebrations, especially in small towns and villages. To do this, it has made available to Galicians a page where they can request which verbenas they would like to recover. This initiative is based on our Group's non-conformist commitment to the planet, people, allies and origin.

MEGA with the five senses

MEGA joined the celebration of International Museum Day through the open day 'Art with the 5 senses', where four young talents reinterpreted the rooms of this space with contemporary and avant-garde works of art. Our Museum was transformed into a space open to the most cutting-edge audiovisual creation with four artistic interventions that fused art, gastronomy and beer.

Wine tourism

Our winery Ponte da Boga has reactivated its wine tourism offer and has invited visitors to participate in different experiences around wine, natural contact with the vineyard and immersion in the impressive environment in which the winery is located. An example is the 'Comidas al Sarmiento', a traditional proposal of barbecue al sarmiento (branch of the vine that is pruned every year between the months of November to January), which provides organoleptic nuances highly appreciated in grilled meals.

In this same line, and on the occasion of the beginning of the harvest, Ponte da Boga wanted to highlight the difficulty of the work carried out by the winegrowers when carrying the grapes on the steep slopes of the Ribeira Sacra. To do this, it has organised its first harvest festival presenting a wide range of free activities: harvest, grape treading, wine, tastings and dissemination activities of proximity products. In addition, the awareness-action platform We Sustainability moved to the winery to launch various workshops.

Passion for sport

We team up

The values transmitted by the practice of sport such as the desire to excel, perseverance, teamwork, responsibility and cooperation are closely linked to our own spirit. For this reason, and with the idea of transmitting them and, why not, universalizing them, we sponsor different sports disciplines.

In this way, we have joined the projects of the Club Cisne Balonmano and Frigoríficos del Morrazo Balonmán Cangas as official sponsors. Thus, during the next two years, these two Pontevedra clubs will have Estrella Galicia and Cabreiroá as official beer and water.

Both brands will also sponsor Noia Futsal, of the first division of men's futsal, Poio Pescamar FS, Pontevedra women's futsal club, and the A Coruña roller hockey club Deportivo Liceo during the next two years

Cabreiroá is a sponsor and official water of LaLiga Santander, LaLiga Smartbank and LaLiga Genuine Santander. This union will last until the end of the 2022/23 campaign and will give us a presence in football stadiums.

In 2022, in addition, Estrella Galicia and AUARA have entered the universe of Boavista FC and will sponsor this historic Portuguese club from Porto for the next two seasons.

On wheels

Our brand Estrella Galicia 0,0, as an official partner beer of Scuderia Ferrari, brought to MEGA the legendary Italian team's 2019 Formula 1 car. Also, the museum has renovated the corner dedicated to Scuderia Ferrari.

In addition, the brand has had four great ambassadors in Moto Gp: the Marquez brothers, Marc and Álex, in HRC Repsol and LCR Honda, respectively, and Joan Mir and Álex Rins in the Suzuki MotoGP Team. And we continue to support Sergio García Dols and Jeremy Alcoba in Moto3.

Riding the waves

Gony Zubizarreta, the Galician surfer who at the age of 18 jumped to the world circuit (World Surf League), will continue to represent Cabreiroá and Estrella Galicia until 2024. This ambassador of Galician brands has an extensive track record among which are the world titles ISA Grommets and Aloha Cup, WQS of Zarautz, Caparica or Algarve or Champion twice of the MEO Surf League in Portugal among others.

3.2.7 COLLABORATIVE ALLIANCES

Collaboration is one of our backbones, as it allows us to share knowledge and generate innovative ideas that make us grow strong and achieve common goals. To this end we cooperate with organisations whose objectives, interests and challenges are similar to ours, who belong to our sector and help us to stay informed and lead the conversation with institutions and public administrations.

With this same spirit, we work together with various local associations because we are firmly committed to our environment. And we do all this because we know one thing: that together we make a difference.

We collaborate with the following associations:

Our contribution to these entities corresponds to membership fees.

CERVECEROS DE ESPAÑA
(SPANISH BREWERS)

ASOCIACIÓN GALLEGA DE LA EMPRESA FAMILIAR (ASSOCIATION OF GALICIAN FAMILY BUSINESSES)

INSTITUTO EMPRESA FAMILIAR

APD: ASOCIACIÓN PARA EL PROGRESO DE LA DIRECCIÓN (MANAGEMENT DEVELOPMENT ASSOCIATION)

CÍRCULO DE EMPRESARIOS DE GALICIA (GALICIAN BUSINESS CIRCLE)

ASOCIACIÓN DE AMIGOS DO CGAC

ASOCIACIÓN FORO ECONÓMICO DE GALICIA

ECOVIDRIO

CLUB DE LOS 20

CALIDALIA

ASOCIACIÓN ESPAÑOLA DE ANUNCIANTES

ECOEMBES

ASOCIACIÓN DE CARGADORES DE ESPAÑA

ASOCIACIÓN DE EMPRESARIOS GALLEGOS DE MADRID

CONSELLO REGULADOR DE AGUARDIENTES Y LICORES TRADICIONALES DE GALICIA (TRADITIONAL "AGUARDIENTES" AND LIQUEURS OF GALICIA)

FUNDACIÓN BENÉFICO DOCENTE DE LA ESCUELA SUPERIOR DE CERVEZA Y MALTA

CONSELLO REGULADOR DE AGRICULTURA ECOLÓGICA DE GALICIA (CRAEGA) (GALICIAN ORGANIC AGRICULTURE REGULATORY BODY)

ASOCIACIÓN EMPRESARIOS AGRELA

ASOCIACIÓN DE MARCAS RENOMBRADAS ESPAÑOLAS (LEADING BRANDS OF SPAIN FORUM)

AECOC: ASOCIACIÓN DE FABRICANTES Y DISTRIBUIDORES (ASSOCIATION OF PRODUCERS AND DISTRIBUTORS)

ANEABE: ASOCIACIÓN NACIONAL DE EMPRESAS DE AGUA ENVASADA (NATIONAL ASSOCIATION OF BOTTLED WATER COMPANIES)

VLB (RESEARCH AND TEACHING INSTITUTE FOR BREWING IN BERLIN)

ANALYTICA-EBC

LGC STANDARDS

AESI: ASOCIACIÓN ESPAÑOLA DE SIDRAS (SPANISH CIDER ASSOCIATION)

ASOCIACIÓN DE EMPRESARIOS DE CHANTADA

CLUSAGA: CLÚSTER ALIMENTARIO DE GALICIA (GALICIAN FOOD CLUSTER)

AUSAPE. ASOCIACIÓN DE USUARIOS DE SAP DE ESPAÑA (SPANISH ASSOCIATION OF SAP USERS)

CLÚSTER DE LA FUNCIÓN LOGÍSTICA DE GALICIA (LOGISTICS CLUSTER IN GALICIA)

PLATAFORMA TECNOLÓGICA DE VINO

CONSELLO REGULADOR DE LA RIBEIRA SACRA

CONFEDERACIÓN DE EMPRESARIOS DE A CORUÑA-CEC (CONFEDERATION OF A CORUNA ENTREPRENEURS)

Hijos de Rivera, Protective Partner of the Forum of Renowned Spanish Brands

We face new challenges

The excellence of our products and the firm commitment to our origins has meant that the Foundation of the Forum of Renowned Spanish Brands has incorporated Hijos de Rivera as a Protective Partner. Only eight Spanish companies are part of this category, demonstrating the company's commitment to this entity and to the activities it carries out around the world in favour of Spanish brands.

We have signed an alliance with the Provincial Association of Hospitality Entrepreneurs of A Coruña for the next three years. The objective is to work to value all the talent and potential of the hospitality sector of the province as a sign of identity and tool for socioeconomic and tourist revitalization for the area.

The results have not been long in coming and as a result of this collaboration, the Provincial Association of Hospitality Entrepreneurs of A Coruña and the local market place Xavou!, with the support of Estrella Galicia, have reached an agreement to promote delivery locally in its more than 1,200 associated establishments.

Likewise, within our commitment to Galician gastronomy and hospitality, we have sealed several agreements with the aim of giving it greater visibility and prominence. So, during the next three years we will support the organisations Coruña Cociña and Cociña Ourense through the organisation of common activities that value the gastronomic potential of both provinces. The initiative has also been extended to the Lugo Association of Chefs. These agreements reinforce the work developed with associations such as Vigo Gastronómico and the NOVE Group, a group specialised in emotional, creative, simple cuisine with quality Galician products.

3.3 ALONGSIDE THE VALUE CHAIN

3.3.1 TRUST IN OUR SUPPLIERS

A business plan has to have trusted allies in order to achieve its goals. In our case, the relationship we maintain with our suppliers is a fundamental pillar in its development, thus becoming strategic partners and, without a doubt, the best travelling companions.

Together we work from trust and honesty, as established in our code of ethics, resisting together against any eventuality and, above all, sharing a collaborative perspective of co-creation in which we join forces.

In 2022, this spirit has remained unchanged, although the situation has again been marked by the aftershocks of the global pandemic and the war between Ukraine and Russia. This has led us to continue reviewing and implementing contingency measures in order to guarantee operations. The measures taken have focused on the following aspects:

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

In this sense, we have concluded 40 approval processes, implemented over 28 actions aimed at reducing supply risks and updated more than 15 contingency plans.

From transparency

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 communication channels available to suppliers to communicate any anomalous behaviour, specifically, our Canal Ético: etica@estrellagalicia.es

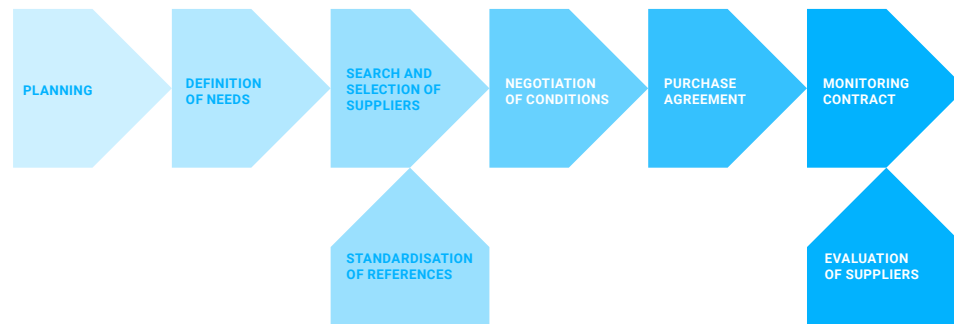
Likewise, we are working on the definition and implementation of mechanisms that help us verify the correct compliance with the aspects mentioned above, and with this, be able to anticipate and correct any deviation that could jeopardise compliance with the principles by which the Group is governed.

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 of the purchasing process:



Purchasing Policy

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

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

During 2022 we have reinforced the inclusion of positive impact criteria with the aim of achieving greater alignment with the Group's values. These are:

- Inclusion of social and environmental sustainability criteria in decision-making.
- Respect for human values (compliance with legal regulations, ILO, equality, etc.), the environment (greenhouse gas emissions, waste management or water footprint), geographical proximity to the place of supply or special consideration towards vulnerable suppliers (primary producers, small and / or local companies, either due to their economic dependence or of any other nature, with respect to the company), or the promotion of long-term relationships.

- Promotion of knowledge in suppliers of the United Nations Global Compact through the realisation of sustainability tables with our main suppliers.
- Establishment of alliances that promote the family character and tradition of the Group. Agreements with suppliers not only take into account economic and service aspects, but also elements that fit with the company's strategy. Similarly, we promote agreements with companies with which we share values and/or trajectory, such as family businesses.
- Promotion of socioeconomic development in the communities where we operate.
- Strengthening long-term relationships with suppliers through multi-year contracts.

Particularly in relation to the environment, in 2022 we have led more than 15 actions in the following areas:

- Making our packaging lighter. Specifically, we have reduced the consumption of glass by more than 6,000 tonnes, PET by over 50 tonnes, and cardboard by more than 260 tonnes.
- Inclusion of recycled materials, finalising the implementation of 100% rPET for all formats in our springs.
- Launch of more sustainable formats, such as the Bag-in-box in Cabreiroá and the No Pack as a grouping of beer cans.
- The self-generation of electricity, with the installation of more than 1,000 additional

photovoltaic panels on the roofs of our brewery and water plants, as well as our logistics warehouses, which will allow us to generate more than 1,714MWh / year.

Likewise, we have drafted a Supplier Policy applicable to the suppliers of the entire Hijos de Rivera Corporation where we establish the minimum requirements for any company that wants to supply goods or services, in each of the fundamental pillars: ethical, social, environmental, quality and food safety.

We are currently updating our processes with the aim of increasing the weight of the positive impact criteria in decision making.

These requirements are set out in the general contracting conditions of Hijos de Rivera, S.A.U., both for suppliers of goods and

services. In addition, we annually carry out internal and external process verification audits, specifically in the field of UNE-EN ISO 9001:2015 certification.

CERTIFICATION	HIJOS DE RIVERA S.A.U.	AGUAS DE CABREIROÁ S.A.U.	AGUAS DE CUEVAS S.A.	CUSTOMDRINKS S.L.U.
UNE-EN ISO 9001:2015 Quality Management Systems	✓	✓	✓	✓

Likewise, since 2013 we have been part of Calidalia, composed of the main companies in the food sector in Spain and which allows us to optimise supplier management.

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 categories of purchases 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 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 more than 74% of purchases of raw materials and water and beer packaging material.

Likewise, we have collected information from suppliers for more than 51% of the Group's total purchases in order to find out about their activity, plans and awareness in the following areas: diversity, ethics and environment (emission of greenhouse gases, water footprint, impact on biodiversity, generation and management of waste, use of restricted substances according to REACH), This will allow us to identify lines of action and work with them in identifying initiatives that allow progress in these areas.

This greater knowledge of our suppliers has helped us to make a first risk assessment of our supply chain, following the guidelines of the Guide for Responsible Supply Chain Management, published by the Spanish Network of the United Nations Global Compact, which takes into account the origin, concentration and exposure for the different supplies, especially, those that are part of the final product offered to the customer. This assessment has allowed us to draw some initial conclusions about the level of risk in our supply chain:

- Only 0.6% of the total volume of purchases has been made from suppliers located in countries considered at risk,
- These operations have consisted of activities aimed at strengthening our presence in these markets, not affecting, therefore, our production cycle

Based on the above, we can conclude that the level of risk in our supply chain is low.

Additionally, from this evaluation we have been able to identify the priority areas in which to work with our suppliers: gender equality policies and plans to reduce water consumption and impact on biodiversity.

Finally, the Purchasing department has received training that helps us increase our understanding and positive impact objectives of the Group.

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, 80.88% 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 99.03% in Europe. Likewise, 93.74% of the purchases made in our mineral waters area come from suppliers established in the peninsula, reaching 100% at a European level.

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 20.36%. 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.

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, 2021, and 2023, and due to the COVID-19 restrictions, we have had to temporarily suspend these audits that we hope to restart throughout 2023, while redefining the process by incorporating measures to complement and/or replace face-to-face audits, such as the evaluation of the review of certifications in terms of quality and sustainability.

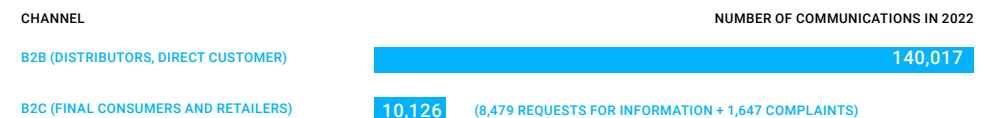
3.3.2 RESPONSIBLE WITH CLIENTS

The trust that our customers place in us is based on the ability we have demonstrated throughout our history to listen to them and respond to their needs. Our priority is to nurture that trust and help them in a complex and changing environment like the current one. We remain close to them, for which the work of our commercial network is essential, thanks to its 29 areas distributed throughout the Spain and in Portugal.

Our contact channels

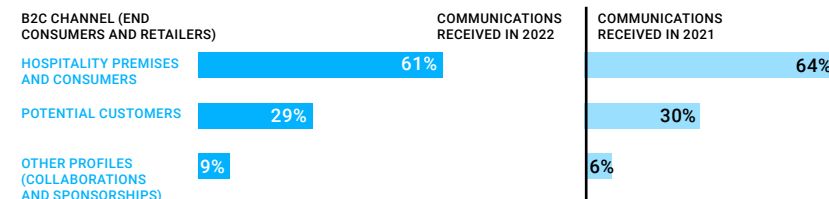
To serve our customers – network of national and international distributors, food and hospitality channels – we have the Customer Service Department (SAC), a point of contact that also listens to consumers and points of sale, being responsible for the resolution and closure of incidents.

The communication channels made available to our customers and consumers are email, contact forms on websites, social networks, telephone, etc. The SAC is responsible for managing all communications received, categorising each case and referring it to the corresponding departments for management.



During 2022, 83% of open cases were closed in under 36 hours, (84% in 2021). On the other hand, and as in the last two years, we have maintained the percentage of cases resolved on the same day, above 64% (63% in 2021).

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



eCommerce Channel

In 2022, La Cervecería de la Resistencia has gone a step further by becoming Big-crafters.com, with the aim of evolving its

eCommerce model into a marketplace that responds to the needs of manufacturers of craft items and consumers looking for this type of food and beverage products.

2022 in figures

7,657 contacts received by email (via web form of the online store and Social Networks).

6,553 contacts received via chatbot.

2,850 contacts received by telephone.

A satisfaction of delivery survey and evaluation of the service has been carried out that has had an average participation of 28%. Of the 5,731 responses received, 72% of customers rated the shopping experience and delivery service as excellent and 21% as satisfactory.

Another survey on customer satisfaction with products has been conducted which was ongoing as of December 31, 2022. To that date, of the 5,202 orders placed, 21% of ratings were received, in which consumers expressed 74% as very satisfied and 20% as satisfied.

Our goal for 2023 is to achieve an average rating of excellent in 75% of customer responses on delivery satisfaction and evaluation of the service provided, as well as the degree of satisfaction with Estrella Galicia and 1906 products.

The company makes available to these producers a reference space in which to publicise and market their products. This opens up a great opportunity for small companies with this profile that will have the technical support and dissemination platform launched by Hijos de Rivera.

This represents a qualitative leap at a logistical, organisational and cultural level with respect to La Cervecería de la Resistencia, the previous eCommerce of the company that reinvents itself with the intention of becoming the online market that will open its doors to all brands that put their artisan character above everything else.

During 2022, the total number of communications with the consumer has been 17,060. As a novelty this year, we have implemented a new service of contact with the consumer via chatbot in order to have an added, more agile and cheaper, means of contact. Other communication channels already launched in previous years available to our customers are email, contact form on the web, social networks, free 900 telephone, and a satisfaction delivery and service survey.

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 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.

As for the complaints received in the B2C channel (end consumers and retailers), 376 have been made by consumers, of which, as of March 17, 2023, 146 are pending closure.

In the B2C e-commerce channel, the details of the claims for the year 2022 are as follows:

B2C CHANNEL (END CUSTOMER ECOMMERCE)

TOTAL NUMBER OF ORDERS

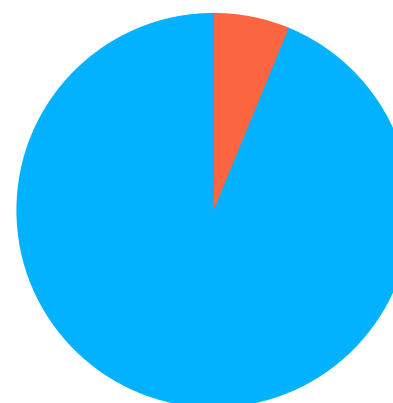
39,839

TOTAL NUMBER OF COMPLAINTS

1,991

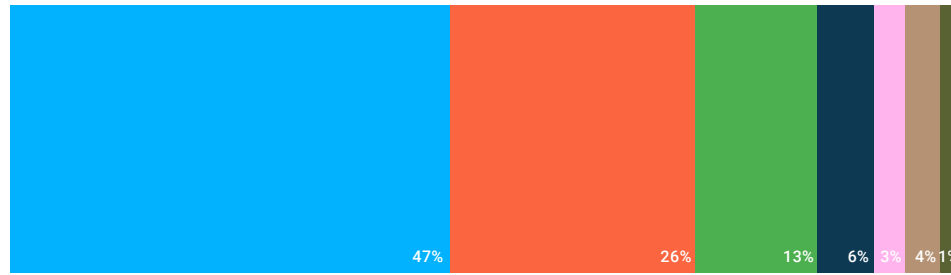
AVERAGE COMPLAINTS / TOTAL ORDERS

5.00%



Regarding the type of complaints received by the eCommerce customer, these

correspond to the following subcategories:



● INCOMPLETE DELIVERY

● DELAYS

● BROKEN GOODS

● WRONG GOODS

● PROBLEMS WITH COURIERS

● FINANCIAL REASONS

● DUPLICATE DELIVERIES

The average time to resolve a complaints case was less than two days.

orders for this product, at any time and remotely, through an application.

Agile and digital processes

Responsibility in the value chain

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.

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.

The tools we have are:

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.

- SAP CX Service Cloud: ticketing tool, available for the personalised attention of any type of customer: distributor, on-trade, consumer, etc.
- Digital Customer Portal: Through it, B2B digital orders can be placed and activity tracked.
- Automation for distributor sales.
- Electronic invoicing.
- Electronic messaging for processes.

In 2022 we have continued to implement projects aimed at improving the service to our customers, and their experience. Thus, this year we can highlight the beginning of the rolling out of a new tool for our Bodega beer customers to be able to place their

4. NATURALLY COMMITTED



4. NATURALLY COMMITTED

At Corporación Hijos de Rivera we always keep people at the centre. This approach is part of our business model and is present in all our projects, which, on the one hand, helps us to achieve the difficult balance between employee satisfaction and the level of demands of a leading company, and on the other, allows us to become actively and voluntarily involved in society so that, together, we can build tomorrow. Without people, in all their diversity, it would not be possible to achieve the future we envisage.

4.1 GOVERNANCE STRUCTURE

The bodies of the Group are:

CORPORATE EXECUTIVE CHAIRMAN OF THE GROUP:

Ignacio Rivera Quintana

BOARD OF DIRECTORS OF CORPORACIÓN HIJOS DE RIVERA S.L.

CHAIRMAN:

Ignacio Rivera Quintana

VICE CHAIRMAN:

Fernando José Hernández Rivera

CEO:

Ignacio Rivera Quintana

MEMBERS:

Santiago Ojea Rivera
José María Rivera Trallero
Ramón Blanco-Rajoy Rivera
María Josefa Ojea Rivera
Fernando Wirz Rodríguez
Juan Rodríguez Rivera
Lorenzo Otero Martínez
Carlos Blanco-Rajoy Rivera

INDEPENDENT ADVISORS:

María Teresa Aranzabal Harriguey
Jorge Lucaya Forcada

SECRETARY:

Pedro Regojo Balboa

DEPUTY SECRETARY:

Loreto García-Garabal Sánchez-Harguindey

BOARD OF DIRECTORS OF HIJOS DE RIVERA S.A.U.

PROPRIETARY DIRECTORS:

CHAIRMAN:

Ignacio Rivera Quintana

VICE-CHAIRMAN:

Carlos Blanco-Rajoy Rivera

CEO:

Ignacio Rivera Quintana

MEMBERS:

María Romero Rivera
Pedro Ojea Duarte
Luis Rey Rey

INDEPENDENT DIRECTORS:

Pilar Zulueta de Hoya
María Fanjul Suárez

SECRETARY:

Pedro Regojo Balboa

DEPUTY SECRETARY:

Loreto García-Garabal Sánchez-Harguindey

SOLE ADMINISTRATOR OF HIJOS DE RIVERA INVERSIONES CORPORATIVAS, S.L.

CORPORACIÓN HIJOS DE RIVERA, S.L., REPRESENTED BY JOSÉ MARÍA RIVERA TRALLERO

SOLE ADMINISTRATOR OF ESTRELLA GALICIA INTERNACIONAL, S.L.U.

HIJOS DE RIVERA, S.A.U., REPRESENTED BY IGNACIO RIVERA QUINTANA

SOLE ADMINISTRATOR OF MOVE ESTRELLA GALICIA DIGITAL, S.L.U.

HIJOS DE RIVERA, S.A.U., REPRESENTED BY IGNACIO RIVERA QUINTANA

SOLE ADMINISTRATOR OF MUNDO ESTRELLA GALICIA, S.L.U.

HIJOS DE RIVERA, S.A.U., REPRESENTED BY IGNACIO RIVERA QUINTANA

SOLE ADMINISTRATOR OF CRAFT STARS OF THE WORLD, S.L.U.

HIJOS DE RIVERA, S.A.U., REPRESENTED BY IGNACIO RIVERA QUINTANA

ADVISORY COMMITTEE OF HIJOS DE RIVERA INVERSIONES CORPORATIVAS, S.L.U.

**Ignacio Rivera Quintana
José María Rivero Trallero
Carlos Blanco-Rajoy Rivera
Lorenzo Otero Martínez
Francisco Alabart Sedó**

SECRETARY:

Loreto García-Garabal Sánchez-Harguindey

ADVISORY COMMITTEE OF ESTRELLA DE GALICIA IMPORTAÇÃO E COMERCIALIZAÇÃO DE BEBIDAS E ALIMENTOS, LTDA.

**Ignacio Rivera Quintana
Dirk Schneider (Independent)
Newton Freire (Independent)
Antonio Castelo Ares
Juan Paz García**

SECRETARY:

Pedro Regojo Balboa

In 2022 we continued to make progress in the Group's Corporate Governance, having carried out the following:

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

• Appointment of two independent directors to the Board of Hijos de Rivera, S.A.U.

• Constitution of an Advisory Committee en Hijos de Rivera Inversiones Corporativas, S.L.U.

• Constitution of an Advisory Committee en Estrella de Galicia Importação e Comercialização de Bebidas e Alimentos, Ltda.

In 2022, the Board of Directors has met six times, with the attendance rate of its members being 98%.

The Board of Directors of Corporación Hijos de Rivera, S.L. held on January 27, 2022 adopted the resolution to propose to the Shareholders General Meeting, the modification of the By-laws in relation to the performance of the position of Group Administrator, which must take into account in its decisions and actions the effects of said decisions or actions with respect to the interests of (i) the partners, (ii) employees of the Company and its subsidiaries; (iii) customers, suppliers and other parties directly or indirectly linked to the Company, such as the community in which, directly or indirectly, the Company operates. Likewise, they must ensure the protection of the local and global environment and the interests of the Company in the short and long term.

At the General Meeting of Shareholders held on June 22, 2022, the modification of the By-laws of the Corporation was approved, including the following sections:

• **Article 3** referring to the Corporate Purpose: 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.

• **Article 20** referring to Duties of the Board of Directors: Likewise, in the performance of their duties, the directors must take into account in their decisions and actions the effects of said decisions or actions with respect to the interests of (i) the partners, (ii) the employees of the Company and its subsidiaries; (iii) customers, suppliers and other parties directly or indirectly linked to the Company, such as, for example, the

community in which, directly or indirectly, the Company operates. Likewise, they must 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
• Corporate Financial Strategy Committee

AUDIT AND MANAGEMENT CONTROL COMMITTEE

CHAIRMAN:
**Andrés Lucendo Monedero
Fernando José Hernández Rivera
Ramón Blanco–Rajoy Rivera
Ramón Rodríguez Rubiños**

SECRETARY:
Loreto García-Garabal Sánchez-Harguindey

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.

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.

APPOINTMENTS AND REMUNERATION COMMITTEE

CHAIRMAN:
**María Teresa Aranzábal Harriguey
Santiago Ojea Rivera
Fernando Hernández Rivera
Ramón Blanco-Rajoy Rivera**

SECRETARY:
Pedro Regojo Balboa

This voluntary, advisory, informative and control Committee has begun to carry out its functions in 2022. It is composed of four members, its chairman being an independent professional.

Its functions mainly include informing the proposals for the appointment, re-election and separation of Directors, Senior Managers and Secretary of the Board, organisation of the succession Plan and the incorporation of the fifth generation to the governing bodies, the evaluation of the Board and its Committees, proposing the conditions of compensation and Ethical management.

CORPORATE FINANCIAL STRATEGY COMMITTEE

CHAIRMAN:
**Jorge Lucaya Forcada
Ignacio Rivera Quintana
José María Rivero Trallero
Jorge Montero Escuder
Pedro García-Bernal Lence**

SECRETARY:
Pedro Regojo Balboa

This voluntary, advisory, informative, control Committee was constituted in December 2022. It is composed of five members, its chairman being an independent professional.

Its functions range from the management and monitoring of high corporate finances and the Group's equity balance, to the establishment of the criteria and monitoring of the financing of the Business Units, the analysis of the macroeconomic environment and its trends, the management and monitoring of large financial risks – without prejudice to the competences that the Audit and Control Committee may assume in the field of control. The analysis of large inorganic operations and other large investments and the analysis of a possible capital opening process.

4.2 WE ACT WITH RIGOUR AND GUARANTEES

During 2022 we have worked on adapting our comprehensive management system to the new structure of the organisation with the aim of moving forward, in a structured manner, towards an increasingly integrated and sustainable internal management.

The system is aligned with best practices and based on our purpose with a solid foundation in our values that guide the behaviour of all the people who are part of the Corporación.

Our management system allows us to structure the processes, regulations and key policies that define us as a company and guide the relationship and dialogue with our stakeholders.

Development and evolution of the integral management system

The integral management system is our internal system that has an integrated vision of the triple impact. It is structured around the purpose and values of the company as the backbone of the system and includes the issues with the greatest impact for Corporación Hijos de Rivera and for our stakeholders.

In this sense, with the realisation of the materiality study, which in this exercise has been updated incorporating the double materiality approach, it offers us an exhaustive vision of our context to align and guide our strategic approach and continue improving our impact pillars.

It also integrates the continuous evolution of a solid corporate governance, based on Policies and Regulations that regulate the structure and functioning of the governing bodies of our company.

In this same line, we integrate into our activity an ethical management model that guarantees the integrity of all our actions and is formed by three fundamental elements: Code of Ethics, Corporate Ethics Committee and Ethical Channel.

Risk management is a fundamental element of our comprehensive management system. In 2022, work has been done to strengthen this area and expand its scope, updating the inventory of corporate risks and working on the evolution and reinforcement of the basic elements of our Risk Control and Management Model.

An adequate management of the dialogue and the relationship with priority stakeholders helps us to keep the system updated and consolidate transparent and trusting relationships.

The integral management system is reviewed continuously, to ensure its constant adaptation to new challenges, as well as to incorporate the best indications and good practices.

Risk management model

We are in the process of improving and strengthening our risk management model, taking as a reference the methodological framework COSO ERM and ISO 31000, which promotes a vision of risk management fully integrated into the strategic planning processes of organisations, which allows us to align this strategy with our principles and business purpose, as well as maintaining this alignment throughout all processes and functional areas of the organisation.

During this year we have worked on the definition of the Corporate Risk Control and Management Policy that establishes the basic principles, the types of risks and the governance framework for the management and control of risks. This Policy will be presented for approval to the Board of Directors of the Corporation during the year 2023.

Likewise, we have updated the inventory of the main corporate risks that, after evaluating their potential impact and probability of occurrence, have been represented in the Corporate Risk Map, which contains the critical risks that, if materialised, could compromise the achievement of our strategic objectives. This Map has been reported to the Board of Directors in January 2023, and will be used during the next year as a basis for the development of the response and monitoring framework for the most relevant risks for the Group.

We conceive the risk model as a comprehensive risk management instrument that needs to be integrated into all areas and businesses of the Group. We are accompanying the global implementation of the model with adequate governance that integrates the business scope and the scope of control and supervision. In this context, we have based the Governance Model on the approach of lines of defence, considered best corporate governance practice, commonly accepted in the business community, which provides a tool for the assignment of roles in risk management in an efficient and robust manner.

Likewise, the updating and continuous improvement of the model is key to its development and adaptation to our own nature as a Group. Therefore, the culture of risk is fully integrated into people and the performance of our processes.

In order to efficiently manage the model we have established the following types of Risks:

Strategic

They jeopardise the achievement of the organisational strategy. They are associated with key long-term objectives and can arise from "macro" trends, from the actions of other key market participants (customers, competitors, regulators, investors or others), from the business model itself or from unexpected events of great impact.

Environmental, Social and Governance

Related to the progressive increase of awareness and expectations in the field of Sustainability by the regulator, customers, consumers and society as a whole, which generate the need for adaptation by the CHR Group.

Information and reporting

They affect the quality, integrity and reliability of the information generated by the Group and communicated internally and/or externally to meet the demands of its stakeholders.

Regulatory and compliance

Related to compliance with the laws, regula-

tions or standards of the market in which the Group operates, as well as internal policies that set the corporate culture, principles and values.

Operational

They affect the proper functioning of the Group's business and support processes and can generate problems of effectiveness, efficiency or even continuity in the activity.

In this sense, within the roadmap defined for 2023, we will continue to develop the monitoring and response framework for the most relevant risks and we will continue with the constant updating and improvement of the Model.

Our certifications

- The certifications we have allow us to demonstrate the implementation and robustness of our system, built on essential management areas in our performance: Food safety and the quality of our products, the well-being and safety of people and the protection of the environment, minimising the environmental impact of all our activities.



Quality Management, based on ISO 9001:2015, provides the foundations for process performance, with a clear focus on customer satisfaction



Quality Management, based on ISO 9001:2015, provides the foundations for the performance of processes, with a clear focus on the satisfaction of our customers.



Environmental management, based on ISO 14001:2015, provides the basis for environmental management and performance EMAS III (Eco-Management and Audit Scheme) is Regulation (EC) No. 1221/2009 of the European Parliament and of the Council, which promotes the establishment and implementation of an environmental management system, its evaluation and dissemination of information on environmental performance, which materialises through the publication of the Environmental Statement verified by Bureau Veritas.



Management of occupational health and safety, ISO 45001: 2018 provides the principles aimed at the protection and well-being of people in the work environment.



Food safety management, based on ISO 22000 and scheme FSSC22000v5.1 establishes guidelines for food safety management.

Likewise, the accredited certification of products under the standard Crossed Grain seal for gluten-free foods, Kosher certification, organic production certification, V-Label certification suitable

for vegans, among others, generate confidence in consumers, allows the recognition of the product in international markets and support sectors of the population with specific needs.

In addition to the renewal of all our certifications, the main achievements this year are related to the expansion of scope, obtaining for the Fontarel Spring the certification in the ISO 9001: 2015, ISO 22000 and FSSC 22000 v5.1 Standards and obtaining the certification of the Health and Safety System in accordance with the ISO45001: 2018 Standard for our warehouses and sales delegations.

	Hijos de Rivera SAU					
	Brewery	Sales Delegations and SPV Warehouse	Cabreiroá	Cuevas	Fontarel	Custom
UNE-EN ISO 9001:2015 Quality Management Systems						
UNE-EN ISO 22000:2018 Food Safety Management Systems						
FSSC 22000 V5.1						
UNE-EN ISO 45001:2018 Occupational Health and Safety Systems						
UNE-EN ISO 14001:2015 Environmental Management System						
EMAS III Validation of the Environmental Statement						
UNE-EN ISO 14064-1:2019 Verification of the Carbon Footprint Calculation						
Galicia Calidade						
Certificate of ecological production issued by the Regulatory Agriculture Council of Galicia (CRAEGA)						
European License System (ELS) Crossed Grain Rev. 03/22: Cerveza Estrella Galicia Special Sin Gluten						
Kosher certification issued by Court of the Chief Rabbi, London Beth Din						
V-label. Vegan Friendly Certification: Maeloc Cider						
Protected Geographical label "Orujos de Galicia": Quenza liqueurs						

Commitment to the excellence and safety of our products

Corporación Hijos de Rivera maintains an unwavering commitment to its consumers, who trust the group to offer them products of the highest safety and quality. The group ensures food safety and quality through its corporate model of Food Safety and Quality Control, which covers all business units, production plants and value chain, from the design of the products, through the raw materials used in their elaboration, their production, distribution and until the final consumer experience.

We manufacture and distribute and, in accordance with Regulations (EC) No. 852/2004 on the hygiene of food products, we implement in our facilities a Hazard Analysis and Critical Points Control Points (HACCP) System that is reviewed annually by the Food Safety Teams.

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

- Strict compliance with current regulatory and sectoral regulations, as well as the requirements demanded by the standards voluntarily subscribed by the Group.
- The management of food risks that allows the identification and assessment of potential risks and the establishment of action plans for their mitigation.
- Satisfy the requirements of our customers and consumers by meeting and anticipating their needs and expectations in order to guarantee safe products and services that allow them to obtain maximum satisfaction.
- A transversal food safety model integrated into the group's strategy through an agile management system adaptable to changes.
- A culture of food safety that promotes the participation of the entire organisation in the guarantee of safety and maximum quality.
- Transparency with our stakeholders, providing adequate and accurate

information on food safety in a clear manner.

4.3 INTEGRAL IN NATURE

For us, it is natural to safeguard the strong values passed down from generation to generation among those who have taken responsibility for our business. Thus, integrity, respect, sustainability and ethics are behaviours that have accompanied us throughout our history and that we have shared with partners, administrators, managers, employees, and with all those who, in one way or another, have contributed to consolidate our Group as a benchmark of business and human quality.

In our commitment to transparency and ethics, we have our own ethical management model that guarantees the integrity and honourability of all our actions. This model is composed of three key pieces: a Code of Ethics, a Corporate Ethics Committee and an Ethical Channel.

We put into practice our values and principles set out in the Code of Ethics through a set of Corporate Policies that establish the main guidelines of conduct for all of us who are part of the Group.

Code of Ethics

This standard constitutes the basis of our ethical culture and contains the conducts, general principles and values by which we must be governed, being mandatory for all companies and people who are part of the Group.

Our Code of Ethics also guarantees compliance with human and labour rights, as articulated in the Universal Declaration of Human Rights of the United Nations and the Declaration of the International Labour Organization on Fundamental Principles and Rights at Work, as well as the commitment to the integration of all people, with its complexity and diversity, in the corporate culture.

The member companies of the Group respect the personal dignity, privacy and personal rights of each employee and are committed to maintaining the workplace free of situations of discrimination or harassment, a clear example of the level of zero tolerance adopted in any situation of discrimination, or in any conduct of verbal or physical harassment.

During this year, the requirements have continued to be reinforced in order to ensure the well-being of its employees through flexibility and conciliation measures.

Likewise, the Code establishes the ethical principles on which relations with customers, suppliers, competitors, employees, civil society and public administrations must be based.

The principles related to staff are:

- Non-discrimination and equal treatment and opportunities.
- Stability and quality of employment.
- Respect and promotion of the reconciliation between professional life and personal and family life.
- Promotion of a communicative and deliberative work environment.
- Safety and health at work.

To manage these principles and that they are integrated into our scope of action, we have the Collective Agreement of Hijos de Rivera S.A.U.

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

Corporate Ethics Committee

This body reports directly to the Board of Directors of the Corporation and ensures compliance, implementation, dissemination, promotion, updating and interpretation of the Code, as well as the proper functioning of procedures and protocols affnd the establishment of measures to prevent their violation. In order to meet the highest standards of business integrity and

proactively help prevent harm resulting from unethical or illegal behaviour. There are rules in which its functions are set out.

Ethical Channel

Listening to and responding to the concerns of employees and citizens confidentially and anonymously 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, 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).

Through this channel, collaborators, customers, suppliers and other third parties can report breaches in terms of ethics, including those that can be understood as acts of corruption or bribery and money laundering.

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.

Integrity and ethics are at the heart of all the Group's actions and constitute the basic principles of the Code of Values, which implies the maintenance of correct behaviour, necessarily aligned with ethics, rectitude and honesty, avoiding all forms of corruption and bribery, as well as all forms of money laundering.

In 2022, no allegations have been registered regarding corruption, bribery or money laundering.

4.4 WITH HUMAN RIGHTS

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.

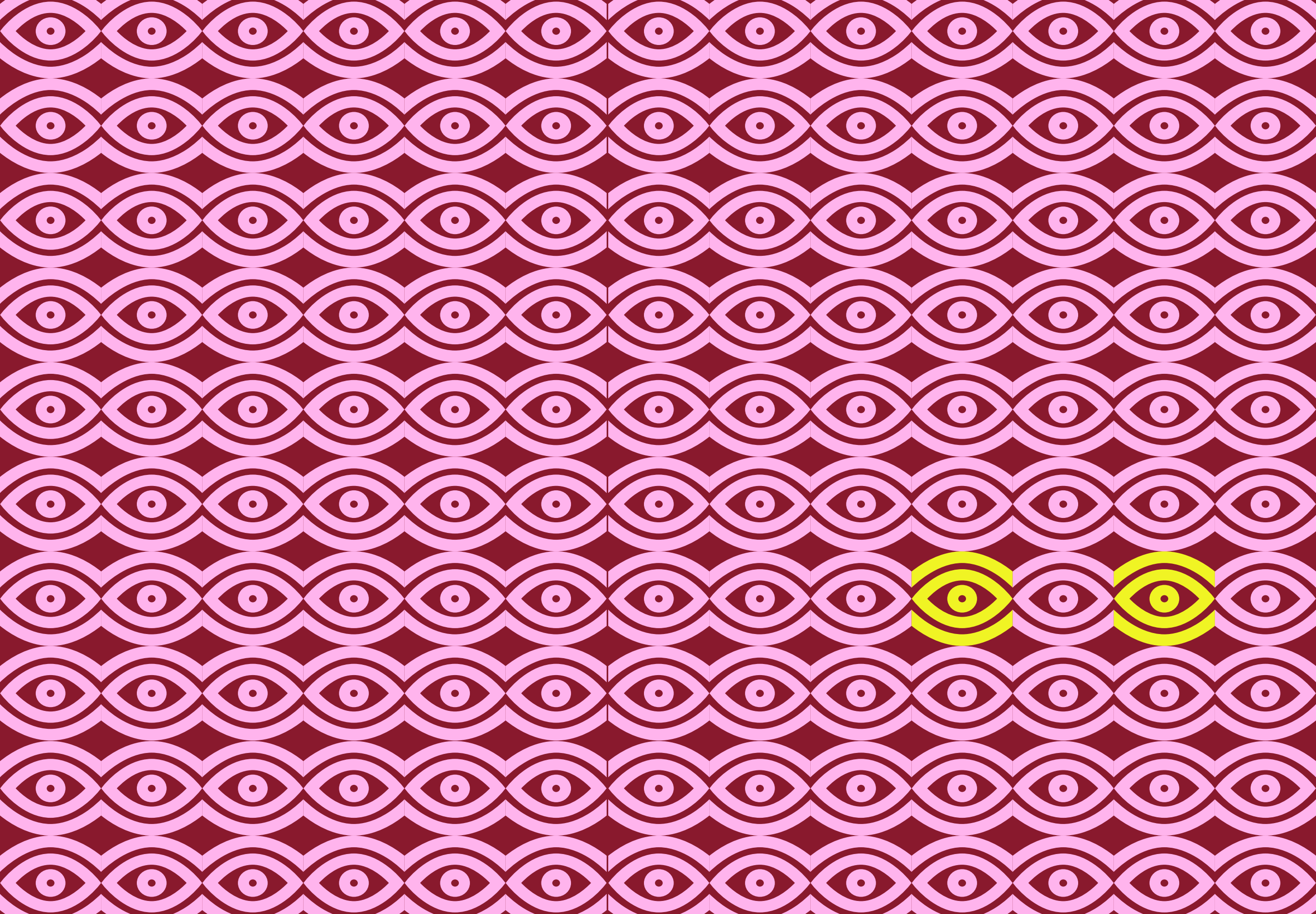
The risks related to this area are not respecting the criteria of the United Nations Global Compact contemplated in the Code of Ethics, which would seriously affect our reputation and relations with our stakeholders.

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 2022, no complaint of human rights violations has been registered through the channels available for this purpose.



For the ninth consecutive year, and in an exercise of transparency and commitment with our stakeholders, we published our Sustainability Report where we report on our performance with respect to environmental and social issues, respect for human rights and the fight against corruption and bribery, as well as personnel issues, during 2022.

The Report includes the Consolidated Non-Financial Information Statement of Corporación Hijos de Rivera, S.L and Dependent Companies, it has been prepared in line with the requirements established in Law 11/2018, of December 28, which modifies the Code of Commerce, the revised text of the Capital Companies Law approved by Royal Legislative Decree 1/2010, of 2 July, and Law 22/2015, of 20 July, on Auditing of Accounts, on non-financial information and diversity.

For its preparation, the Corporation has relied on the standards of the Global Reporting Initiative (GRI), an international reporting framework that is contemplated in the aforementioned Law, following the Principles for the preparation of reports contained therein, and using a selection of GRI Standards that adequately reflect its performance in the different issues included in the Law. And which are indicated in the table included in section 6. Annexes.

All the issues included in Law 11/2018 regarding non-financial information and diversity have been identified by the Group as material.

The information included in the Statement of Non-Financial Information, which forms part of the Consolidated Management Report and which accompanies the Consolidated Financial Statements for the year 2022, is verified by KPMG Asesores S.L.

Information boundaries:

The financial information included in the Sustainability Report comes from the Consolidated Annual Accounts of Corporación Hijos de Rivera, S.L. and subsidiaries for the year ended December 31, 2022.

The information relating to People in 2022 does not include the personnel of the companies of the Balearic Group Beverage Distributors Inc. (USA), Bares & Estrellas Wine & Food Services Corporation (Philippines), Rivera Business Trade Shanghai Co. Ltd. (China) and Cervezas Estrella Galicia México, S. de R.L., de C.V. (Mexico), Auara Empresa Social, S.L., Cosecha de Galicia, S.L.U. which represents 3.4% of the total workforce.

The information relating to the environment refers to the main production centres: breweries and springs which represent 99.6% of the Group's total production.

STATEMENT OF USE	Corporación Hijos de Rivera, S.L has presented the information cited in this GRI content index for the period between January 1, 2022 and December 31, 2022 using the GRI Standards as a reference.
GRI 1 USED	GRI 1: Fundamentals 2021

GRI STANDARD	LOCATION	CONTENT
GENERAL CONTENTS		
GRI 2: GENERAL CONTENTS 2021	2-1 Organisational details	18-21 (On every corner) 27 (1.2 We generate positive impact) 122 (5.Outline of Annual Report) 111-113 (4.1 Governance structure)
	2-6 Activities, value chain and other business relationships	18-21 (On every corner) 27 (1.2 We generate positive impact) 31-36 (1.2.1 We mark the difference) 99-103 (3.3.1 Trust in our suppliers)
	2-7 Employees	71-76 (3.1 Our people, at the heart of the group)
	2-22 Statement on Sustainable Development Strategy	13 (Letter from the Chairman)
	2-23 Policy Commitments	99-103 (3.3.1 Trust in our suppliers) 117-119 (4.3 Integral in nature) 119 (4.4 With human rights)
	2-26 Mechanisms for seeking advice and raising concerns	87-88 (3.2.2 Connected to those around us) 103-106 (3.3.2 Responsible with clients) 117-119 (4.3 Integral in nature)
	2-28 Membership associations	96-97 (3.2.7 Collaborative alliances)
	2-29 Approach to stakeholder engagement	48 (1.3.3 We listen to our stakeholders)
	2-30 Collective bargaining agreements	71-76 (3.1 Our people, at the heart of the group)
MATERIAL TOPICS		
GRI 3: MATERIAL TOPICS 2021	3-1 Process to determine material issues	43-48 (1.3.2 Materiality: what really matters)
	3-2 List of material topics	43-48 (1.3.2 Materiality: What Really Matters)

RESPONSIBLE ECONOMIC GROWTH AND VALUE CREATION		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	16 (Main figures in 2022) 29-30 (Strategic Plan 2022-2024) 37-38 (1.2.3 Expanding the business)
GRI 201: DESEMPEÑO ECONÓMICO 2016	201-1 Direct economic value generated and distributed	16 (Main figures in 2022)
	201-4 Financial assistance received from the government	16 (Main figures in 2022)
ARTISAN CULTURE		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	24-49 (1. Our own style)
DIGITALIZATION AND IT OPERATING MODEL		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	24-49 (1. Our own style) 103-106 (3.3.2 Responsible with clients)
INNOVATION AND DIFFERENTIATION		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	24-49 (1. Our own style) 31-36 (1.2.1 We mark a difference) 36-37 (1.2.2 Innovating to continue growing)
GALICIAN ORIGIN AND HERITAGE		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	24-49 (1. Our own style)
ETHICS AND VALUES		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	117-119 (4.3 Integral in nature) 86 (3.1.6 Ethics and values)
RISK MANAGEMENT		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	114-117 (4.2 We act with rigour and guarantees)
GOOD GOVERNANCE AND TRANSPARENCY		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	111-113 (4.1 Governance structure) 114-117 (4.2 We act with rigour and guarantees)
COMPLIANCE		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	114-117 (4.2 We act with rigour and guarantees)
FOOD QUALITY AND SAFETY		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	38-39 (1.2.4 Recognition of quality) 114-117 (4.2 We act with rigour and guarantees)

RESPONSIBLE CONSUMPTION AND HEALTHY LIVING		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	39-40 (1.3 Sustainability as part of who we are)
PROXIMITY TO CUSTOMERS AND DISTRIBUTORS, CONTRIBUTION TO THEIR SUCCESS		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	103-106 (3.3.2 Responsible with clients)
EXPERIENCE AND CONNECTION WITH CONSUMERS		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	86 (3.2 Community)
EMPLOYEE SATISFACTION AND WORK ENVIRONMENT		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	79-82 (3.1.2 Employee satisfaction and work place climate)
DIVERSITY, EQUITY AND EQUALITY		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	82 (3.1.3 Diversity, equity and equal opportunities)
GRI 405: DIVERSITY AND EQUAL OPPORTUNITIES 2016	405-1 Diversity of Governance Bodies and Employees	71-76 (3.1 Our people, at the heart of the group) 111-113 (4.1 Governance structure)
	405-2 Ratio of basic salary to remuneration of women to men	71-76 (3.1 Our people, at the heart of the group)
GRI 406: NON-DISCRIMINATION 2016	406-1 Incidents of discrimination and corrective actions taken	119 (4.4 With human rights)
TALENT MANAGEMENT AND TRAINING		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	83-84 (3.1.4 Talent Management and Leadership Culture) 84-85 (3.1.5 Agents of change)
GRI 404: TRAINING AND EDUCATION 2016	404-1 Average hours of training per year per employee	84-85 (3.1.5 Agents of change)
	404-2 Programmes for upgrading employee skills and Transition Assistance Programs	83-84 (3.1.4 Talent Management and Leadership Culture) 84-85 (3.1.5 Agents of change)
LEADERSHIP CULTURE		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	76-79 (3.1.1 We transform the culture of the organisation) 83-84 (3.1.4 Talent Management and Leadership Culture)
SAFETY, HEALTH AND WELL-BEING OF EMPLOYEES		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	76-79 (3.1.1 We transform the culture of the organisation)

GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	403-1 Occupational health and safety management system	76-79 (3.1.1 We transform the culture of the organisation)
	403-2 Hazard identification, risk assessment and incident investigation	76-79 (3.1.1 We transform the culture of the organisation)
	403-3 Occupational health services	76-79 (3.1.1 We transform the culture of the organisation)
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	76-79 (3.1.1 We transform the culture of the organisation)
	403-9 Work related Injury	76-79 (3.1.1 We transform the culture of the organisation)
	403-10 Work related ill health	76-79 (3.1.1 We transform the culture of the organisation)
CLIMATE ACTION AND CLEAN ENERGY		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	53-55 (2.1 We care for the natural environment / 2.2 Air pollution) 65-67 (2.5 Responding to the challenge of climate change)
GRI 302: ENERGY 2016	302-1 Energy consumption within the organisation	61-62 (2.4 Resource consumption under control)
GRI 305: EMISSIONS 2016	305-1 Direct(scope 1) GHG emissions	65-67 (2.5 Responding to the challenge of climate change)
	305-2 Energy indirect (scope 2) GHG emissions	65-67 (2.5 Responding to the challenge of climate change)
	305-5 Reduction of GHG emissions	65-67 (2.5 Responding to the challenge of climate change)
SUSTAINABLE AND CIRCULAR PACKAGING		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	53-55 (2.1 We care for the natural environment)
GRI 301: MATERIALS 2016	301-1 Materials used by weight or volume	56-62 (2.3 We promote circular economy / 2.4 Resource consumption under control)
SUSTAINABLE WATER MANAGEMENT		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	53-55 (2.1 We take care of the natural environment) 61-62 (2.4 Resource consumption under control)
GRI 303: WATER AND EFFLUENTS 2018	303-1 Interaction with water as a shared resource	61-62 (2.4 Resource consumption under control)
	303-5 Water consumption	61-62 (2.4 Resource consumption under control)
SUSTAINABLE AGRICULTURE		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	53-55 (2.1 We take care of the natural environment)

PROTECTION OF BIODIVERSITY		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	53-55 (2.1 We take care of the natural environment) 67 (2.6 Biodiversity)
GRI 304: BIODIVERSITY 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	67 (2.6 Biodiversity)
ZERO WASTE		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	53-55 (2.1 We care for the natural environment) 56-60 (2.3 We promote circular economy)
GRI 306: WASTE 2020	306-1 Waste generation and significant waste-related impacts	56-60 (2.3 We promote circular economy)
	306-2 Management of significant waste-related impacts	56-60 (2.3 We promote circular economy)
	306-3 Waste generation and significant waste related impacts	56-60 (2.3 We promote circular economy)
CONTRIBUTION TO GLOBAL SOCIO-ECONOMIC DEVELOPMENT		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	88-90 (3.2.3 Corporate volunteering) 91-93 (3.2.4 Projects that make us better / 3.2.5 Promoting knowledge, innovation and development)
RESPONSIBLE SUPPLIERS AND PURCHASING		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	99-106 (3.3 Alongside the value chain)
JOB CREATION AND PROMOTION OF EMPLOYABILITY		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	91-93 (3.2.5 Promoting knowledge, innovation and development)
GRI 401: EMPLOYMENT 2016	401-1 New employee hires and employee Turnover	71-76 (3.1 Our people, at the heart of the group) 71-76 (3.1 Our people, at the heart of the group)
SUPPORT FOR CULTURE AND SPORT		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	93-96 (3.2.6 We break the mould)
ALLIANCES WITH HOSPITALITY PARTNERS FOR THE DEVELOPMENT OF THE SECTOR		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	39-40 (1.3 Sustainability as part of who we are) 96-97 (3.2.7 Collaborative alliances)

INFORMATION REQUIRED BY LAW 11/2018	MATERIALITY	PAGE WHERE RESPONSE IS GIVEN	GRI STANDARD OF REFERENCE 2021
OVERVIEW			
A brief description of the business model including its business environment, organisation and structure	Material	22-28	GRI 2-6 (2021)
Markets in which it operates	Material	18-21	GRI 2-1 (2021) GRI 2-6 (2021)
Objectives and strategies of the organization	Material	29-30	GRI 2-1 (2021) GRI 2-22 (2021)
Main factors and trends that may affect its future evolution	Material	114-115	GRI 3-3 (2021)
Reporting framework used	Material	122	GRI 1 (2021)
ENVIRONMENTAL ISSUES			
Management approach: description and results of policies related to these issues, as well as the main risks related to these issues linked to the group's activities	Material	50-54	GRI 3-3 (2021)
DETAILED OVERVIEW			
Detailed information on the current and foreseeable effects of the company's activities on the environment and, where applicable, health and safety	Material	50-53	GRI 3-3 (2021)
Environmental assessment or certification procedures	Material	53 y 55	GRI 3-3 (2021)
Resources dedicated to the prevention of environmental risks	Material	53 y 55	GRI 3-3 (2021)
Application of the precautionary principle	Material	35-36	GRI 2-23 (2021)
Amount of provisions and guarantees for environmental risks	Material	50-54	GRI 3-3 (2021)
POLLUTION			
Measures to prevent, reduce or repair emissions that seriously affect the environment; taking into account any form of air pollution specific to an activity, including noise and light pollution	Material	50-54	GRI 3-3 (2021)

CIRCULAR ECONOMY AND WASTE PREVENTION AND MANAGEMENT			
Prevention, recycling, reuse, other forms of recovery and disposal of waste	Material	56-61	GRI 306-1 (2020) GRI 306-2 (2020) GRI 306-3 (2020)
Actions to combat food waste	Material	41, 58	GRI 3-3 (2021)
SUSTAINABLE USE OF RESOURCES			
Water consumption and water supply according to local constraints	Material	61-64	GRI 303-1 (2018) GRI 303-5 (2018)
Consumption of raw materials and measures taken to improve the efficiency of their use	Material	61-64	GRI 301-1
Direct and indirect energy consumption	Material	61-62	GRI 302-1
Measures taken to improve energy efficiency	Material	61	GRI 3-3
Use of renewable energies	Material	61-62	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	59, 65-66	GRI 305-1 GRI 305-2
Measures taken to adapt to the consequences of climate change	Material	65-66	GRI 3-3 (2021)
Reduction targets established voluntarily in the mid and long term to reduce greenhouse gas emissions and the means implemented for this purpose	Material	59	GRI 3-3 (2021) GRI 305-5
PROTECTING BIODIVERSITY			
Measures taken to preserve or restore biodiversity	Material	67	GRI 3-3 (2021)
Impacts caused by activities or operations in protected areas	Material	67	GRI 3-3 (2021) GRI 304-1
SOCIAL AND PERSONNEL ISSUES			
Management approach: description and results of policies related to these issues, as well as the main risks related to these issues linked to the group's activities	Material	76-78	GRI 3-3 (2021)

EMPLOYMENT			
Total number and distribution of employees by country, sex, age and professional classification	Material	71-72	GRI 405-1 regarding employees by category, sex and age
Total number and distribution of employment contract type and annual average of permanent, temporary and part-time contracts by sex, age and occupational classification	Material	72-73	GRI 2-7 (2021) regarding employees by employment contract and type, by sex and age
Number of dismissals by sex, age and professional classification	Material	74	GRI 3-3 (2021) GRI 401-1 (2016) regarding the number of dismissals by sex, age and professional classification
Average remuneration and their evolution disaggregated by sex, age and professional classification or equal value	Material	74	GRI 3-3 (2021) GRI 405-2
Wage gap, the remuneration of equal or average jobs in the company	Material	74-75	GRI 3-3 (2021) GRI 405-2 (2016) regarding average remuneration by sex, age and professional classification
Average remuneration of directors and executives, including variable remuneration, allowances, compensation, payment to long-term savings pension systems and any other payment by sex	Material	74	GRI 3-3 (2021) GRI 405-2 (2016) regarding average remuneration of women compared to men
Implementation of work disconnection policies	Material	80	GRI 3-3 (2021)
Number of employees with disabilities	Material	75	GRI 3-3 (2021) GRI 405-1 regarding the number of employees with disabilities
ORGANIZATION OF WORK			
Organization of working time	Material	79-82	GRI 3-3 (2021)
Number of hours of absenteeism	Material	79	GRI 3-3 (2021) 403-9 (2018) regarding the number of hours of absenteeism
Measures to facilitate the enjoyment of life balance and to encourage the exercise of conciliation by both parents	Material	79-81, 118	GRI 3-3 (2021)
HEALTH & SAFETY			
Occupational health and safety conditions	Material	77-79	GRI 3-3 (2021); GRI 403-1 (2018); GRI 403-3 (2018); GRI 403-7 (2018); GRI 403-7 (2018)

Accidents at work, in particular their frequency and severity, as well as occupational diseases by sex	Material	79	GRI 3-3; GRI 403-2 (2018); GRI 403-9 (2018) regarding the number and rate of accidents; GRI 403-10 (2018) regarding occupational diseases
SOCIAL RELATIONS			
Organisation of social dialogue including procedures for informing, consulting ,and negotiating with staff	Material	81-82	GRI 3-3 (2021)
Mechanisms and procedures available to the company to promote the involvement of workers in the management of the company, in terms of information, consultation and participation	Material	81-82	GRI 3-3 (2021)
Percentage of employees covered by collective agreement by country	Material	71	GRI 2-30 (2021)
Assessment of collective agreements, particularly in the field of health and safety at work	Material	118	GRI 3-3 (2021)
TRAINING			
Policies implemented in the area of training	Material	83-85	GRI 404-2 (2016)
Total number of training hours by professional category	Material	85	GRI 3-3 (2021) GRI 404-1 regarding training hours by professional category
UNIVERSAL ACCESSIBILITY			
Universal accessibility for persons with disabilities	Material	76	GRI 3-3 (2021)
EQUALITY			
Measures taken to promote equal treatment and opportunities for women and men	Material	40, 59, 80-82	GRI 3-3 (2021)
Equality plans, measures taken to promote employment, protocols against sexual and gender-based harassment	Material	82, 118	GRI 3-3 (2021)
Policy against all types of discrimination and, where appropriate, diversity management	Material	82, 118	GRI 3-3 (2021)

RESPECT FOR HUMAN RIGHTS			
Management approach: description and results of policies related to these issues, as well as the main risks related to these issues linked to the group's activities	Material	99, 100	GRI 3-3 (2021)
IMPLEMENTATION OF DUE DILIGENCE PROCEDURES			
Implementation of human rights due diligence procedures and prevention of risks of human rights violations and, where appropriate, measures to mitigate, manage and remedy possible abuses	Material	118-119	GRI 2-23 (2021) GRI 2-26 (2021)
Complaints of human rights violations	Material	119	GRI 3-3 (2021) GRI 406-1
Measures implemented for the promotion and enforcement of the provisions of fundamental ILO Conventions related to respect for freedom of association and the right to collective bargaining; elimination of discrimination in employment and occupation; the elimination of forced or compulsory labour; the effective abolition of child labour	Material	118	GRI 3-3 (2021)
FIGHTING CORRUPTION AND BRIBERY			
Management approach: description and results of policies related to these issues, as well as the main risks related to these issues linked to the group's activities	Material	118-119	GRI 3-3 (2021)
Measures taken to prevent corruption and bribery	Material	118-119	GRI 3-3 (2021) GRI 2-23 (2021) GRI 2-26 (2021)
Measures to combat money laundering	Material	118-119	GRI 3-3 (2021) GRI 2-23 (2021) GRI 2-26 (2021)
Contributions to foundations and non-profit organizations	Material	87-88	GRI 2-28 (2021) GRI 201-1 (2016) regarding contributions to foundations and non-profit entities
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 linked to the group's activities	Material	86-91	GRI 3-3 (2021)
THE COMPANY'S COMMITMENTS TO SUSTAINABLE DEVELOPMENT			
The impact of the company's activity on employment and local development	Material	28	GRI 3-3 (2021)

The impact of the company's activity on local populations and the territory	Material	28	GRI 3-3 (2021)
Relations with local community actors and the types of dialogue with them	Material	86-98	GRI 2-29 (2021)
Partnership or sponsorship actions	Material	97	GRI 3-3 (2021)
OUTSOURCING AND SUPPLIERS			
Inclusion of social, gender equality and environmental issues in procurement policy	Material	99-100	GRI 3-3 (2021)
Consideration in relations with suppliers and subcontractors of their social and environmental responsibility	Material	99-100	GRI 2-6 (2021)
Monitoring and audit systems and results thereof	Material	103	GRI 2-6 (2021)
CONSUMERS			
Measures for consumer health and safety	Material	117	GRI 3-3 (2021)
Complaint systems, complaints received and their resolution	Material	103-107	GRI 3-3 (2021)
TAX INFORMATION			
The profits obtained on a country-by-country basis	Material	16	GRI 3-3 (2021)
Taxes paid on profits paid	Material	16	GRI 3-3 (2021)
Public subsidies received	Material	16	GRI 201-4 regarding public subsidies received

