

WEBCOR GROUP 2017 CORPORATE SOCIAL RESPONSIBILITY REPORT





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Message from CEO

To our stakeholders,

I am pleased to present Webcor's 2017 sustainability report. This report features this year's main results and initiatives from the economic, social and environmental standpoint. The aim of this report is to make us advance toward transparency and sustainability, promoting dialogue and communication with all our stakeholders.

2017 was a milestone for Webcor. We have achieved groundbreaking results and we launched our flourmill, the Grand Moagens de Angola.

At Webcor, we believe that we can only "grow together". As we grow our business, we grow our commitment to sustainability practices in our communities. In corporate social responsibility, we continue to focus on our three pillars: Our People, Our Community and Our Environment. Each of these pillars is important to our success and collectively, they serve as a framework for measuring the great progress we continue to make.

We continue to adhere to the United Nations Developmental Goals and work to integrate its principles into our business strategy. We focus on two goals that are related to our business: Ending Hunger and Quality Education. In achieving our sustainable goals, we work to create value through long-term partnerships with communities in areas that we operate.

I have always maintained that our people are at the heart of everything we do, they are fundamental to our growth and success. I would like to thank our highly dedicated team of professionals, our business partners, shareholders and customers for their continued commitment and faith in Webcor.

> Sincerely yours, Group CEO Wissam Nesr



About WEBCOR



Webcor is one of the world's leading food manufacturers and distributors with over 3,000 team members managing a wide portfolio of products, brands and services.

From Africa to the World

Since 1978, when Webcor Group was founded, we have followed a path of sustained growth that has made us one of Africa's leading players in the agricultural commodities and the FMCG (Fast-Moving Consumer Goods) business line. Throughout the years, we have successfully expanded our operations and our presence into other markets in Asia and Europe.

This result was made possible by a highly dedicated and skilled team who ensures full commitment to quality service, efficiency and optimal performance.

Webcor's Mission Statement:

Creating sustainable access to food by offering a comprehensive range of products that are high quality, affordable and accessible through a wide distribution network and enhancing local agriculture and manufacturing, allowing our people, our consumers and our communities in which operate to flourish.

Vision:

To be recognized as the leading branded Food Company in Africa.

Our Core Values

At Webcor Group, we preserve our core values. Our values are who we are; they reflect our vision and the underlying reasons that make our company run successfully.

Engage: We are engaged in forging sustainable relationships with all our stakeholders. We are fully committed to our team, customers, business partners and community.

Accelerate: We demonstrate remarkable flexibility in adapting to diverse and rapidly changing environments. We are quick in implementing innovative solutions that meet market challenges.

Glow: Our organization is governed by ethics and integrity and our values radiate through all our activities. These are the pillars of our success.

Lead: We strive to be pioneers in the emerging markets in which we operate.

Empower: We value our human capital. We find it imperative to build the capabilities of our people.

In a market that is constantly evolving and changing, our values are the timeless principles that guide us, each step of the way.





FROM AFRICA TO THE WORLD





Corporate Social Responsibility at Webcor and United Nations Global Compact:

We are signatories to the United Nations Global Compact. Launched in July 2000, the UN Global Compact (UNGC) is a leadership platform for the development, implementation and disclosure of responsible and sustainable corporate policies and practices. Endorsed by chief executives, it seeks to

align business operations and strategies everywherewith ten universally accepted principles in the areas of human rights, labor, environment and anti-corruption. This report covers the 10 principles of the United Nations Global Compact as well as aspects of the Sustainable Development Goals (SDG).

THE UN GLOBAL COMPACT GATHERS MORE THAN 8,000 BUSINESS AND NON BUSINESS PARTICIPANTS FROM 135 COUNTRIES.

THE TEN PRINCIPLES OF THE UN GLOBAL COMPACT

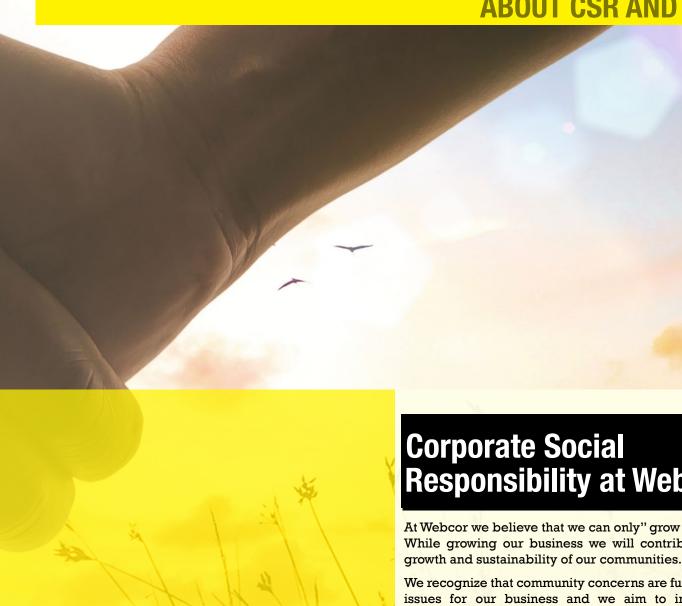
The UN Global Compact's Ten Principles are derived from:

The Universal Declaration of Human Rights, the International Labor Organization's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention Against Corruption.

HUMAN RIGHTS

- PRINCIPLE 1: Businesses should support and respect the protection of internationally proclaimed human rights
- PRINCIPLE 2: make sure that they are not complicit in human rights abuses.
- **PRINCIPLE 3:** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining
- PRINCIPLE 4: the elimination of all forms of forced and compulsory labor
- **PRINCIPLE 5:** the effective abolition of child labor
- PRINCIPLE 6: the elimination of discrimination in respect of employment and occupation
- PRINCIPLE 7: Businesses should support a precautionary approach to environmental challenges

ABOUT CSR AND UNGC





PRINCIPLE 8: undertake initiatives to promote greater environmental responsibility

PRINCIPLE 9: encourage the development and diffusion of environmentally friendly technologies.

PRINCIPLE 10: Businesses should work against corruption in all its forms, including extortion and bribery.

Responsibility at Webcor:

At Webcor we believe that we can only" grow together". While growing our business we will contribute to the

We recognize that community concerns are fundamental issues for our business and we aim to incorporate sustainability into our business practices. We engage in an ongoing dialogue with our stakeholders such as shareholders, employees, customers, suppliers, members of communities, and many others, to seek feedback on performance and get input on future direction and priorities

CSR Vision

Webcor Group's CSR vision is to ensure that all the Group's activities are conducted in a socially and environmentally responsible manner.

CSR Mission

Webcor Group's CSR mission is to create a positive and tangible social, environmental and economic impact on the markets we operate in by strategically investing in our three platforms:

- Our People: By ensuring all our internal operations and employee relations are in line with our human rights standards and with the Group's ethics and principles.
- Our Community: By addressing the needs of local communities through conducting targeted sustainable initiatives.
- Our Environment: By managing our environmental footprint across our operations.

Governance



Our Corporate Governance practices ensure that we have transparent and effective operational and business structures. They include the processes through which our company's objectives are set and pursued, whilst meeting the appropriate interests of our shareholders and stakeholders.

The Board of Directors

Webcor's Board of Directors (BOD) is responsible for the oversight of the company's operations and strategic direction. The Board of Directors is composed of a mix of executive and independent directors who meet periodically.

Members:

- Ali Nesr President of Webcor Group
- Hussein Nesr Vice-President of Webcor Group
- Wissam Nesr Webcor Group CEO
- Philippe Beck Consultant
- Alexandre Cantacuzène Consultant
- Frédéric Marret Webcor Group CFO Attendee
- Sébastien Boucraut Webcor Group COO –
- Pascale Rima Secretary

Frequency: 4 times a year, once every quarter

Role / Main Responsibilities

- To approve the strategy and business development of the Group
- To approve the governance, organization and structure of the Group
- To approve the budget and financial accounts of the Group
- To approve the CapEx
- To evaluate the Group's performance
- To approve Group Risk Management Policies
- To review audits (high level, external and internal audits)

The executive management defines our business objectives and is responsible for driving governance and risk practices throughout the organization.

Committees

The Executive Committee:

Frequency

8 committees per year

Role / Main Responsibilities

- To report to the strategic Board meeting
- To define the Group's strategy as well as policies and ways of implementation
- To prepare the budget and the CapEx
- To assess and monitor the day-to-day activity, business and functions
- To manage the Group's objectives
- To define, assess and implement investment opportunities
- "Focus of the Month": on regular basis, the Executive Committee should focus on a function / country / business line and invite a senior manager to present it and explain related challenges

GOVERNANCE



■ The Internal Audit Committee:

Frequency

Quarterly

Role / Main Responsibilities

- · To review the Compliance, Internal Audit and Risk Management functions
- To review the Internal Audit reports presented to the management and prepared by the Audit & Compliance Department, as well as review the management's responses
- To appraise compliance activities performed by the Audit & Compliance Department and to sustain the Group's conformity and consistency
- To review and monitor the Group's procedures and policies
- · To prepare semi-annual reviews for the Audit Committee of the strategic Board meeting
- · To approve the agenda for audit to be performed the following year

The Investment Committee:

Frequency

· Quarterly in detail with all participants

Role / Main Responsibilities

- · To ensure that all projects are identified and shared
- To advise if a project is strategic or not (core projects vs opportunistic projects) and if resources can be allocated
- · To follow up on projects on a monthly basis
- · To estimate investment (\$ and FTE) vs Webcor's investment capacity (\$ and FTE) on quarterly basis

The Management Committee:

Frequency

· Twice a year

Role / Main Responsibilities

- · To work on high-level strategic topics
- · To ensure operational excellence and various issues impacting all divisions
- · To ensure the alignment of all divisions' operations

Compliance and **Anti-Corruption**

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery

Our code of ethics states that no Webcor Group representative shall engage in any corruptive practices with the intention of improperly obtaining or retaining business.

The Speak Up Program



Speak Up

The Speak Up program is an internal grievance procedure in place for our employees who have a complaint about ethical breaches. The "Speak Up" by deterring malpractices and averting crises.

program supports the proper implementation of our code. It is designed to foster a safe working environment

When to speak up?

- · Fraud / Theft
- Bullying / Harassment and discrimination of others
- Verbal or physical violence at the workplace
- Improper use of confidential information
- · Misuse of company assets
- · Conflict of interest
- Any other form of violations of law that could subject the company to criminal liability

The "Speak Up" program is managed by an investigation committee of 5 members. Any employee can report breaches orally or in writing. They can also choose to be anonymous.

In 2017, we investigated 7 cases in accordance with our "Speak Up" program related to discrimination and verbal violence.

Incident Management and Crisis Resolution (IMCR)

As part of the overall governance improvement plan across Webcor Group, we launched the Incident Management and Crisis Resolution (IMCR) program.

The program is considered a tool to inform and communicate all unusual and serious incidents among the regions and the entities to the IMCR Committee in order to:

- Highlight and update the actions, corrective actions and the precaution measures adopted by the respective management to mitigate the risk and avoid future recurrence
- Seek guidance from the IMCR Committee when needed
- Serve as lessons learned and benchmark for other regions / entities

What is an Incident?

 Product / packaging quality incident

- Death of an employee
- Severe industrial accident in a factory
- Food poisoning among customers / consumers
- Dispute with national union / works council
- · Serious security incident
- Any incident that causes a business interruption of more than 3 days
- Criminal activity

In 2017, 21 incidents were reported and solved. Incidents solved were related to Fraud, Health & Safety, Custom issues - Operation, Shortage in Shipment Operations, Quality, Code of ethics and Cyber Attacks.

Reporting to the IMCR Committee is mandatory. The responsibility managing the incidents is local, nevertheless, corporate direction might be needed in some cases.

COMPLIANCE AND ANTI-CORRUPTION



WE CAN'T PREVENT INCIDENTS, BUT WE CAN MANAGE THEM PROPERLY AND SO PREVENT A CRISIS

Relevant IT Solutions to Fight Corruption

SOLUTIONS

- Large Monetary Decisions for IT made with Sr. Executives & Board
- RFP and Vendor Selection process based on Best Value Solutions
- Adopting Relevant Areas of ISO 27002

BENEFIT

- Increase IT Transparency
- No single decision maker on high value programs / projects
- Mitigate internal and / or external financial exploits
- Preserve confidentiality, integrity, and availability of information



STAKEHOLDERS ENGAGEMENT

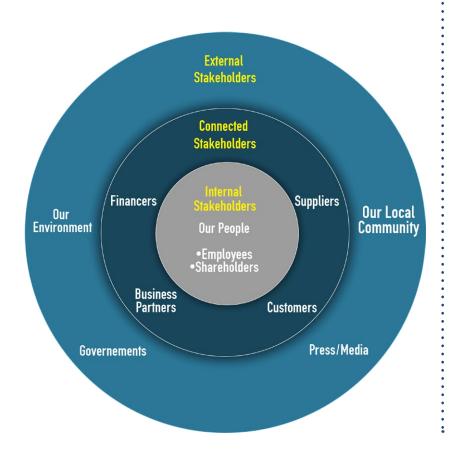


Our stakeholders are important for the productivity and efficiency of our company. They are the entities and individuals with whom we interact directly or indirectly and are impacted by our operations. We actively engage with our stakeholders through various channels that are appropriate to address their needs and expectations.

Engagement with our suppliers and business partners:

We aim to deal with our suppliers and business partners in line with our ethics and values. We therefore employ engagement methods to maintain and nurture these valuable relationships.

STAKEHOLDERS MAP



How do we engage with our business partners and suppliers?

How do we engage with our business partners and suppliers?

- Actively seeking to expand activities with them to long-term partnerships
- Quarterly meeting at the managements level
- · Monthly review of market dynamics
- Establishing a range of procurement policies that best represent our company's ethics

Target for 2018: Actively seek feedback from suppliers and business partners.

■ Engagement with our financers:

How do we engage?

Annual reports, regular meetings and presentations about our financial performance and Risk Management practices.

■ Engagement with local governments:

How do we engage?

- Participation in social initiatives orgaized by local authorities
- Correspondence and communication with the ministries of Commerce and Trade

Engagement with shareholders:

We seek to maintain consistent shareholders engagement.

How do we engage?

- · Annual reports
- Quarterly earnings reports



ENGAGING OUR PEOPLE



ENGAGING WITH OUR PEOPLE



We recognize that our people are key to our success. Our company is driven by their knowledge, skills, commitment and loyalty. We seek to actively engage them in issues that affect their personal and professional lives.

We recognize the right of our employees to establish or join organizations peacefully and legally and to exercise their right to collective bargaining. We also regularly organize events, fairs and conferences and are always keen on pursuing the following objectives:

- · To ensure that the company does not participate in any form of forced or child labor
- To ensure that employment-related decisions are based on relevant and objective criteria

Fair Evaluation, Compensation and Benefits Webcor ensures that all employees receive fair compensation benefits, and packages tailored to the local marketplace.

We strive to offer our employees competitive benefits matching or exceeding local and industry standards. The lowest minimum category at Webcor is 9.6% above the minimum wage standards. Webcor applies a standard evaluation system.

Our employees receive an annual performance evaluation, during which their performance is evaluated, and key strengths and challenges are identified. Training plans and bonuses are set in accordance with business performance.

Health Benefits

We closely abide by local labor and social security laws, which govern employees' retirement benefits, disability and individuality coverage.

- 1- Private health insurance to all of our local employees in Angola (2,303 employees)
- 2- Death & Disability insurance to all of our expats in Angola (around 200)
- 3- Death & Disability insurance to all Dubai employees (37 people)
- 4- Besides National Social Security, 51 em ployees in our Beirut office also benefit from Life, Personal Accident and Health in
- 5- Death & Disability insurance to all 23 em ployees in our Switzerland office

Target: We plan to expand our Death & Disability policy to reach a larger number of employees in 2018.

Employee feedback

We seek to establish a strong and constructive dialogue with our team members.

The Group Satisfaction Survey

In 2017, we conducted our Group survey to measure our employees' satisfaction. The survey focused on how employees feel about their job description, position within the company, relationships with colleagues and managers, advancement opportunities, and overall satisfaction.

We presented the detailed feedback to all our employees. Then we worked together with the Executive Committee to analyze the employees' responses. We also identified strengths and opportunities for improving engagement and satisfaction.

Highlights of the Results:

67% say that they have clearly defined goals in their job

48% view they are fairly compensated for their

66% of respondents are satisfied with the culture of their workplace

83% are proud to work at Webcor



■ Looking After Health and Safety

Webcor is highly committed to maintaining the best health and safety standards across its entire work environment. All our offices and warehouses have good working conditions. We control the light, temperature, hygiene, and ventilation at all our facilities. We ensure that a regular checkup is made on safety warning signs' information and firefighting means such as fire extinguishers, hoses and pumps.



Corporate Wellness

(Beirut, Dubai, Luanda)

As part of our mission to raise awareness and share information, good practice and advice with our people, we launched the "GLOW of good health" seminar to bring together our employees and health experts to provide information about healthy lifestyle habits and a balanced diet. For our employees in Angola, the seminar included information on the prevention of tuberculosis and malaria.

Target 2018: We will continue to spread the Glow of Good Health Campaign across our other operations



Emergency Response Plan (Dubai, Beirut)

Emergencies can happen at any moment. This program aims to prepare our employees to handle sudden or unexpected situation and alleviate the effects of incidents that can potentially harm our people, damage our premises, or pollute our environment.

CPR and First-Aid Training (Beirut, Dubai)

We offered a first-aid and CPR training in part of our offices

to equip our people with the necessary reactive skills to drastic situations. So far, we have 18 members who received a certification and we will carry out with our training to ensure more of our employees benefit from it.



Training on Firefighting (Beirut)

Our employees received training on the different types of fires and how to use both powder and CO2 fire extinguishers in case of fire eruption in the framework of a firefighting safety program at the civil defense premises.

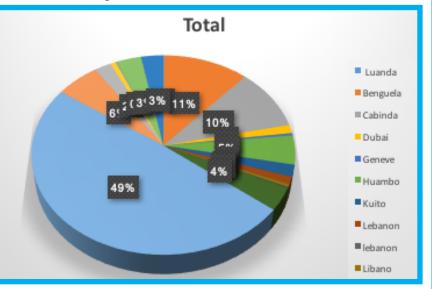
Target 2018: To introduce this program into our different locations.



ENGAGING OUR PEOPLE

Continued Learning at Webcor

We focus on training employees in light of the requirements of their current jobs and with the aim of developing their skills for their future roles and responsibilities.



Diversity

We are proud of our team's diversity, we strive to build and maintain an environment that is inclusive to all.

Our diverse team comprises over 3,054 employees from 32 nationalities.



■ The AngoAlissar Academy



ANGOALISSAR ACADEMIA

Our internal academy focuses on the skill and talent development of our employees in Angola, it seeks to promote continuous learning and advancements and helps widens their horizons. In 2017, we offered courses in: Finance for non-Financial Managers, Time Management, Leadership and Communication, Updates on HR Legislations, English for Beginners, and Cash Flow and Capital Budgeting.









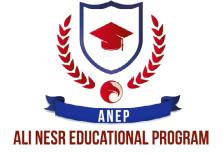
Sustainable Development Goal 4

Ensure inclusive and quality education for all and promote lifelong learning.

We recognize our responsibility towards the local communities where we operate. We support the development of our communities through strategic partnerships and the involvement of our employees.

We are working to support the accomplishment of the United Nations Development Goals. Our strategy is aligned with the Sustainable Development Goals (SDG) through our employment model, commitment to fighting hunger and youth quality education program.

The youth makes for a large proportion of the populations in our communities. We understand their potential and their immense value to our community and our people, and this drives us to invest in their quality education to prepare them for future opportunities.



Ali Nesr Educational Program (ANEP)

ANEP is an association established by Mr. Ali Nehme Nesr, the founder and chairman of Webcor Group, with the aim of supporting the higher education of the distinguished children of our employees.

The program offers high academic performers among the sons and daughters of Webcor's employees a chance to pursue a Bachelor's Degree at the most reputable universities, by providing them with full scholarships to support their goals.

All students undertake a yearly summer internship program to allow them to develop their technical skills. During their internship, students are mentored and trained by Webcor employees. This year, our students received internships within our human resources, legal, sales, marketing, finance and accounting departments. Students were guided by our employees who are assigned as supervisors.

Our total number of students in 2017 was 15, and we have allocated 7 new scholarships this year.

We offer internships to undergraduate and graduate students as well as recent graduates, in collaboration with the American University of Beirut and the Lebanese American University. Students train in their areas of primary interest and work directly with our team members.

It is important to note that high-performing interns are considered for future career opportunities.





Sustainable Development Goal 2

Ind hunger, achieve food security and improved nutrition and promote sustainable agriculture



Associação Kúdia Banço Alimentar (AKBA)

Juntos... Contra A Fom

AKBA

Associação Kúdia Banco Alimentar (AKBA) is a non-profit organization co-founded in 2016 by our CSR Manager and a group of people with the objective of fighting hunger in Angola through the establishment of partnerships with local entities. AKBA aims to contribute to the eradication of hunger, the promotion of solidarity and the development of nutritional awareness.

Our sister company AngoAlissar is a strategic partner of AKBA, and supports it by donating our warehouse facility, ensuring the delivery of 270 food boxes every month to several local NGOs.

We also support two local Angolan charities with monthly in-kind food donations:

- **ADPP** which provides support for those infected or affected by AIDS.
- ORGANIZAÇÃO RAIZES DE ESPERANÇA which provides sheter and education for street kids.

Nutrition

As a leading provider of food, we want to make sure the products we offer, and the ingredients they contain, fit into a balanced diet. We are examining ways to improve the nutritional content of our products.

Our product range includes a wide variety of staple foods such as flour, grains, rice, pasta, dairy products, poultry, meat, fish, etc... Those products are routinely consumed and constitute a principal portion of a standard diet for our customers, supplying a large fraction of energy needs and generally forming a significant proportion of the intake of other nutrients such as dietary proteins, carbohydrates, vitamins and minerals.

Improve the Nutritional Attributes of **Our Product**

We fortify our full-cream milk powder, Bella Vida, with vitamins A and D.

How do we ensure the quality of our products?

We are continuously monitoring food quality and safety within our manufacturing operations such as at the GMA mill which produces top quality wheat flour under a strictly supervised and controlled environment.

-We are applying good hygiene and sanitation practies throughout our retail markets and making sure products reach consumers under optimum quality and safety conditions. - Applying good warehousing practices in AngoAlissar's warehousing facilities to preserve the quality and safety of stored and distributed products.

- Monitoring and control are done via internal and external audits using OHSAS and ISO22000 as guidelines and references.



OUR COMMUNITY

ENGAGE TO EMPOWER EVENTS

Webcor Beirut

On the occasion of the month of Ramadan, Webcor Lebanon hosted an event for "Dar Al Aytam", on Thursday the 22nd of June 2017 whereby our team members joined forces to reinforce the values of compassion and giving. We engaged to spread joy among underprivileged children in our commu-



Webcor Switzerland

For Webcor Switzerland's "We Engage to Empower" event, we partnered with "Foundation Ensemble", an NGO that works on empowering young adults with special needs.

On the 23rd of February, in the village of St. Cergue in the Jura mountain, the Webcor team - together with the "Ensemble" team - had a great day on the snow, a day full of laughter, fun and empowering activities.





OUR ENVIRONMENT



To reduce our carbon footprint we modernize our facility with energy-efficient electronics, lighting systems and technologies wherever possible

5S CAMPAIGN

To show our commitment to continuously ensuring a better workplace environment, we launched the 5S Office System. The campaign aims to reduce waste and cost while optimizing productivity through maintaining an orderly workplace.

The key benefits we experienced with 5S:

- · Less Waste (Improved Efficiency)
- · Reduced Space Used For Storage
- Improved Maintenance
- · Improved Safety

So far, our offices in Beirut, Dubai and partially Angola are implementing the campaign, and as per the Audit reports they rank on a scale of 1-5 (1=low, 5=high), as follows:

Beirut Office: 3Dubai Office: 3Angola (ORA): 2



■ Target 2018:

- Working on 5S handbook for new joiners to the company. In that way, we get them involved in the culture right from the beginning.
- Restressing on standardization and sustainability in order to pre vent backsliding.
- 3) Restressing on the Unified Coding Procedure.

- 4) New Safety workshops, i.e "Drive Safely" for our drivers and office boys.
- Check the Safety issues around the office, in cooperation with our mainte nance company.
- 6) Communicating the results of 2017 to the team.



INFORMATION TECHNOLOGY SOLUTIONS

Principle 9: Encourage the development and diffusion of environmentally friendly technologies

■ Implemented IT Solutions:

- Server virtualizations and consolidations of Data Centers and Systems
- · Microwave connectivity of our companies in Africa
- Centralization and management of internet use across our companies in Africa
- Smaller, lighter laptops
- Document Management System
- · Large interactive conference screens.

Benefits

- Energy efficiency and the reduction of a compa ny's carbon footprint
- · Minimizes use of limited local internet provider
- · Reduces hardware waste
- · Reduces paper and ink waste
- Reduces travel

Target: In 2018, we will be working on:

- Moving more applications into Cloud to save energy, hardware, and maintenance related travel.
- Accelerating our Business process automation program, that leads us toward a less paperbased environment and increased reduction of paper and ink usage

ENVIRONMENTAL INITIATIVES

Spreading awareness is an important aspect of our environmental commitment.

THE PAPER REDUCTION CAMPAIGN:

In 2014, we launched a paper reduction campaign, which enabled us to reduce our consumption by 24%. In 2017, our consumption increased by 12% compared to 2016. We will continue to send quarterly reminders to employees on how they can reduce their usage of papers.

RECYCLING (DUBAI, BEIRUT, GENEVA)

We recycle all our waste in three of our main offices.



HYDRATE AND FEEL GREAT BOTTLE

(Beirut, Dubai)

In an effort to become more green and sustainable, we stopped the use of single plastic bottles at the office and we replaced them with refillable sports bottles that are BPA free and environmentally friendly.

Target: In 2018, we will continue to launch this initiative across our other offices.





Plastic bottle caps are being collected and recycled in exchange for a wheelchair for a person in need



The Green Book written and illustrated by our **Swiss Team**

THE WEBCOR GREEN CHALLENGE

Earth day is on April 22nd, and it is a great opportunity for us to reflect on our environmental footprint and think of ways of reducing it.

We held an Earth Challenge to celebrate and recognize the achievements of our people, whether for their efforts in greening their job or greening their personal lives.

Team members were asked to do a green act, while engaging their colleagues or family members.

We collected 22 green acts and 6 winners were awarded with valuable gifts in recognition for their efforts.



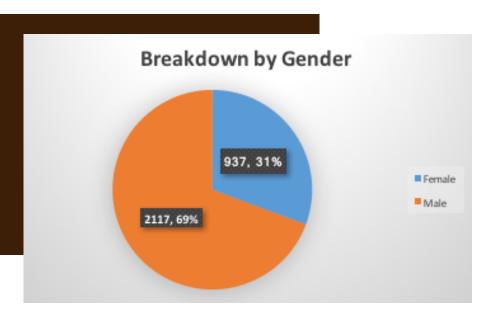
Planting trees in one of our industrial sites in Angola.

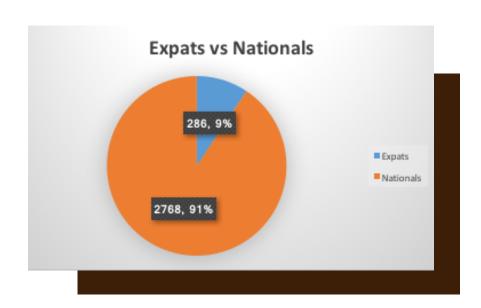


COMPANY DEMOGRAHICS



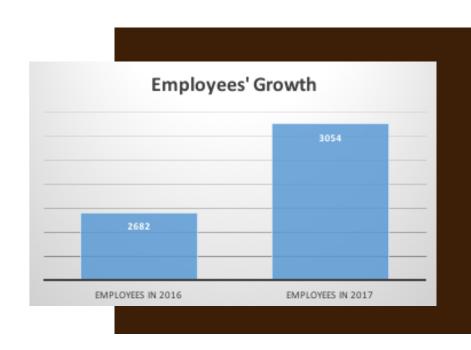
■ COMPANY DEMOGRAPHICS

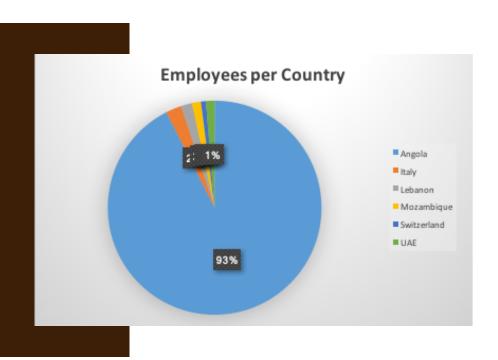


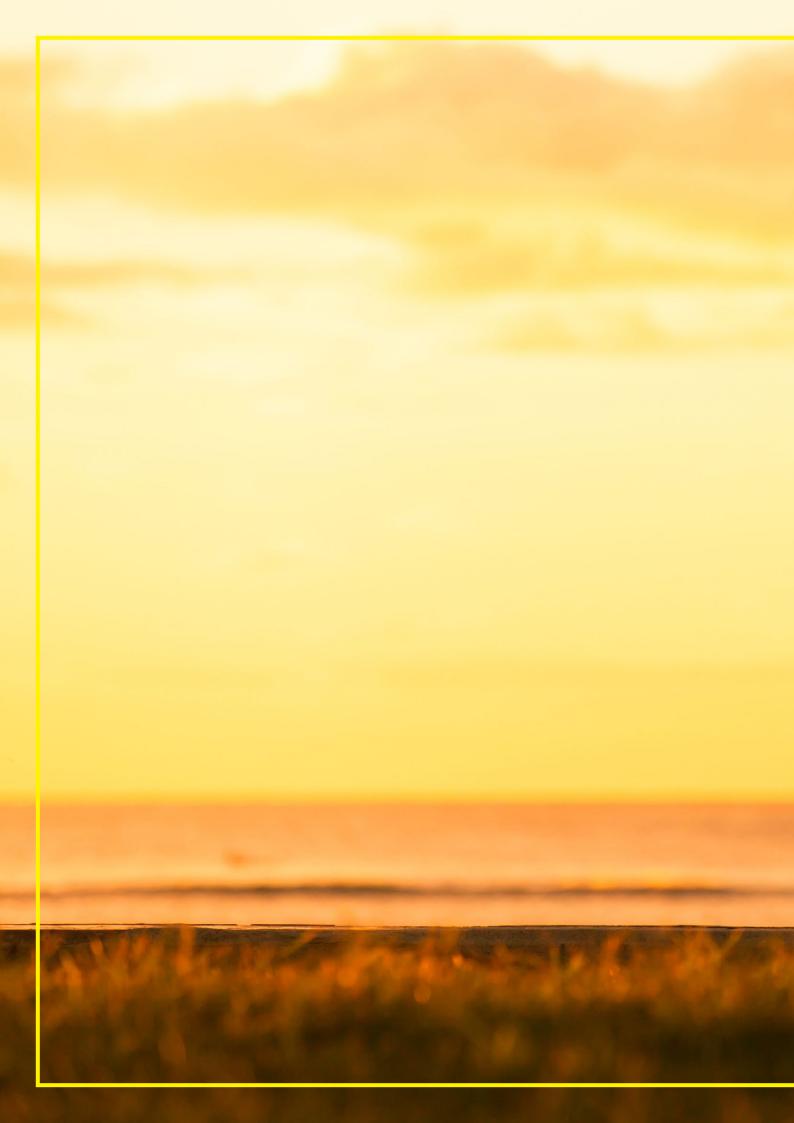


COMPANY DEMOGRAHICS









"Growing Together"



















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