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MESSAGE FROM THE PRESIDENT

Six years after starting our business project, we've reached the goals we set, fulfilling previously made commitments. And all this has been possible thanks to a team of passionate, trustworthy, innovative and efficient colleagues who have shown a fighting spirit and customer focus that has allowed us to exceed all expectations.

After all the effort that has been carried out, we've started to see results. These have materialised in terms of sales growth, an increase in the number of production centres, a larger number of colleagues, and the creation of new alliances. We've demonstrated that we're a company with an entrepreneurial spirit, international experience and a consolidated business model that has allowed us to create value for our clients through a high-quality product offer at the best possible price.

At the same time, the securing of a line of syndicated credit for the sum of 80 million euros to finance our international growth plan is confirmation of the solidity and viability of our project, as well as a sign of the credibility and trust that we generate among financial institutions.

Based on the premise that digitalization is the current key to competitiveness, and that it also represents an essential requirement for increasing our presence in international markets, we're paving the way for the digital transformation of the company through a variety of projects in our factories and offices and with regard to people management, infrastructure and communication. We're sure that our innovative spirit will not only allow us to be at the forefront, but will also help us offer a better service to both our clients and consumers.

At the San Pelayo Business School we've continued to train leaders who will be responsible for guaranteeing our future success in this business project that Ceralto represents. Without forgetting, of course, our aim to create a sustainable company that provides value to society.

I'd also like to take this opportunity to renew our commitment to the United Nations' *Global Compact Ten Principles* and its *Sustainable Development Goals*.

2018 lies ahead as a year full of new challenges. However, I'm convinced that if we continue to work together with the same passion and determination, we'll emerge stronger than ever.

A big thanks to everyone,
Luis Ángel López
 President



MESSAGE FROM THE CEO

I'm proud to present our annual report in which we reaffirm our commitment to sustainable development, and respond to the expectations of our stakeholders.

2017 has been a positive year for Cerealto and one of substantial growth. We're also seeing that some of last year's initiatives have started to bear fruit. As a result of this, we've ended the year with net sales of 160 million euros, a 72% increase on the figure reached at the close of 2016, with production reaching 111 thousand tonnes, a 50% increase on the previous financial year.

Our investments exceeded 45 million euros, which has allowed us to expand our productive capacity and carry out technological and efficiency-based improvements.

Among the critical milestones of last year, the incorporation of the factories of Antequera and Briviesca (Spain) stands out as they've facilitated our entry into the Spanish market with our own production of pastries and sliced bread. In Italy, after four years of operational activity, we've concluded the acquisition of the Pastificio Mediterranea factory, where we produce our top-quality "Made in Italy" pasta range. On the other hand, we're proud to have concluded the construction of the Worksoop factory (in the UK), commencing with the production of biscuits, cereal bars and gluten-free products.

As a result of all this, our workforce has grown to a total of 1,800, with the incorporation of more than 900 new colleagues, who include both colleagues in the new factories as well as 365 new posts that were created in 2017.

This year, we've also been working on the identification of talent, in particular employees with a high degree of potential, and talent development with the opening of a specially-designed programme for future senior managers. We've also strengthened our internal communications and incorporated several digital tools that will help to consolidate our corporate culture.

Innovation has remained a strategic pillar and a core value for Cerealto. In line with this, we doubled our investment in R&D in 2017, reaching a figure of 7.5 million euros. This has allowed us to launch 175 new products onto the market that cover consumer demand for a healthy lifestyle, as well as targeting the specific nutritional requirements of a variety of groups. With the aim of increasing efficiency, we've also progressed in the design of an operations model which will start to be implemented next year.

In terms of our environmental impact, our plants at Briviesca, Antequera, Mem Martins, Benavente and Worksoop have attained the goal of sending zero-waste to landfill.

And of course, none of this would have been possible without all the teams in a variety of markets who have shown, once again, flexibility, commitment and perseverance in the face of the challenges that confront us. And all of that has inspired us to do our very best.

A very big thank you to all of you,

Rut Aranda
CEO Cerealto



THIS IS

Cerealto

“We are a **global manufacturer** of private label food products, **specialised in turning cereals into excellent, innovative and accessible products** for our consumers”.

1,800
COLLEAGUES
of 18 nationalities

OUR CLIENTS:
Retailers, distributors
and branded
food companies

8
OPERATIONS CENTRES
In Spain, Portugal, Italy,
United Kingdom
and Mexico

**WE ARE
SPECIALISTS
IN PRIVATE
LABEL**

We market our
products in
+40
COUNTRIES

+10
PRODUCT CATEGORIES
Baby food, cereal bars,
pastries, breakfast cereals,
biscuits and crackers, bread,
pasta, snacks and
gluten-free products

**WE ALSO
OWN 3 BRANDS**



Nutriceal



A HISTORY OF GROWTH

2012

Cerealto is established.

2013

- Purchase of the Danone baby food factory, Nutriceal Foods (Benavente, Portugal).
- Start of operations in the Pastificio Mediterranea factory (Silvano d'Orba, Italy) to manufacture 'Made in Italy' pasta.

2014

- Acquisition of Grupo Siro's exporting company Siro Foods and the Siro brand's operating licences.
- Cerealto ends the year with over 180 colleagues.

2015

- Building of the Workshop factory in the UK starts.
- Purchase of the Marian Galletas de Calidad biscuits factory in Tepeji del Río Ocampo (Hidalgo, Mexico).
- Cerealto ends the year with over 540 colleagues.

2016

- Acquisition of the Mondelēz biscuits factory situated in Mem Martins (Sintra, Portugal).
- Start of operations at the Workshop factory (UK) with manufacturing of biscuits, cereal bars and gluten free products.
- Cerealto ends the year with 860 colleagues.

2017

- Acquisition of Grupo Siro's bread and pastries factories situated in Antequera and Brivesca (Spain).
- Purchase of the Pastificio Mediterranea plant (Silvano d'Orba, Italy).
- Leasing of a factory in Cuautitlán (Mexico) for local production of bread.
- Signing of a syndicated loan of 80 million euros to finance the investment plan.
- Cerealto achieves the figure of around 1,800 colleagues.



STRUCTURE AND GOVERNANCE

Our company's global approach is based on a matrix structure organised by Regions and Functional Areas.

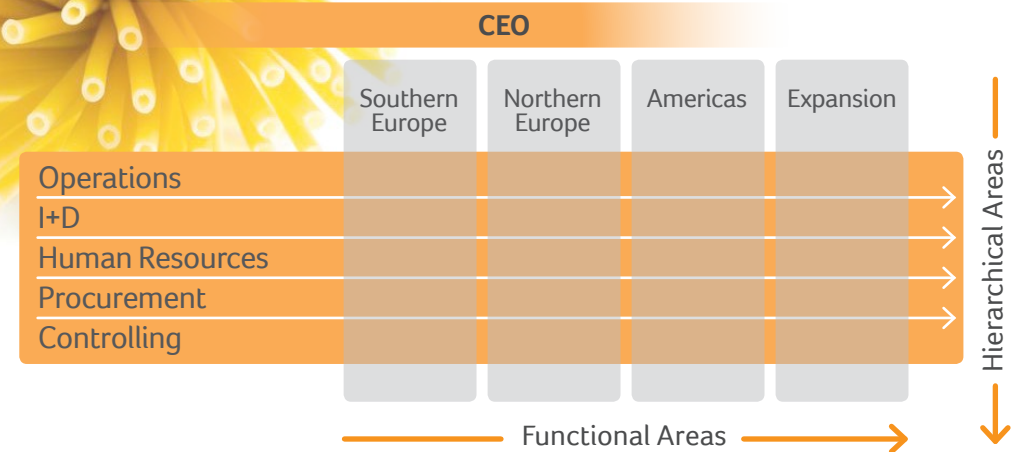
The **Regions**, which are geared towards customer service, have their own hierarchical structure and are responsible for the client management, project management, resources and operations centres within their scope of activity.

The **Functional Areas**, designed to respond to the structure, define common procedures by applying the Company's global approach.

At corporate level, there are different departments that support the various markets. These are:

Talent Management
Communication
Finance
IT

They all report directly to the President.



The strategy and governance of Cerealto is the responsibility of the Steering Committee, which is composed of:

Rut Aranda *CEO*
 Pedro Lago *Americas Director*
 Alfonso Arroyo *Northern Europe Director*
 Santiago Suárez *Southern Europe Director*
 Cristina López *Expansion Director*
 Jordi Villarrubias *Head of Operations*
 Alexis Gracia-Lugo *Head of I+D*
 Paula Casanova *Head of Human Resources*
 Cristina Arveschoug *Head of Procurement*
 Pablo Muñoz *Head of Controlling*
 Dina Sousa *Chief Financial Officer*

* In 2018, there have been changes in this Committee:

- Alexis Gracia-Lugo is currently studying the programme designed for Senior Managers, in order to hold a Market Director position in the future.
- The current Head of Operations is Cristina Álvarez.
- Rut Aranda, CEO of Cerealto, is temporarily responsible for the Southern Europe Market Direction.

A TRUSTED PARTNER

Our business model is based on a proven ability to offer our clients products of the highest quality at the best possible price.



**A win-win
relationship
with our
clients**



- Relevant experience in the manufacturing of over 10 product categories
- Capacity to innovate
- Compliance with the most stringent Food Quality and Safety standards
- Profound knowledge of the consumer and markets



**Products of the highest
quality at the best price,
which exceed the
expectations of the
end consumer**

We achieve this thanks to our experience manufacturing over 10 cereal-based product categories, our efficiency and our continuous innovation.

At Cerealto, we work to deliver the highest quality in the products we manufacture and in the service we provide to our clients, supported by the most stringent quality control and food security systems, and knowledge of food trends.

Therefore, we build long-lasting and trusting relationships with our clients, offering them flexibility and differentiation, through our ability to innovate and adapt to their needs with value-added products.

We currently serve clients in over 40 countries, from our eight plants based in Spain, Portugal, Italy, UK and Mexico. We are constantly striving to show them how they can trust us.

We are
specialists
in our clients'
labels



OUR OWN BRANDS

We also have three own brands that we offer to those clients who are trying to enter new product categories or markets.



Global multi-category brand since 1920

Siro is a global brand which was founded in 1920. It began by selling high-quality biscuits, and over time has expanded into a multi-category brand. It currently offers a wide range of products which include basic and premium biscuits and crackers, cereal bars, snacks and gluten-free products, among others.

We have recently expanded our range to include a line of biscuits with no added sugar, using healthier oils such as high oleic sunflower oil, ancient grains (such as spelt, amaranth, quinoa and oat), and fortified with fibre and vitamins. These include "on the go" individual formats.



Baby food brand with the highest levels of control and protection

Nutriceal is a baby food brand which covers multiple nutritional needs of children through their development stages. We control all ingredients from the start, guaranteeing the highest levels of protection and complying with international standards of food quality and safety.

Our portfolio includes a wide range of products which are manufactured in our Nutriceal Foods plant (Benavente, Portugal): milk cereals, plain cereals, cereal flakes and other personalised recipes according to our clients' needs, with the possibility of organic, HALAL and Kosher certifications. We also offer baby biscuits, which we manufacture in Spain.

We have recently expanded our offer with new milk cereal recipes, a new range of premium recipes (DHA, ARA FOS, GOS), new organic no sugar added porridges, a new range of baby purees and one of purees with vegetables.

www.nutricealfoods.com



Italian pasta brand of the highest quality with over 100 years of history

Manufactured in our plant in Silvano d'Orba (Italy), Moccagatta offers four different ranges of pasta: Moccagatta Classic, Moccagatta Bronze Die, Moccagatta Organic and Moccagatta Organic WholeWheat.

"Made in Italy" is synonymous with quality: our products are made with 100% Italian semolina and use local cutting-edge technology.

www.moccagattapasta.com

WE KNOW WHERE WE ARE GOING

“In 2017 we focussed on our expansion and on guaranteeing all the necessary production capacities and teams to meet all the commitments we have made with our clients”

CEO of Cerealto

WE KEEP GROWING

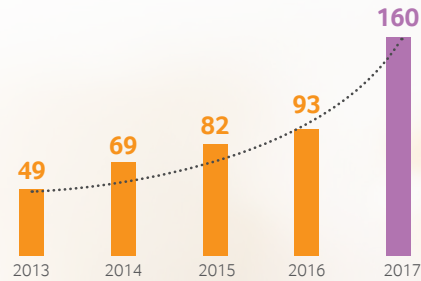
2017 has been a year of great growth for Cerealto, in terms of people, capacities, projects and product launches. We have managed to strengthen our partnerships with key clients, drive our expansion, and explore new markets and projects with new clients.



* In 2017, Cerealto's EBITDA has been negative due to additional costs for starting up the Workshop factory and for the implementation of operational improvements in the Tepeji factory.

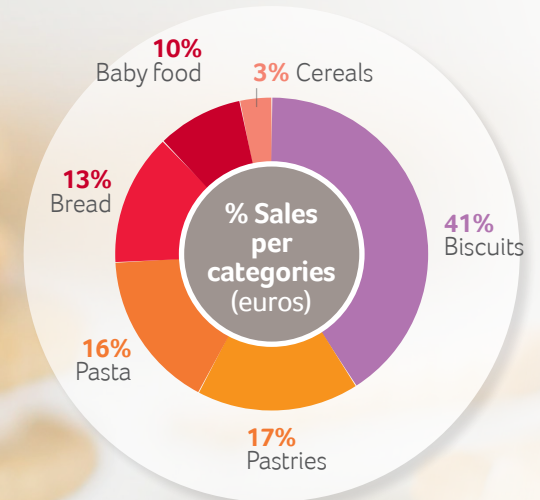
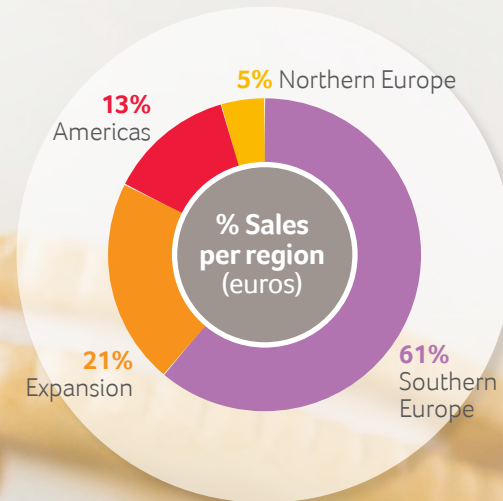
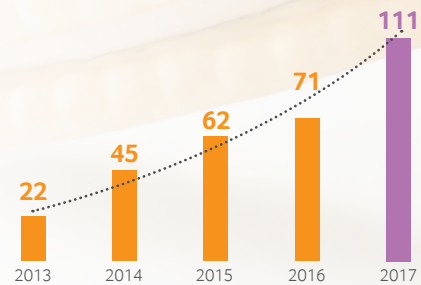
Turnover evolution

Million euros



Evolution of production

Thousands of tonnes



Expansion of production capacities

Cerealto has continued striving to increase production capacities in order to be closer to clients and improve the level of service. Along with the purchase of the Pastificio Mediterranea plant (Silvano d'Orba, Italia), and the acquisition of Grupo Siro's Antequera and Briviesca plants (Spain) which has allowed us to manufacture our own bread and pastries. This deal brings us closer to our challenge of becoming a multi-category provider for the main retailers in the Spanish market, and has allowed us to develop our expansion in Southern Europe.

Our future prospects... €390m by 2020

Cerealto continues to work with our sights set on 2020, aware that to achieve our objectives, we have to continue applying the same excitement, passion and enthusiasm as we have done up until now.



Financing our international growth

Another important milestone has been the signing of a syndicated loan for 80 million euros to finance our international growth plan and meet the commitments we have agreed with our clients. The granting of the loan, led by Santander, and with the participation of Bankia, Caixabank, Sabadell, Rabobank and Liberbank, has confirmed the robustness and viability of our strategic plan, as well as the credibility and trust we generate within the financial community.

In 2017, our investments reached 45 million euros. This allowed us to undertake the purchase of the Pastificio factory, increase production capacity and make improvements to technology and efficiency.

STRATEGIC REGIONS

In just 6 years, Cerealto has succeeded in consolidating its presence in Portugal, Italy, UK, USA, Mexico and Spain. Our business model is based around four Strategic Regions: Southern Europe, Northern Europe, Americas and Expansion.

In each of these regions, we are working to standardise our processes and ways of working, as well as at integrating multicultural teams, with a view to implementing our future project.



Northern Europe Region

+29%
GROWTH

5%
OF NET GROUP SALES

322
COLLEAGUES

13
NEW LAUNCHES

7%
OF THE VALUE GENERATED BY THE COMPANY IS DISTRIBUTED IN THIS REGION



UK

- Offices in London
- 1 factory in Worksop: biscuits, cereals and gluten free products

Spain

- Offices in Madrid
- 2 factories, in Briviesca (pastries) and Antequera (bread)

Portugal

- Offices in Sintra
- 2 factories, in Sintra (biscuits) and Benavente (baby food)

Italy

- Offices in Bologna
- 1 factory in Silvano d'Orba (pasta)

Francia

- Local team

Southern Europe Region

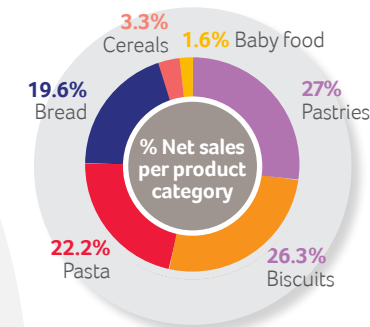
+79%
GROWTH

61%
OF NET GROUP SALES

969
COLLEAGUES

114
NEW LAUNCHES

41%
OF THE VALUE GENERATED BY THE COMPANY IS DISTRIBUTED IN THIS REGION



Americas Region

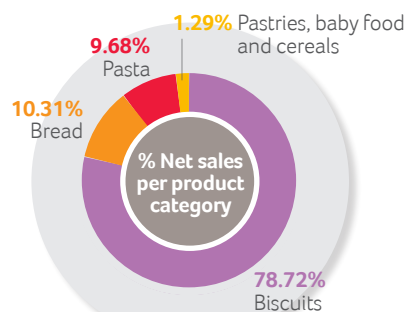
+52%
GROWTH

13%
OF NET GROUP SALES

506
COLLEAGUES

27
NEW LAUNCHES

9%
OF THE VALUE GENERATED BY THE COMPANY IS DISTRIBUTED IN THIS REGION



Mexico

- Offices in Mexico City
- 2 factories, in Tepeji (biscuits) and Cuautitlán (bread)

USA

- Offices in San Antonio, Texas

Chile

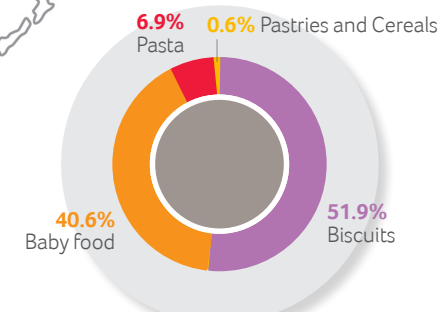
- Local team

Expansion Region Our export activity

+51%
GROWTH

21%
OF NET GROUP SALES

94
PRODUCT LAUNCHES





F U L F I L L I N G

commitments

AN ENTREPRENEURIAL SPIRIT

Six years after embarking on our path, we have achieved our proposed goals as well as meeting the commitments we have acquired along the way. This has been made possible thanks to a team which is **passionate and trustworthy, innovative and efficient, and which has a fighting spirit, focused on the client** and always seeks to exceed expectations.

This year has been marked by **over 100% growth in our workforce**, which has meant striving to integrate new colleagues into our culture, the development of efficient tools which guarantee that information reaches everyone, as well as improvements in training, selection and talent processes.

1.797
EMPLOYEES

PORTUGAL
+245
Employees

SPAIN
+657
Employees

UK
+322
Employees

MEXICO
+496
Employees

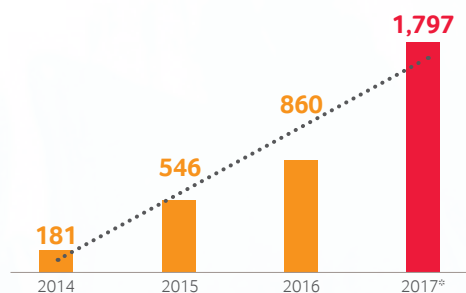
NEW STARTERS*
900 > **356**
New job positions

*This data includes the workforce from the recently acquired factories and the new job positions created



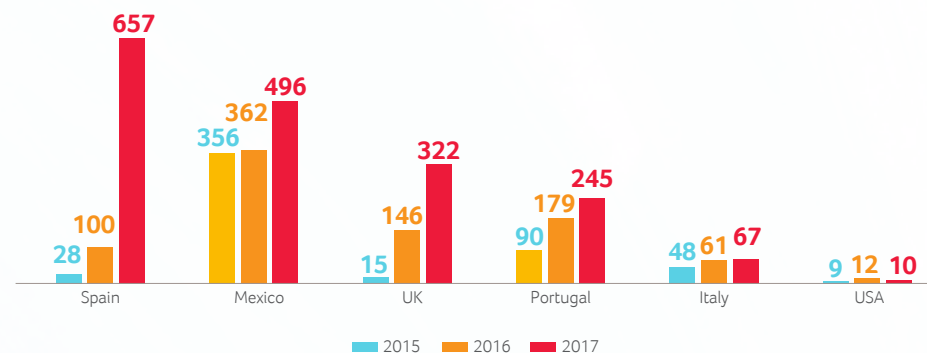
Our people from our manufacturing sites in Mexico, Italy and United Kingdom.

Workforce evolution



*Includes colleagues at the Briviesca and Antequera factories

Workforce by geographic area



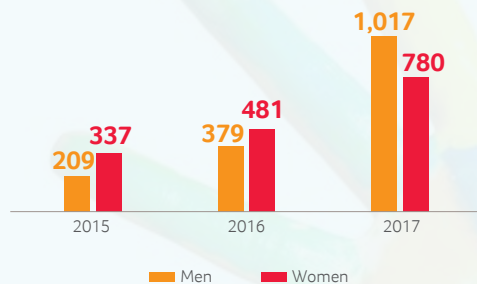
Multiculturalism and diversity are company values

18
NATIONALITIES

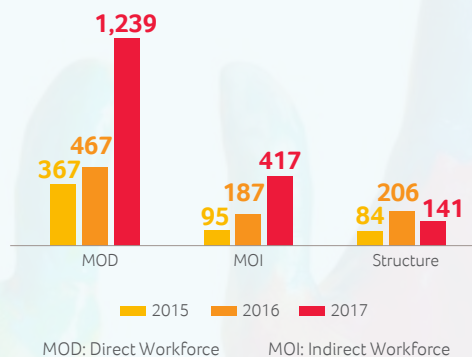
57%
MEN
and
43%
WOMEN

60%
OF MANAGEMENT
POSITIONS ARE HELD
BY WOMEN

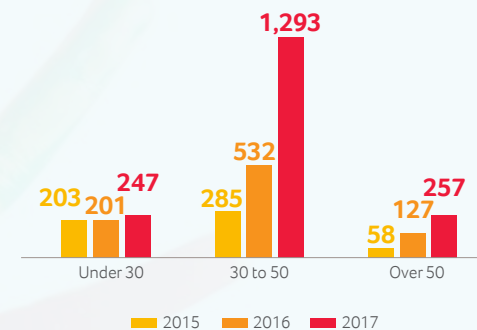
Workforce evolution by gender



Workforce evolution by professional category



Workforce evolution by age range



14%
OVER 50 YEARS OLD

68%
INDEFINITE CONTRACTS

6.51%
GROUPS WITH BARRIERS
TO WORK

A GOOD PLACE TO WORK

In 2017, we have continued working to make Cerealto a company where our people want to stay, and which is attractive for potential hires.

In order to understand our current situation, we have undertaken an internal survey based on the **Great Place to Work** methodology.

61%

OF OUR COLLEAGUES THINK
THAT CEREALTO IS A GOOD
PLACE TO WORK

Cerealto stands out for:

- Treating people in a fair way regardless of their individual differences.
- Making colleagues feel proud of our achievements.
- Creating an environment that motivates colleagues to stay at the company.
- Being welcoming of new workmates.
- Providing safe workplaces with the necessary resources.
- Trusting in the abilities of colleagues to tackle challenges.





TRAINING

San Pelayo Business School

Our Business School is responsible for promoting our leaders' training and providing them with the necessary tools and skills for their professional development within our company. There are currently four schools:

- **Leadership School.** Directed at leaders with positions of responsibility or in charge of a team.
- **Language School.** Designed for those colleagues for whom languages are essential for their job.
- **Operations School.** Focussed on colleagues involved in manufacturing and continuous improvement processes.
- **BCN School.** Created for colleagues involved in the development of business with clients.

TALENT MANAGEMENT

We have an integrated talent management system which consists of different tools that facilitate the achievement of objectives, the development of our colleagues, and the identification of high potential individuals.

2017 has been characterised by the efforts put in to identifying talent, in particular the launch of the Talent Pool for potential directors, where tailor-made training plans are drawn up for these individuals.



Definition of Objectives and Action Plans (DOPA)

Consists of the drawing up of objective maps per team, guaranteeing that individual objectives are aligned with those of their superiors, as well as the Company's global ones and future strategy.

Appraisal System

Consists of a process that registers colleagues' progress in the attainment of their objectives and the development of their leadership skills.

Feedback 360°

Through this tool we measure leadership skills and develop improvement plans for our colleagues based on the scores they obtain in their evaluations by their managers, peers and teams.

Talent Review Programme

Identifies which profiles have performed in the Appraisal System and have received the highest leadership skills scores, with the objective of identifying development opportunities and capitalising on talent.

Management Training Programme

Bespoke training plan for individuals who will soon hold senior management positions within the company.

CONSOLIDATING OUR CULTURE AND GENERATING COMMITMENT

The growth in our number of colleagues, as well as the plurality and diversity of their profiles marks a challenge for us as we strive to integrate all of them into our corporate culture, our way of working and our processes.

Incorporation of new colleagues

The leaders of the new Briviesca and Antequera factories (Spain) received an Onboarding Programme, which included training related to Cerealto, its values and structure, Human Resources management, Health and Safety, Innovation, Systems and Information Security (picture 1).

In addition, **we celebrated the Pastificio acquisition** with a special day of roundtables to share different areas of interest relating to the future of the factory. We also organised teambuilding exercises to reinforce our values and recognise those people who express these on a daily basis (picture 2).

In both cases, our President and CEO travelled to the factories to personally welcome our new colleagues.



Digitalization and strengthening of internal communication

Efficient communication is a big challenge for multinational companies. To achieve this, it is necessary to design appropriate digital tools, studying information flows to guarantee that communication reaches all colleagues, and that correct timings and correct type of messages are used.

This year we have created an **Internal Communication Committee** made up of representatives from the Communication, Human Resources and Talent Management Departments. The purpose of this is to standardize communication tools in all work centres, monitor their effectiveness, train those individuals responsible for managing them, and by extension, guarantee the consistency of global and local communication.

We have also developed new **micro-sites within our Intranet** which contain relevant information for our colleagues as well as facilitating the management of certain issues including:





We launched **Yammer Corporate**, our internal corporate social network to share knowledge, experiences and ideas.

Another project has been the launch of **ONE Communities**, a digital tool to promote the entrepreneurial spirit of our colleagues where we put them in touch with each other to share common interests and concerns. We already have ten communities which cover different areas of interest such as culture, gastronomy, sport, photography, technology and innovation, among others.

We have also been working on **Knowledge Kiosks**, a digital tool which will help our factory colleagues to consult organigrams, all the plants' management indicators, and even undertake virtual visits, as well as sharing knowledge with other production centres.

+200
LEADERS

80%
LEADERS EVALUATED THE EVENT
AS GOOD OR EXCELLENT

+250
NOMINATIONS FOR
THE WOW! AWARDS

Cerealto - Wow! Annual Meeting 2017

We held the 2017 Annual Meeting at the headquarters of the Grupo Siro Foundation. It was broadcasted to all of our work centres by video-streaming so that over 200 leaders in Portugal, Spain, Italy, UK, Mexico, USA, France and Chile could attend. We shared the year's milestones, the challenges and the strategy of the company.

During the event, the following WOW! Culture awards were given in the category of People, Projects and Ideas.

WOW! People

Liliana Gabriela, Factory Manager in Mem Martins (Portugal)

Jesús Méndez, NPD Manager (Worksop, UK)

Alessia Rapetti, HR Specialist Pastificio (Italy)

WOW! Projects and Ideas

Biscuit R&D project for United Kingdom (UK Team)

Baby food project (Expansion team, Southern Europe team and Benavente factory)

Value-added biscuit project for the Mexican market (Mexican team)

Pastries project for the Italian market (Italian team)

Co-innovation project for snacks (A project of Cerealto and I+dea)





1.

With our colleagues' families

For another year running, the Grupo Siro Foundation has provided **26 scholarships for academic excellence**, with the objective of recognising the excellent academic achievements of our colleagues' children and allowing them to continue their studies with financial support. This year the scholarships were awarded in Mexico, USA, Italy, Spain and Portugal (pictures 3 and 4).



2.



3.



4.

Coinciding with the Christmas celebrations, we organised the second edition of the **“My Christmas in Cerealto” drawing competition** for our colleagues' children, aged between 4 and 12. Over 70 drawings were entered and the six best were awarded prizes, with all other entrants also receiving a small Christmas gift (picture 1).

In addition, we held an **Open Day** at our Briviesca factory, with the participation of 105 colleagues' children, aged between 6 and 14. During the visit, they were able to see for themselves the production process of our pastries and the work that their parents undertake (picture 2).

RESEARCH AND DEVELOPMENT

€7.5 m

INVESTED IN
R & D

5%

% TURNOVER INVESTED IN R&D

175

PRODUCT LAUNCHES

28

IMPROVEMENTS

+750

PROTOTYPES

At Cerealto, we always strive to offer our clients value-added solutions and a differentiated proposal based on the principles of innovation, efficiency and a sound understanding of our markets and consumers.

To this end, we are channelling our innovation efforts into meeting the demand for healthy products from consumers concerned about a healthy lifestyle. Equally we are seeking to meet the nutritional needs of different groups and create products that conform to the highest standards of quality and safety, with a clean label for the consumer.

Healthy lifestyle

Superfoods and nutritional improvements (reduction in sugars, salt and fats, and an increase in fibre and protein).

Groups with specific nutritional needs

People with coeliac disease, high blood pressure or diabetes

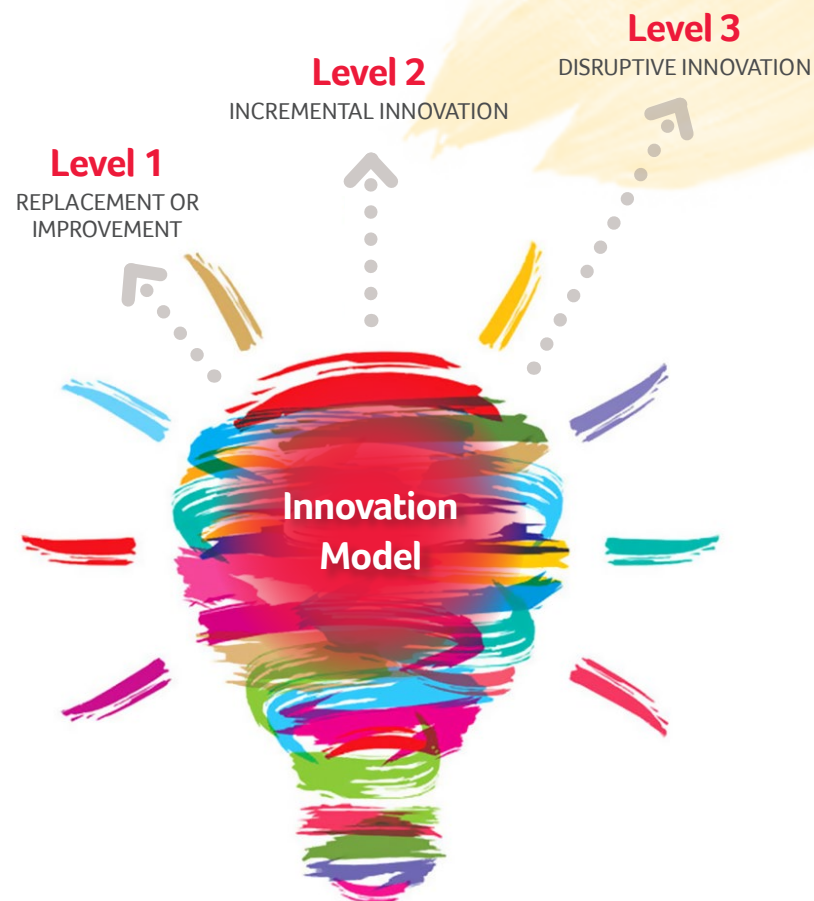
Food safety



OUR INNOVATION MODEL

Innovation is a basic pillar of our business model and a core value for Cerealto, and is one that helps us differentiate ourselves from our competitors.

Cerealto has an innovation model that operates on three levels:



We also have the following organisational structure:

- **Strategic Committee for Innovation.** Responsible for planning and approving the company's Innovation strategy, and monitoring the outcome of Innovation projects.
- **R&D Board.** Focuses the standardisation of processes and documentation and on monitoring the progress of projects.

IDEAS

i+dea

At Cerealto, each Innovation project has teams assigned to it that include Business Development Managers (BDMs), Category Development Managers (CDMs), New Product Developers (NPDs) and Project Managers (PMs). This gives us a perspective on the market, the consumer and the product as well as R&D; it also puts us in a position to offer products with added value and exceed the expectations of our clients.

In addition, we maintain a strategic relationship with the I+dea research and development centre – a pioneer in the global food industry. We work with I+dea to develop knowledge and generate solutions for our clients. These may relate to the creation of new products or to the implementation of improvements (for which consumer approval is always tested through panels or focus groups). Or they can extend to giving advice on how to save costs or resolve problems in the manufacturing process, and even on the legislation involved in bringing products to new markets.

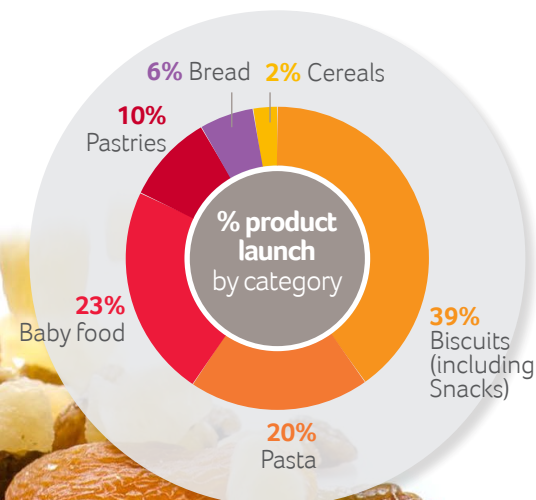
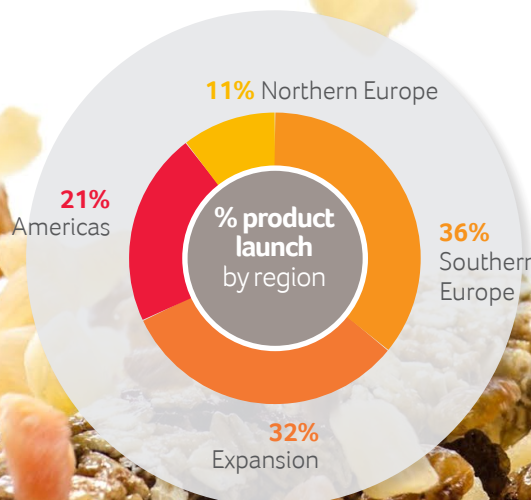
OUR BET FOR INNOVATION IN 2017

In this financial year, investment in innovation projects and improvements in technology has doubled, rising from 3.5 million euros in 2016 to 7.5 million euros in 2017.

This figure represents a large percentage of our turnover (5%), and underlines the extent to which Innovation is a pillar of our Company's growth.

Within the space of one year, we have been able to launch over 750 prototypes – a strong reflection of how proactive our people are. In 2017, more than 30% of these prototypes appeared in connection with new product launches and improvements to existing products for our clients.

Investment in Innovation
(€m)



HEALTHIER PRODUCTS WITH A CONSUMER FOCUS

Our Innovation in this product range is a response to society's growing concern about matters of health and wellbeing coupled with our desire to meet the needs of our consumers. A number of our new product launches and improved products now benefit from having better nutritional value or healthy ingredients such as ancient grains – quinoa, millet, spelt, buckwheat or oatmeal – or durum wheat.

Key products 2017



Quinoa bread



Rye hamburger bun



Breakfast Biscuits
Range of breakfast biscuits with different ingredients: ancient grains, quinoa and oatmeal, etc.



Yogurt, Pumpkin Seed & Cranberry Rice Cake
Yoghurt-coated rice cake containing pumpkin seeds, blueberries and oatflakes.



Walnut and chia seed biscuit
Walnut and chia seed biscuit sweetened with agave syrup.

We have also expanded our product range of items containing zero or reduced amounts of sugars or gluten, and have increased the use of alternative fats such as high-oleic sunflower oil. Of particular note is the new range of biscuits without added sugar and the replacement of palm oil in biscuits for the Italian and Portuguese markets.

Key products 2017:



Premium muffins without preservatives and without palm oil



Wide range of gluten-free snacks



Organic no sugar added porridges



Premium porridges with DHA, ARA FOS + GOS



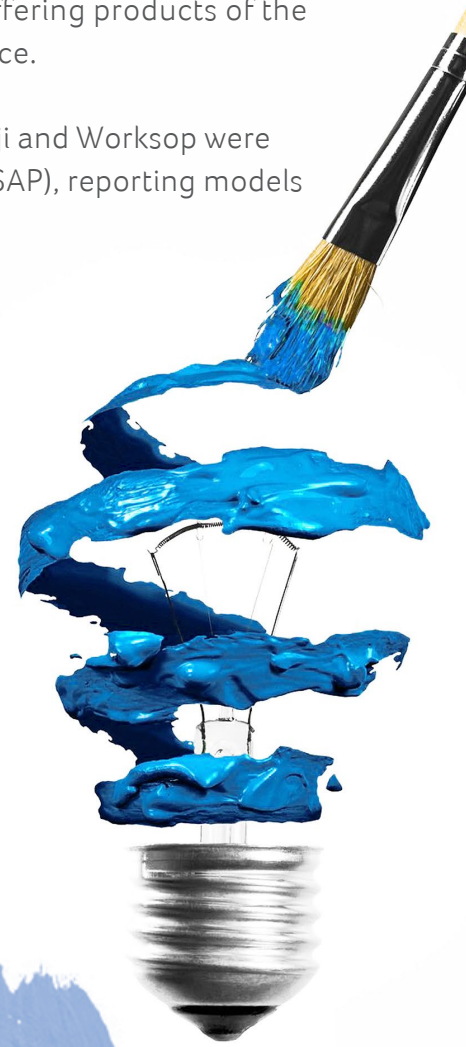
TOWARDS EFFICIENCY. A SINGLE WAY OF WORKING

In 2017, Cerealto continued to grow and expand its production capacity. We augmented our existing by starting operations in our factory in Worksop (UK), by fully integrating the factory at Mem Martins (Portugal) and by purchasing two new factories in Antequera and Briviesca in Spain.

These developments have led us to strengthen our Operations and Procurement Departments in order to ensure consistency in ways of working across the company while at the same time guaranteeing local autonomy.

We have decided to develop a single operating model which will start to be implemented in 2018, and which will standardise working processes, KPIs and procedures. This way of operating will enable us to fulfil our obligations to our clients: offering products of the highest quality and at the best possible price.

Furthermore, in 2017, the factories at Tepeji and Worksop were integrated into our management systems (SAP), reporting models and company procedures.



More efficient production centres

Cerealto's innovative spirit has driven us to spearhead any development that can help us offer a better service to our clients and consumers. As an example of this, we are preparing to implement a programme of digitization, and are introducing a large number of schemes in factories, offices, people management and communications. Some of these are described in other sections of this Annual Report.

Another line of action is to achieve the paperless office. For example, in 2017 we introduced a new system for invoices that are received from our suppliers via EDI (Electronic Data Interchange). This will eliminate the need for paper and will lead to faster searches, without the need to print or file away paper invoices.

Intelligent factories

Our plants at **Sintra**, **Briviesca** and **Benavente** have implemented a digitization programme that will enable full information management in real time (stock control, traceability, variables in processes and quality). This will optimize material flow and render the supply chain more efficient.

Compliance with Food Quality and Safety standards

Cerealto complies with international standards for food quality and safety, as well as with specific product certifications.

Plants	Food quality and safety certifications					Product certifications		
	IFS Food	IFS Global Markets	BRC	ISO 22000	FSSC 22000	Organic product**	Kosher***	Halal***
Silvano d'Orba, Italy (pasta)	X		X			X	X	X
Benavente, Portugal (baby food)	X		X	X		X		X
Mem Martins, Portugal (biscuits)	X		X				X	
Tepeji, Mexico (biscuits)					X			
Worksop, UK (biscuits, cereal bars and snacks)			X			X		
Antequera, Spain (bread)	X							
Cuautitlán, Mexico (bread)		X						
Briviesca, España (pastries)	X		X					

*Certifies that the foods are free of herbicide residues and genetically modified organisms and that they have been produced with the highest respect for the environment and for animal welfare.

**Certifies that the products are suitable for consumption according to Jewish law.

***Certifies that the products are suitable for consumption according to Muslim law.

Worksop

GAINED ITS FIRST BRC
CERTIFICATION WITH
AN A RATING

Mem Martins

PASSED THE AUDIT
OF THE IFS STANDARD

Tepeji

OBTAINED THE FSSC 22000
CERTIFICATION

Benavente

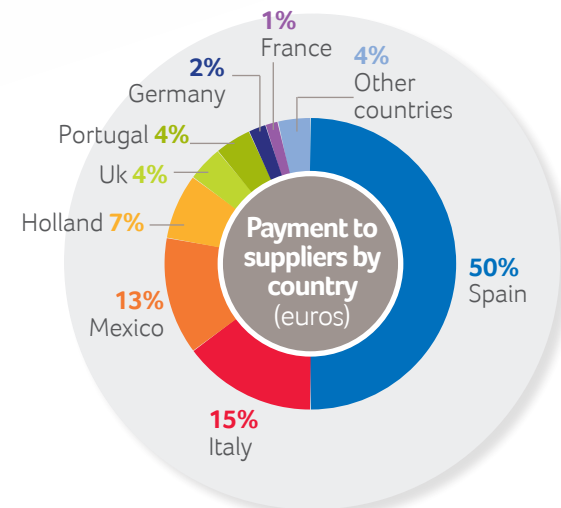
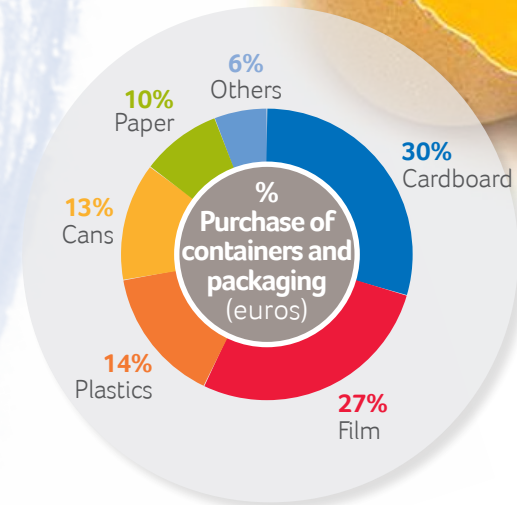
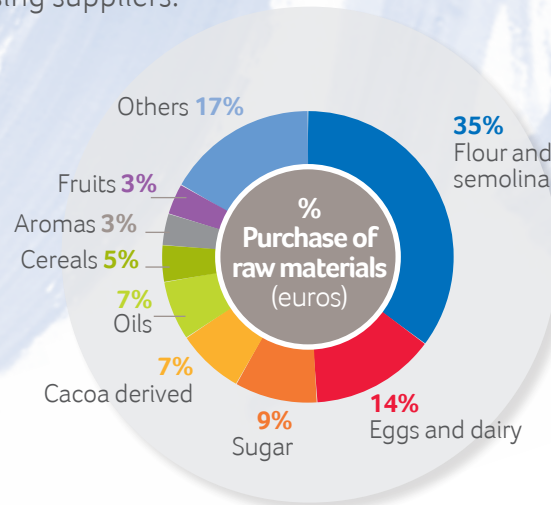
ACHIEVED A HIGH RATING
IN THE BRC AUDIT

Briviesca

RETAINED THE IFS 'HIGHER
LEVEL' CERTIFICATION AND A
HIGH RATING IN THE BRC AUDIT

Our suppliers

We monitor raw materials from their point of origin in order to guarantee the highest standards of food safety and quality at every stage of the supply chain. This is why we have sound systems in place for approving and assessing suppliers.



Finally, we monitor the ethical behaviour of our suppliers, principally through our Suppliers Code of Conduct. We make our suppliers aware of the Code of Conduct and encourage them to abide by it. The Code lists the minimum criteria that are expected of them with regard to human and labour rights, quality and the environment, anti-corruption and ethical management. This Code is aligned with our mission and our vision and values, as well as with our own standards and social and environmental practices.

Some data 2017

TEPEJI

Plant affiliated to SEDEX

80% of suppliers subscribed to our code of conduct

100% local suppliers

63% of the suppliers have at last one food quality and safety certification (IFS, BRC, ISO 14001)

WORKSOP

Plant affiliated to SEDEX

5 audits

60% local suppliers

100% of the suppliers are certified to at least one of the standards related to food quality and safety, and environmental management (IFS, BRC, ISO 9001, ISO 14001)

100% RSPO-certified palm oil

NUTRICEAL

Plant adhered to SEDEX

17% local suppliers

SMETA audit carried out

36 audits

100% RSPO-certified palm oil

93% of suppliers of raw materials and suppliers of containers and packaging are adhered to SEDEX

100% of suppliers of raw materials are certified to at least one of the standards related to food quality and safety, and environmental management (IFS, BRC, ISO 9001, ISO 14001)

PASTIFICIO

100% local suppliers

100% of the suppliers has at least one food quality and safety certification (IFS, BRC)

MEM MARTINS

Plant adhered to SEDEX

66% of suppliers subscribe to our code of conduct

7 audits

50% of suppliers of raw materials and **25%** of suppliers of containers and packaging are adhered to SEDEX

+30% of the suppliers have food quality and safety certifications, environment (IFS, BRC, ISO 9001, ISO 14001)

20% local suppliers

SEDEX is a platform that offers an international well-known assessment of responsible supply chains, including criteria of labour rights, health and safety, environment and corporate ethics.

ENVIRONMENTAL COMMITMENT

At Cerealto we are committed to minimising the environmental impact of our activities by promoting the efficient use of natural resources (energy, water, raw materials), reducing emissions and minimising waste.

Our operations model involves establishing uniform KPIs for environmental matters across all plants that will enable us to set our targets.

Currently, Benavente, Briviesca and Antequera have in place an environmental management system that is certified according to the ISO 14001 standard.

CARBON FOOTPRINT

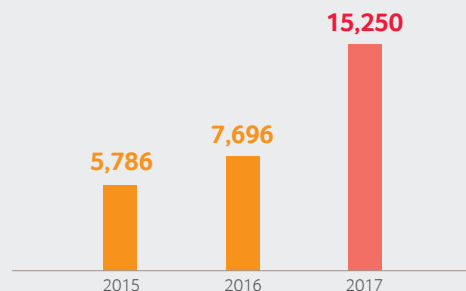
Our first step towards reducing our carbon footprint was to measure the emissions from each of our production centres, using a tool that was designed for the purpose.

The increase in our carbon footprint in 2017 reflects increased activity in all our plants as a result of a surge in product lines and the mainstreaming of new products.

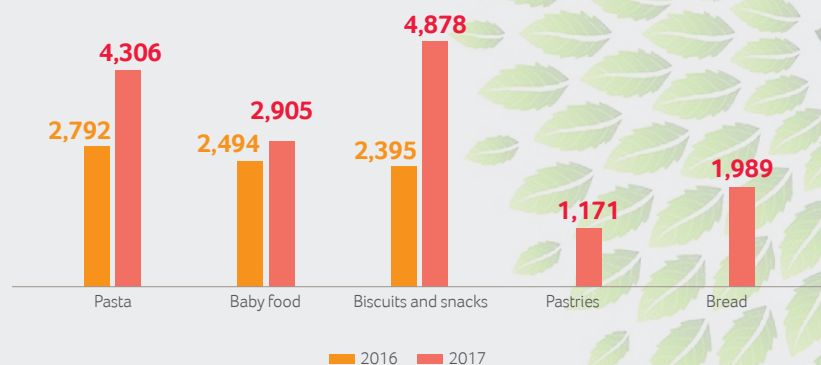
In the case of our new pasta factory at Silvano d'Orba, production was increased from five days a week to seven.

	2015	2016	2017
Total TN CO2 EQ	5,786	7,696	15,250
TN CO2 EQ/TON sold	0.09	0.11	0.14

Carbon footprint progression
(Tn CO2 eq)



Carbon footprint by category
(Tn CO2 eq)



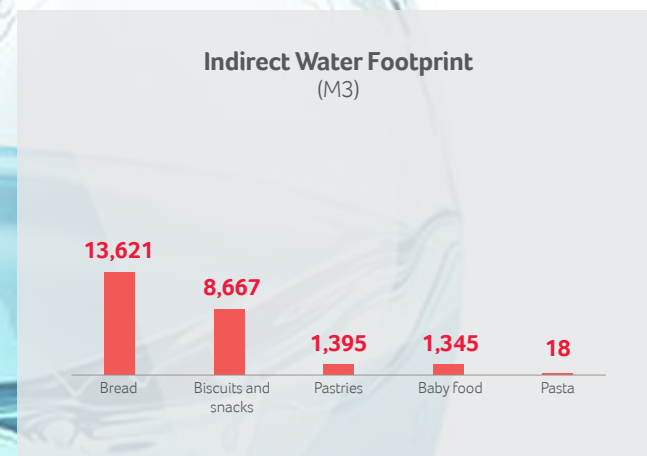
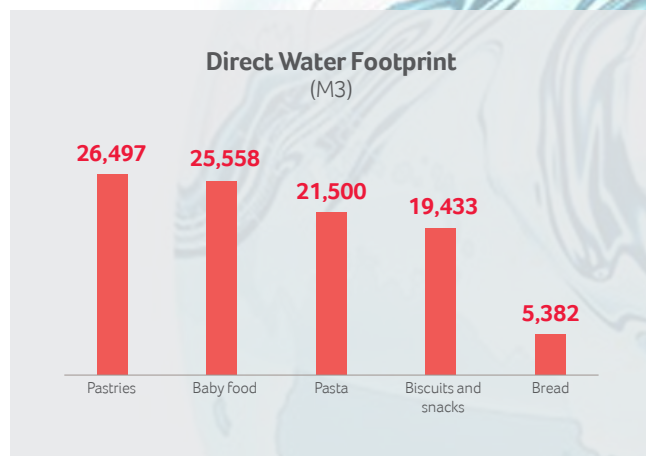
WATER FOOTPRINT

In 2017 we began using a tool to collect data from all our factories so that we could measure our water footprint and then set targets for reducing it.

The total water footprint value in 2017 was 123,417m³. This figure was calculated by adding together the direct water footprint (98,371 m³) and the indirect water footprint (25,046 m³). While the direct water footprint reflects the amount of water used in our plants during the manufacturing

process or maintenance operations, the indirect water footprint includes other consumption such as plumbing systems, cooling circuits, garden irrigation systems, etc.

One of the greatest challenges for the Company has been to set targets for reducing our carbon and water footprints on a global scale. This has only been feasible in those plants that have been in regular operation for some time.



ZERO WASTE TO LANDFILL

At Cerealto, we are proud that the factories at Briviesca, Antequera, Mem Martins, Benavente and Worksoop are rated as plants that send zero waste to landfill. What this means is that all the waste from these centres is recycled or recovered.

In addition, surpluses and wastage that are created during the production process in our factories are used as animal feed.

Another of our environmental objectives is the economic recovery of 80% of our waste in 2020. Our plant at Benavente has already achieved this target, with 100% of its waste now being recovered and making an economic return.

We have also made progress in waste management. For example, in Antequera, we have reduced the thickness of the bags in some references for sliced bread. And in Pastificio, as well as having already reduced film waste by almost half, we are working to reduce the thickness of the film.

On the other hand, in Tepeji, the factory is committed to the use of recycled material. In 2017, 100% of cardboard, 80% of boxes and 70% of the plastic trays containing the biscuit assortment were recycled.

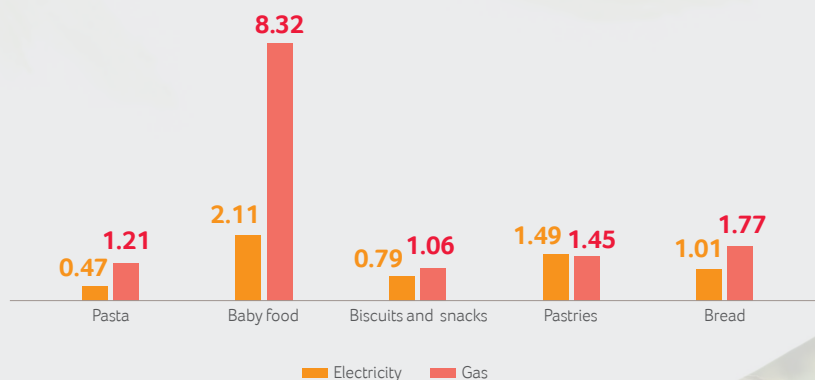
Finally, in 2018, we pledge to continue working to improve the management and optimisation of waste and by-product.



INITIATIVES AIMED AT REDUCING ENERGY CONSUMPTION

As indicated earlier, the energy consumption of our plants has risen when compared with the previous year's figure as a result of an increase in our production capacity.

Energy consumption by category
(GJ/ t sold)

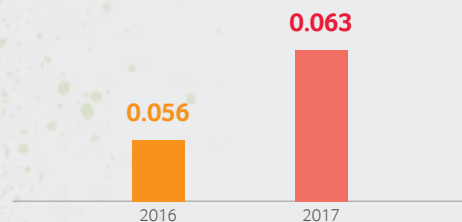


Energy consumption trend (GJ)

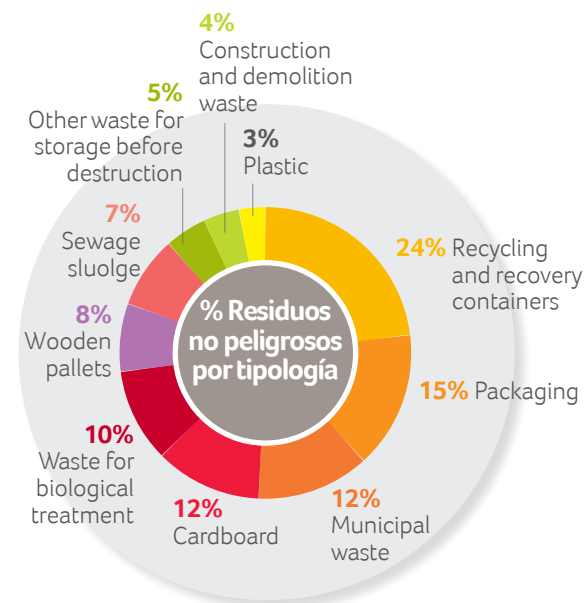
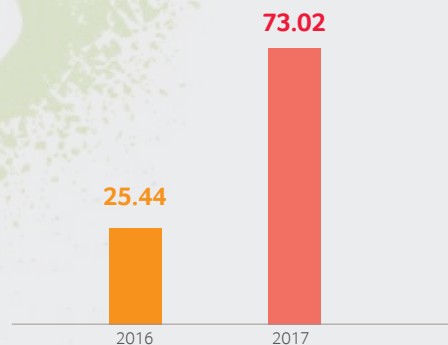
	2016	2017
Electricity	31,900	93,895
Gas consumption	75,241	167,841
Total	107,685	261,736
Total per tonne sold	1.5	2.4

As well as raising awareness and providing training in good environmental practices, we introduced a series of initiatives over the course of 2017 that were geared towards reducing energy consumption in Nutriceal and Mem Martins. These include the gradual replacement of fluorescent lights with LED lights, the improvements to pipe insulation and the optimisation of certain processes.

Dangerous waste (Kg/t sold)



Non dangerous waste (Kg/t sold)



*This graphics do not include Pastificio and Workshop factories.

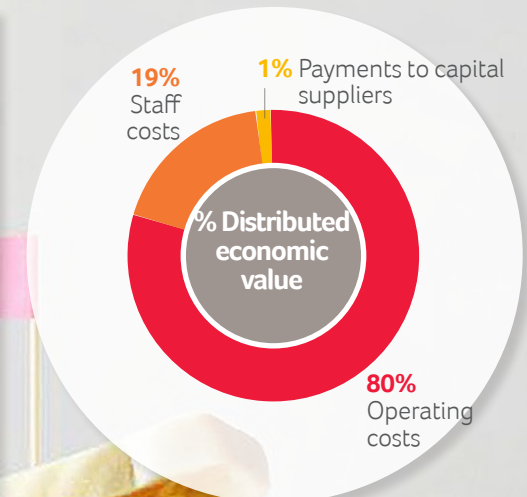
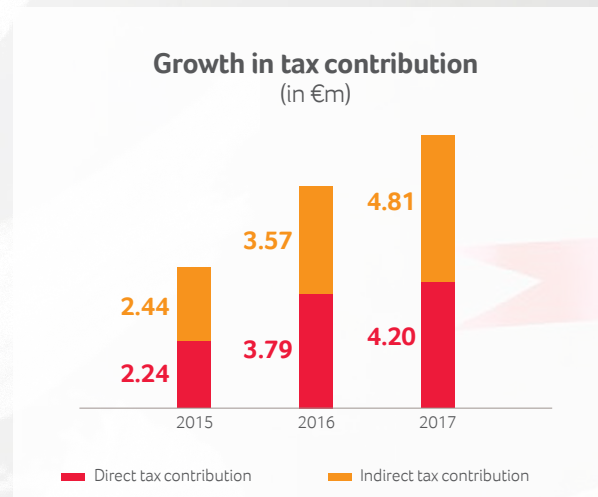
**The amount of by product is included in the non dangerous wastegraphic.

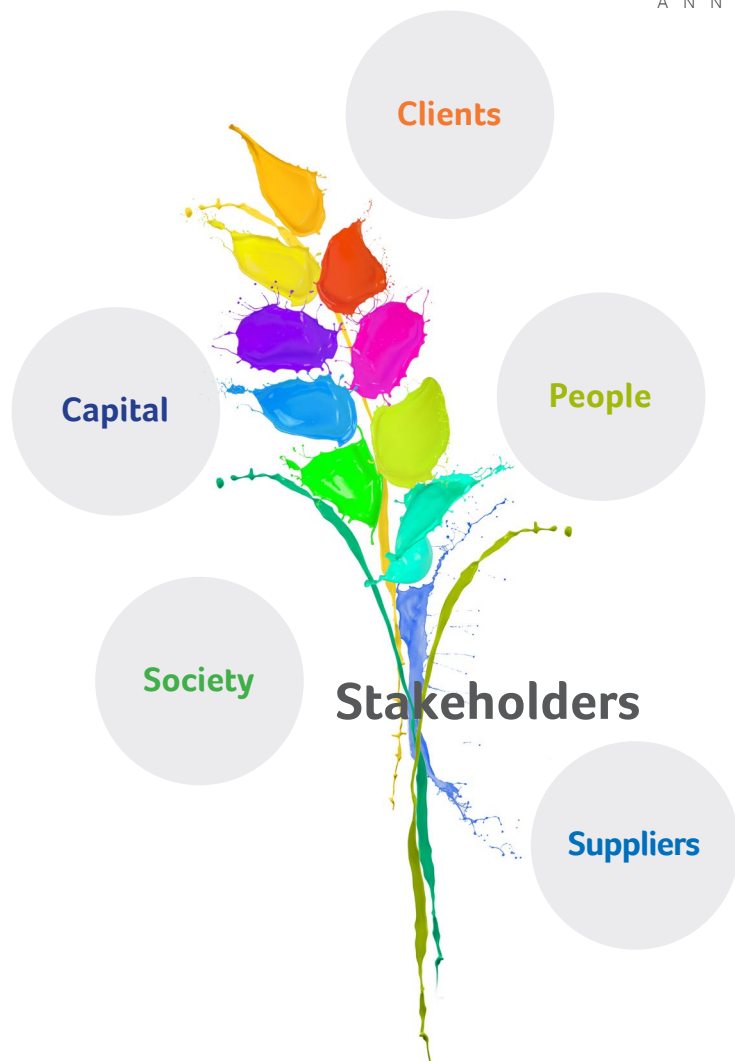
SOMETHING BEYOND OURSELVES

WE GENERATE VALUE

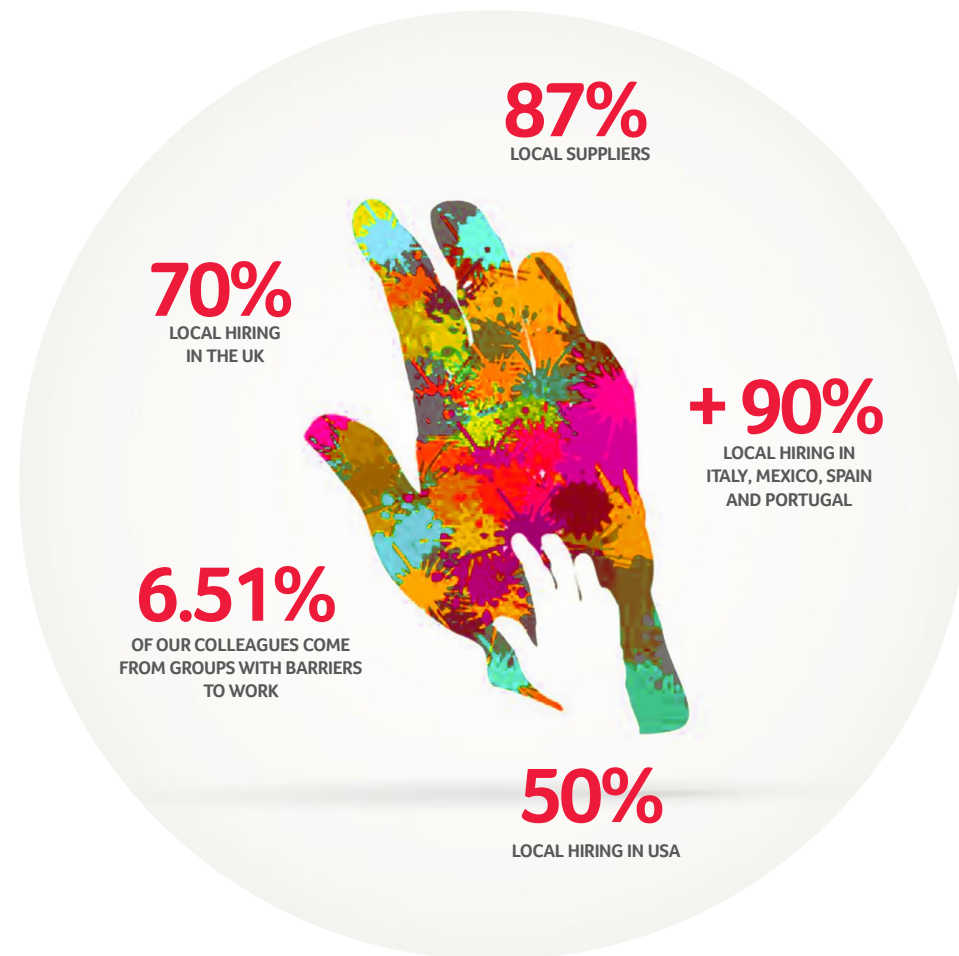
We want to go beyond what we already are and become a company that society wants to have at its core. We can do this if we add value by sharing our interests, generating opportunities, helping others to meet challenges and creating solutions within our communities.

	2015	2016	2017
Total direct tax contribution (in €m)	2.24	3.79	4.20
Social Security	1.34	2.68	3.05
Corporation Tax	0.6	0.85	0.45
Other taxes and levies	0.3	0.26	0.70
Total indirect tax contribution (in €m)	2.44	3.57	4.81
Social Security	0.47	0.61	1.24
Income Tax	1.57	2.59	3.15
VAT	0.4	0.37	0.42
Total tax contribution 2017 (in €m)	4.68	7.36	9.01





At the core of our business model is the commitment to create value for each of our stakeholders: clients, people, suppliers, society and capital. In the communities where we operate, we do this by generating employment, contracting local suppliers, paying taxes, fulfilling our clients' expectations or working with others on social initiatives in the local community.



However, we also make our mark globally through our projects and interventions, addressing major challenges of a social, economic and environmental dimension. These are included in the list of 17 Sustainable Development Objectives (SDO).

CEREALTO AND SUSTAINABILITY OBJECTIVES

The 17 objectives for sustainable development within the “2030 Agenda for Sustainable Development”, approved by world leaders in a United Nations summit, set out a vision that embraces an end to all forms of poverty, hunger and inequality, and the preservation of our planet’s natural resources before 2030. This schedule forces companies to be the drivers of change, along with governments and society.

Also listed are the Sustainable Development Objectives that Cerealto has been able to act upon through some of its initiatives.*



Sustainable Development Objectives

Erradicar
a fome

OBJECTIVE 2. Put an end to hunger, be committed to food safety standards and improvements in nutrition, and promote sustainable farming

OBJECTIVE 3. Encourage a healthy lifestyle and promote the wellbeing of people of all ages

Some of the actions taken by Cerealto

- We donate some of our products to disadvantaged groups in the communities in which we operate.
- Our factories are certified to strict standards of food safety and quality that are internationally recognised (IFS, BRC, ISO).
- We offer products that comply with a range of different standards (KOSHER, HALAL, Organic, etc).
- We work to improve and develop healthy products (reducing sugars and fats, increasing fibre and protein) and products that meet the specific needs of different groups (those with coeliac disease, diabetes or high blood pressure).
- We introduce healthy initiatives to encourage our colleagues to improve their dietary habits.
- We carry out campaigns aimed at safeguarding the occupational health and safety of our colleagues.
- We donate healthy products to people who take part in sports.

*These actions are explained more fully in other sections of the Annual Report

Sustainable Development Objectives

Some of the actions taken by Cerealto

OBJECTIVE 4. Offer good-quality, inclusive and equal education and promote lifelong learning opportunities for everyone

- We invest in the training and professional development of all our staff.
- We have an induction programme to introduce new staff to our corporate culture, our policies and procedures.
- Our leaders take courses at the San Pelayo Business School to assist in their professional development; these are tailored to their role (Leadership School, Languages School, Operations School and BCN School).

OBJECTIVE 7. Provide global access to safe, affordable, sustainable and modern sources of energy

- We have introduced energy-efficient initiatives in our plants.

OBJECTIVE 8. Promote economic growth that is consistent, inclusive and sustainable, as well as full employment and decent work for all

- We are signatories to the UN Global Compact
- Our staff comprises almost 1,800 colleagues made up 18 nationalities.
- 6.51% of our staff are people who find it difficult to access the workplace.
- We offer equal opportunities for professional development to both men and women (57% vs 43%).

OBJECTIVE 9. Build strong infrastructure, promote inclusive industrialization and encourage innovation

- We launched 175 product developments in 2017.
- We invest 5% of our annual turnover in innovation.

OBJECTIVE 12. Pledge to sustainable patterns of consumption and production

- 5 of our factories are zero-waste-to-landfill.

OBJECTIVE 13. Adopt urgent measures to combat climate change and its effects

- We have introduced a digitization initiative at our plants. This will make it possible to create real-time information management, optimize material flow and improve our efficiency in monitoring the supply chain.
- We measure the carbon footprint of all our factories and put in place actions to reduce this.

WE ARE CITIZENS OF THE COMMUNITIES IN WHICH WE OPERATE

Because the world we share is so important to us, we have undertaken to support the following causes:

A coordinated action gift. In the spirit of a goodwill gesture, Cerealto set aside three euros for each of our colleagues so that they could make a donation to the coordinated action campaign of their choice. They were able to choose from the following organisations:

- The ONCE Foundation, dedicated to integrating those with a handicap into society.
- Green Cross International, whose mission is to encourage ethical behaviour in society in order to address climate change and environmental degradation.
- StreetGames Network, which promotes sport among young people in communities at risk of social exclusion.
- Action Against Hunger, whose objective is to fight the causes and effects of hunger throughout the world.



Recycling that gets rid of hunger

'For each kg of material recycled, we donate two euros to Action Against Hunger'.

In our offices in Madrid we embarked on a challenge geared towards improving our workplaces, by raising awareness among our colleagues about the environment while supporting a good cause: malnutrition. We collected 200 kg of recyclable material, and the equivalent monetary value went on to help 20 children escape malnutrition.



Donation to Action Against Hunger



Victims of the earthquake in Mexico. Following the catastrophic 7.1 magnitude earthquake that struck Mexico, Cerealto lent its support to those of our colleagues in Mexico who were affected, along with their families (picture 1).

Fundación Angelitos míos (My Little Angels Foundation). With a particular focus on groups at risk, we joined forces with this foundation in Mexico, which helps children with Autism Spectrum Disorder, cerebral palsy, Down's Syndrome or mental disabilities (picture 2).

Benito Juárez School. Our colleagues in Tepeji (Mexico) handed out gifts in this primary school to celebrate Mother's Day and Children's Day (picture 3).

Donation of products. Our factories in Worksope, Tepeji and Benavente donated more than 10,000 kilos of products to the most disadvantaged people via various non-profit organisations and associations.

We support sport. We continued to lend our support to sporting endeavours by donating some of our products to those competing in the 6th Antequera Half-Marathon and the Worksope Halloween Half Marathon (picture 4).

Finally, we are conscious of what a key role joint action can play in the culture of any organisation. As a result, we held a 'Design Thinking' session with those colleagues who have experience of volunteering in order to generate ideas about how to set up a corporate voluntary work programme at Cerealto.

LISTENING, PARTICIPATING AND SHARING

At Cerealto, we believe in building strong relationships and seek to benefit mutually from these by sharing knowledge and experiences.

Thus, in 2018, we are taking part in a number of trade fairs in the Food and Innovation sectors. These events provide an opportunity for us to present our latest developments and continue positioning ourselves in the international markets, as well as to identify new trends and innovations.

Food trade and Innovation fairs

- ISM (Cologne)
- Gulfood (Dubai) (picture 1)
- PLMA (Amsterdam and Chicago) (picture 2)
- Fancy Foods (New York) (picture 3)
- Anuga (Cologne) (picture 4)
- Alibetropía (Madrid).





We participate in forums with other companies in the sector to share key developments and best practice in areas that are particularly relevant to us, such as employment, disability or geographic mobility.

- Feria de Empleo (Job Fair) at the San Pablo CEU University, Madrid (picture 1).
- AECOC Summer Camp, Barcelona, where university students from all over Spain share their knowledge and experiences with delegates from the Human Resources departments of those companies present (picture 2).
- Conference on promoting a positive and inclusive attitude towards disability in the workplace, Washington DC (USA).
- Employment seminar in San Antonio, Texas (USA), which covered new employment trends and the skills most needed for a globalised world.
- Free Trade Alliance meetings in San Antonio, Texas (USA) (picture 3).
- Conference at the Institute of Grocery Distribution, London (United Kingdom).
- Human Resources discussion forum at the Piaget Institute, Lisbon (Portugal). We discussed our experiences of Human Resources processes with other professionals in the sector, and with students of Management and Psychology (picture 5).
- Next Generation learning 2017 event (Spain). We shared experiences of customising in-house training (picture 4).
- 32nd AECOC Congress on Consumer Products, Valencia (Spain). This seminar analysed the emerging trends in this sector and their economic and social context.
- 11th International Meeting on Information Security, León (Spain), which examined the challenges to cybersecurity in a networked world.
- I Foro de Movilidad Internacional, Madrid (Spain).

Beyond this, we also forged links with local government in 2017, holding meetings with the Mayors of Briviesca and Antequera in Spain and the Mayor of Alessandria in Italy.

Cerealto also belongs to various organisations in the markets where we have a presence.

Portugal

- National Association of Baby food and Specialised Nutrition Industries (ANID)
- Association of the Biscuit and Confectionery Industries (AIBA)
- Federation of Portuguese Agri-Food Industries (FIPA)
- The Portuguese Association of Industries (AIP)

Spain

- Spanish Institute for Foreign Trade
- Madrid Chamber of Commerce

Italy

- Employers' Association of Alessandria'
- Italian Chamber of Commerce
- General Confederation of Italian Industry
- Italian General Confederation of Labour
- Italian Food Producers' Federation

United Kingdom

- Department of Business Innovation & Skills
- Bassetlaw District Council
- Food and Drink Federation (FDF)
- Institute of Grocery Distribution
- Institute of Directors
- North Notts College
- Sheffield Hallam University
- Leeds University
- Campden Research

USA

- Hispanic Chamber of Commerce
- Texas Workforce Commission
- City of Seguin Economic Development
- Free Trade Alliance San Antonio
- American Institute of Baking
- University of Texas San Antonio (UTSA)

Mexico

- Industrial Mutual Aid Plan
- Technological University of Tula-Tepeji

ABOUT THE ANNUAL REPORT

This report has been written using the international standard Global Reporting Initiative (GRI) framework, version G4 and Sector Disclosures, both to define the content of the report and guarantee its quality.

This document provides information on Cerealto's different activities and key social, economic and environmental impacts during the 2017 fiscal year, as well as aspects which are deemed relevant for stakeholders.

Regarding the scope of the report, the information provided relates to all the companies that make up Cerealto. In those cases where there are different aspect boundaries and scope, appropriate specifications have been made.

The report is structured around relevant topics from our sustainable model, our strategic priorities, relevant aspects dealt with by companies in the sector, and the G4 guide and Sector Disclosures which apply to us.



GRI CONTENT INDEX

GENERAL STANDARD DISCLOSURES

Strategy and Analysis

G4-1. Statement from the most senior decision-maker of the organization about the relevance of sustainability to the organization and its strategy.

3,4

G4-2. Describe key impacts, risks and opportunities.

3,4, 15,29

Organizational Profile

G4-3. Name of the organization.

5

G4-4. Primary brands, products and/or services of the organization.

6,11

G4-5. Location of the organization's headquarters.

61

G4-6. Number of countries where the organization operates. Names of countries where either the organization has significant operations or that are specifically relevant to sustainability topics.

16

G4-7. Nature of ownership and legal form.

Cerealto Siro
Foods S.A.

G4-8. Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).

13,16

G4-9. Scale of the organization. Number of employees, number of operations, net sales...

6,12,19

G4-10.

19,20

a) Number of employees by employment contract and gender.

b) Number of permanent employees by employment type and gender.

c) Total workforce by employees and supervised workers and by gender.

d) Total workforce by region and gender; seasonal hires.

e) Report whether a substantial portion of the organization's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors.

f) Report any significant variations in employment numbers.

G4-12. Description of the organization's supply chain.

37-38

G4-13. Significant changes during the reporting period: size, structure, ownership or supply chain.

7

GENERAL STANDARD DISCLOSURES

- G4-14.** Report whether and how the precautionary approach or principle is addressed by the organization.
- G4-15.** List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.
- G4-16.** Key associations the organization is a member of and/or national and international organizations it supports.

Identified Material Aspects and Boundaries

- G4-17.**
- a) List all entities included in the organization's consolidated financial statements or equivalent documents.
 - b) Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report.
- G4-18.**
- a) Explain the process for defining the report content and the Aspect Boundaries.
 - b) Explain how the organization has implemented the Reporting Principles for Defining Report Content.
- G4-19.** List all the material Aspects identified in the process for defining report content.
- G4-20.** For each material Aspect, report the Aspect Boundary within the organization.
- G4-21.** For each material Aspect, report the Aspect Boundary outside the organization.
- G4-22.** Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.
- G4-23.** Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.

Stakeholder Engagement

- G4-24.** Provide a list of stakeholder groups engaged by the organization.
- G4-25.** Report the basis for identification and selection of stakeholders with whom to engage.
- G4-26.** Report the organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.
- G4-27.** Report key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.

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GENERAL STANDARD DISCLOSURES

Report Profile

G4-28. Reporting period (such as fiscal or calendar year).

G4-29. Date of most recent previous report.

G4-30. Reporting cycle.

G4-31. Provide the contact point for questions regarding the report or its contents.

G4-32. GRI Index for the chosen “in accordance” option.

G4-33. External assurance for the report.

Governance

G4-34. Report the governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.

Ethics and Integrity

G4-56. Describe the organization’s values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics.

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2016

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Not applicable

8

18,37

SPECIFIC STANDARD DISCLOSURES

Topic	Management Approach/ Indicator	Page Number
	Economic Dimension	
Value creation	G4-DMA	
Engagement with local communities	G4-EC1. Direct economic value generated and distributed.	37,45,46
Engagement with local communities	G4-EC8. Significant indirect economic impacts, including the extent of impacts.	31,37,45,47,48
Sustainable agri-food chain	G4-EC9. Proportion of spending on local suppliers at significant locations of operation.	37,38
Sustainable agri-food chain /	FP1. Percentage of purchased volume from suppliers compliant with company’s sourcing policy.	37,38
Quality and Food Safety	FP2. Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards, broken down by standard.	38

SPECIFIC STANDARD DISCLOSURES

Topic	Management Approach/ Indicator	Page Number
Environmental Dimension		
Sustainable agri-food chain	G4-DMA	
Environmental management	G4-EN1. Materials used by weight or volume.	37
Environmental management	G4-EN3. Energy consumption within the organization.	43
Environmental management	G4-EN5. Energy intensity.	43
Climate change	G4-EN8. Total water withdrawal by source.	41
Environmental management	G4-18. Greenhouse gas emissions intensity.	40
Environmental management	G4-EN23. Total weight of waste by type and disposal method.	44
Environmental management	G4-EN27. Extent of impact mitigation of environmental impacts of products and services.	39
Sustainable agri-food chain	G4-EN32. Percentage of new suppliers that were screened using environmental criteria.	38
Social Dimension		
G4-DMA		
Job creation	G4-LA1. Total number and rates of new employee hires and employee turnover by age group, gender and region.	20
Professional development	G-LA9. Average hours of training per year per employee by gender, and by employee category.	21
Talent management	G4-LA10. Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	23
Talent management	G4-LA11. Percentage of employees receiving regular performance and career development reviews, by gender and by employee category.	21
Diversity management	G4-LA12. Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	8,20,24
Sustainable agri-food chain	G4-LA14. Percentage of new suppliers that were screened using labour practices criteria.	37,38
Sustainable agri-food chain	G4-LA15. Significant actual and potential negative impacts for labour practices in the supply chain and actions taken.	37,38
Ethical conduct/ Sustainable agri-food chain	G4-HR4. Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights.	37,38

SPECIFIC STANDARD DISCLOSURES

Topic	Management Approach/ Indicator	Page Number
Ethical conduct/ Sustainable agri-food chain	G4-HR5. Operations and suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the effective abolition of child labour.	37,38
Ethical conduct/ Sustainable agri-food chain	G4-HR6. Operations and suppliers identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of all forms of forced or compulsory labour.	37,38
Ethical conduct/ Sustainable agri-food chain	G4-HR9. Total number and percentage of operations that have been subject to human rights reviews or impact assessments.	37,38
Sustainable agri-food chain	G4-HR10. Percentage of new suppliers that were screened using human rights criteria.	37,38
Sustainable agri-food chain	G4-HR11. Significant actual and potential negative human rights impacts in the supply chain and actions taken.	37,38
Engagement with local communities	G4-SO1. Percentage of operations with implemented local community engagement, impact assessments, and development programs.	37,38
Ethical conduct	G4-SO3. Total number and percentage of operations assessed for risks related to corruption and the significant risks identified.	45-53
Ethical conduct	G4-SO4. Communication and training on anti-corruption policies and procedures.	45-53
Sustainable agri-food chain	G4-SO9. Percentage of new suppliers that were screened using criteria for impacts on society.	45-53
Health and Food Safety	G4-PR1. Percentage of significant product and service categories for which health and safety impacts are assessed for improvement.	30,32,36
Quality Management and Food Safety systems	G4-PR3. Type of product and service information required by the organization's procedures for product and service information and labeling, and percentage of significant products and service categories subject to such information requirements.	29,36
Health and Food Safety	FP5. Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards.	36
R&D. Nutrition, health and wellbeing	FP6. Percentage of total sales volume of consumer products, by product category, that are lowered in saturated fat, trans fats, sodium and added sugars.	29,31-33
R&D. Nutrition, health and wellbeing	FP7. Percentage of total sales volume of consumer products, by product category, that contain increased nutritious ingredients like fiber, vitamins, minerals or functional food additives.	29,31-33

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