

A group of people, mostly women, are shown from the chest up, holding their hands together to form a heart shape. The heart is filled with a vibrant, multi-colored glitter, transitioning from red on the left to yellow on the right. The background is softly blurred, showing the faces and hair of the participants. A large blue circular graphic is overlaid on the left side of the image, containing the report's title and logo.

Sustainability Report 2022

"Because, for those who dream, the possibilities are infinite"

the **Fini** company



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Message from the Executive Chairman

For the fourth consecutive year, we are pleased to share our sustainability report summarizing the essence and results of the company's management in 2022.

In 2022, we continue to meet the Global Reporting Initiative's standards for our sustainability report. In doing so we have been able to communicate our business activity clearly and concisely to all stakeholders, summarizing our work in line with our values and responsible commitment to environmental, social and corporate governance management.

We understand that organisations are increasingly complex and that economic information does not fully reflect this complexity. At Fini, we strive to bring our sustainability insights closer together to share the essence of who we are and how we contribute to making the world a more fun place. That is why we have prepared a document that shows how we seek to forge an economically efficient, environmentally responsible and socially committed business. We want our stakeholders to know that our work is not limited to simply generating economic benefits; we also work to have a positive impact on society and the environment.

The year 2022 presented major challenges for the industry, with the disproportionate increase in inflation and the war in Ukraine. These factors led to a significant

increase in prices, especially for raw materials and in the energy sector. There were also disruptions in transportation and global logistics. Despite these challenges, Fini has demonstrated resilience and found innovative solutions to maintain production levels, deliver orders on time and preserve customer satisfaction. Environmental, social and governance (ESG) aspects are a key priority within our corporate culture. In 2022, we developed and approved a 2023–2030 sustainability strategy and carried out a comprehensive calculation of our carbon footprint following the GHG protocol. The ESG strategy is a further step in our path which aims to contribute to the decarbonisation of the sector, promote circular economy and improve the well-being of our employees and consumers. We will continue to work and make all means available to implement our strategy and contribute to the achievement of the Sustainable Development Goals (SDGs), to create a better and more sustainable world.

As Fini grows and diversifies, we are increasingly relying on our global workforce to support this growth. Our goal is to engage and inspire all of our people. In addition, we believe it is essential to create an inclusive business culture that engages all types of talent to respond to our business priorities.



We continue to focus on building a sustainable confectionery company, leading in the areas where we have the greatest impact, addressing issues related to climate change and the reduction of packaging waste.

Antonio Andrés Sánchez
Global Executive Chairman, The Fini Company

Group Presentation

In the 70s, Manuel Sánchez Cano founded the group The Fini Company in Murcia, which began as a small artisanal gum factory. Since then, he became a tireless entrepreneur who passionately dedicated himself to bringing the best candy to the public. More than half a century later, Fini remains one of the main sources of employment in the region of Murcia and an important economic engine in the Spanish rural area. With subsidiaries in ten countries, including factories in Spain and Brazil, and using the most advanced technology in the sector, Fini has been successful in selling its products to more than 100 countries without losing its essence. In addition, the company promotes sustainable development for its employees, society and the environment.



The largest Spanish multinational dedicated to the manufacture and distribution of confectionery.

¹ Throughout this specification "Fini", "The Fini Company", "Fini Golosinas" and "the Group" refer to the Sánchez Cano Group, composed of the following companies: Sánchez Cano, S.A. (Parent Company, Spain); Sánchez Cano España, S.L.U.; S.L.U., Fini Golosinas España, S.L.U., Finisweets Internacional, S.L.U., Fini Comercial Ibérica, S.L.U. (Spain), Fini Investigación y Desarrollo, S.L.U. (Spain); Sánchez Cano Américas, S.L.U.; Fini Sweets UK Limited (United Kingdom); Fini Sweets Italia, S.r.l. (Italy); Sánchez Cano Unipessoal, Lda (Portugal); Fini Perú, S.A.C. (Peru); Sánchez Cano and Compañía Limitada (Chile); Sánchez Cano, Ltda (Brazil); Fini Franquias, Ltda (Brazil); Sánchez Cano, SAS, (Colombia); Fini Confisere France, SARL (France) and and Fini-Golosinas Ecuador, S.A.S. (Ecuador).

Growth strategy

The passion to innovate and surprise the consumer, added to the great work done by its employees, has led the company to grow continuously year after year. As a result, Fini has developed the broadest product catalogue in the sector.

Strategy and management



Global distribution

- Subsidiaries in 10 countries.
- Sold in more than 100 countries.
- 80% of production intended for the foreign market.



Quality and innovation

- Certifications of products with the highest levels of quality and food safety.
- Creation and renewal of an average of 50 items per year from R+D+I.



Sustainability actions

- Calculation of greenhouse gas emissions according to the GHG protocol.
- ESG strategy design.
- Efficient waste management and the use of water and energy.
- Relationship and dialogue with stakeholders.
- Development and well-being of staff.

Results 2022



Benchmark in the market

- €372m annual turnover
- Leader of Impulse Channel in Spain
- Absolute leader in Brazil with 73% of market share with the Fini brand.



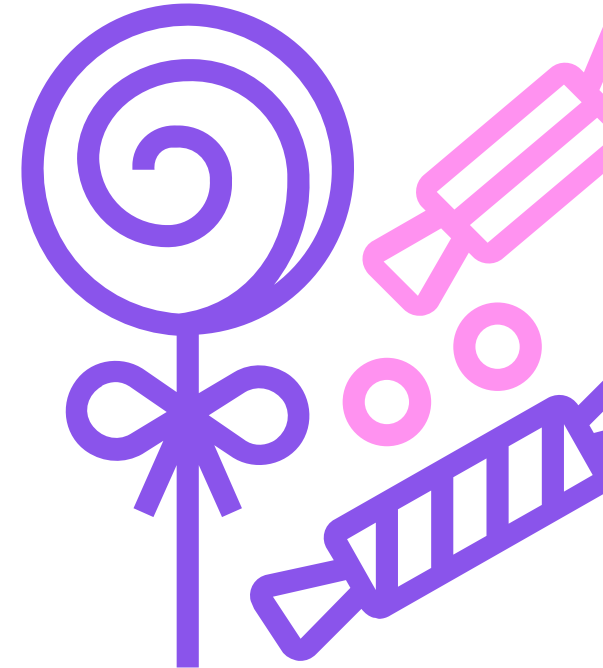
Largest catalogue on the market

- More than 150 product launches per year.
- Products adapted to the needs of the consumers: products which are vegan, gluten and lactose free, have no added sugar, have natural colouring or are enriched with fruit juice.



Sustainability

- Significant reduction of hazardous waste from the Brazilian factory.
- Contribution to the economic development of local communities with more than 3,600 people employed (an increase of 20%).



A history of enthusiasm and effort

Thanks to the constant effort of the team, Fini has gone from artisan chewing gum to having wrapping machines with a capacity of 1,200 pieces per minute.



Fini around the world

Throughout the years, Fini has maintained a constant trajectory of investment and research to offer the best products on the market, both nationally and internationally, through its branches and subsidiaries in Europe and America.

the Fini company



Factories



Branches/Subsidiaries

Ecuador

Colombia
Peru
Chile

Brazil
São Paulo

United Kingdom

France

Portugal

Italy

Spain

Madrid

Murcia

Molina de Segura

Fini product

More than just candy

Confectionery

The consumption of candy is indulgent and attracts all audiences. Although candy can be consumed in a wide range of moments, it is generally considered a craving that consumers allow themselves as an affordable and pleasurable "treat".

Experimenting with textures, flavours, shapes, fillings and new ingredients has led Fini to become the leading innovation company in its sector. They offer unique, fun products with the highest guarantee of quality and safety in categories such as gelatine, hard candy and lollipops, foams, gum, liquorice, chewy caramel and seasonal products. In addition, their philosophy of continuous improvement and active consumer listening has allowed them to create products that are gluten-free, sugar-free, and suitable for vegan consumers, as well as obtain Kosher and Halal certifications.

Fini's products are usually distributed through the Food Channel and the Impulse Channel, although they are also marketed at a wholesale level and can be found in marketplaces such as Amazon.

Dr. Good

This brand of food supplements with vitamins is presented in the form of gummies and is sold in pharmacies and pharmacy counters in Brazil. The product has two distinct lines: the first, for adults, is sugar-free, while the second, for children, contains unrefined brown sugar. It is prepared with natural colours and flavours and does not contain gluten or lactose. Currently, this brand is marketed in the Brazilian market and due to its success, its expansion to other markets is being investigated.

The candies are authentic experiences, moments to enjoy and infinite sensations to share.

² In Spain, confectionery has its own commercial distribution channel called impulse channel. This is formed by different types of establishments, such as kiosks, tobacconists, convenience stores, etc.

Corporate culture

At Fini, our corporate culture focuses on three key areas: vision, purpose and qualities. To support these three aspects, we have our 5 values and a manifesto.

Our values and manifesto also form an important part of our business and help guide the behaviour of our partners and employees:



Vision

Develop products and experiences that create inFINite fun and surprises.



Purpose

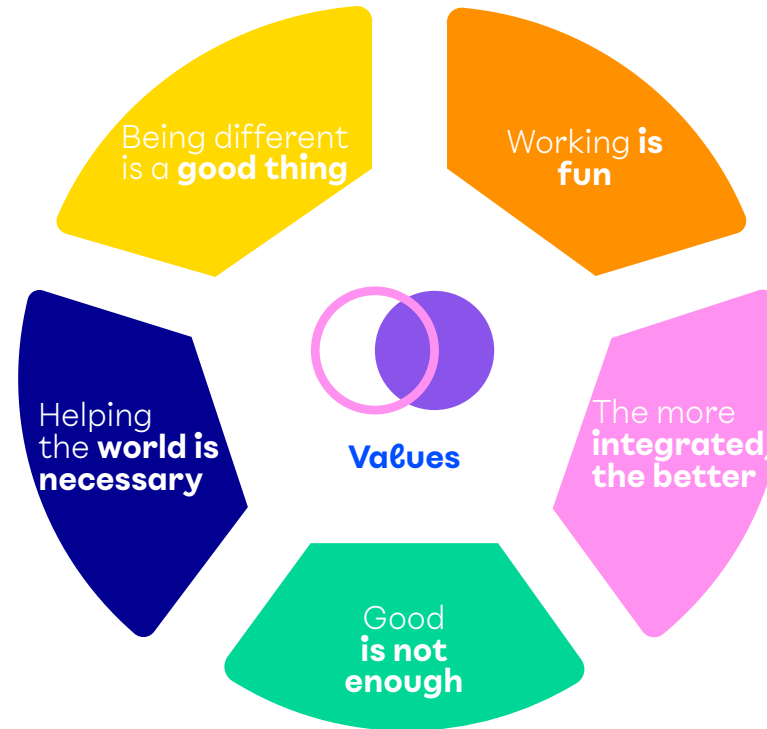
To invent joy. All creations and inventions have a secret, those kept under lock and key, and here it could not be any different. However, all our recipes have one thing in common: our magic ingredient! In everything we do we place a playful touch that feeds our purpose.



Qualities

Fini's qualities are vital for our operations to function well and maintain the highest standards.

- **Seek the highest standards:** our manufacturing culture makes us value quality, speed, efficiency and we are very careful with what we do.
- **Take care of what is special:** we care about the joy of people, the planet and our brands.
- **Make magic:** we enchant, we turn the unthinkable into reality and we leave people speechless.
- **Adore inventing:** we dream, imagine and create without worrying about barriers and prejudices.
- **Be in a good mood:** we work with joy, lightness and even a little irreverence.



Manifesto



Invent



The world needs experimenters



People who are surprising to make life more fun

Corporate governance

Integrity and transparency as the essence of the corporate culture.

Governing and management bodies

Working globally and collaboratively is key to achieving goals and continuing to drive constant expansion. Leading through a shared vision allows us to work as a team, develop people in line with organisational values and competencies, and face future challenges more effectively.

Corporate Governance

Fini has a sole administrator who also serves as Global Executive Chair. The management of good governance and legal and regulatory compliance are in the hands of the Ethics Committee, which meets quarterly to analyse the incidents that may have been reported through the Ethics Channel.

Executive Committee

The structure of the Executive Committee has changed since last year, having globalised the structure of Brazil and Spain to form The Fini Company. The following organisational chart shows the composition as of December 31, 2022:

The following organisational chart shows the composition as of December 31, 2022:



Antonio Andrés Sánchez
Global Executive Chairperson



Manuel Sánchez
Global CEO



José Vicente Bermúdez
Global CSO – Sales VP



Rosario Rodríguez
Global CLO



Héctor Munita
LATAM Branch Director



Elisangela Lima
Global CHRO



Enrique González
Global CFO



Antonio Cantero
Industrial CEO



Valmir Feil
Brazil CEO



Camila Couto
Global Trade Marketing



Adrián Cantero
Global Engineering Director

Main risks and their management

Fini's activity has an economic, social and environmental impact, which entails a great responsibility in risk management. In addition to financial risks, we must face operational risks related to the company's activity in areas of greater relevance, such as production, export, maintenance, quality, environment, human resources and marketing.

Among other risk assessment models, Fini uses ISO 31000 and other industry-specific models, BRC and IFC. This allows for mechanisms and procedures aimed at:

- Identifying internal and external risks
- Assigning responsibilities, processes and controls for identified risks
- Defining contingency and alert mechanisms
- Applying efficient continuous improvement controls
- Generating accurate information at the appropriate time to facilitate decision-making

At Fini, we have a risk management program with the objective of establishing requirements that contain general management guidelines to manage the risks that may be present in the daily activities of the company. This is done

through training and professional qualification programs, safety procedures, maintenance and operation to prevent and/or minimise the impacts related to occupational accidents.

Anti-corruption and bribery

In the first instance, Fini's Criminal Act Prevention Plan makes it possible to detect and prevent risks that could compromise the integrity of the company and mitigate possible economic and reputational damages. In addition, during 2022, work was carried out on creating a Code of Conduct and Ethical Guidelines, which also includes the anti-corruption policy and will be launched in 2023.

The alignment of people and the promotion of ethics and transparency in the organisation serve as the basis for preventing behaviour that is not tolerated. For this reason, all employees adhere to the Code of Ethics, which sets out conduct guidelines to serve as a reference point for employees' professional activity in the field of fraud, corruption and bribery.

In addition, to ensure an adequate response to situations of corruption and bribery, Fini has set up two versions of its Ethical Channel, one for Spain and the other for Brazil. They are available to its stakeholders to inform the company of cases of non-compliance with the Code of Conduct, or to resolve doubts related to this matter. The procedure relating to its management and operation is set out in the Ethical Channel Regulations, and includes the rights and duties of the complainant, as well as the investigation procedure to be followed.

Finally, as ethics and integrity are core parts of its Compliance program, Fini communicates these mechanisms to the entire organisation through internal training, with the aim of creating a culture of compliance. In addition, a re-evaluation of the company risks is carried out every year, and no significant risk has been detected. Thanks to these measures, in 2022 no incidents of corruption were identified within the company.

Human Rights Protection

At Fini, we treat all people with respect, sincerity and justice. That is why an integral, honest, and fair business conduct prevails, which complies with current legal regulations.

Mechanisms to combat human rights violations

Cultivating an environment that prioritises dignity, diversity and human rights is fundamental for the proper functioning of our organisation. In this sense, Fini has put forward the Code of Conduct and Ethical Guidelines, which contribute to preventing, combating and eradicating child, forced and slave labour and any other form of degrading work. In addition, all employees are trained according to the Code of Conduct.

The Code of Conduct also regulates discrimination, harassment, disrespect, exploitation and prejudice of any nature (race, religion, age, gender, physical condition or otherwise). Its principles include the adoption, demand

and encouragement of fair labour practices, the rejection of discriminatory practices, the promotion of integrity and professional growth, and the maintenance of a fair relationship with stakeholders.

According to the results obtained in the Global Climate Survey conducted in 2022, 88.6% of the personnel surveyed consider that all employees are treated equally, regardless of their gender, color, age or sexual orientation. Fini sets out how relationships with employees, customers, suppliers and other stakeholders should be in order to comply with the Code of Conduct. In addition, the Ethics Committee is the body responsible for developing, reviewing, disseminating and promoting compliance with the Code of Conduct.

A 24-hour Ethics Channel has been implemented as a key detection mechanism, so that employees, suppliers and any other interested parties can report possible violations of the Code of Ethics, internal regulations or any legislation applicable to Fini.

Compliance with the Fini Code of Conduct is the responsibility of the Ethics Committee, as is ensuring the good conduct of the organisation. The Committee is made up of the following:

- Sole Administrator and Executive Chairperson
- Global CEO
- Global CSO – Sales VP
- Brazil CEO
- Global CLO
- Legal Executive and Financial Director in Brazil
- Legal Officer in Spain

Sustainable Fini

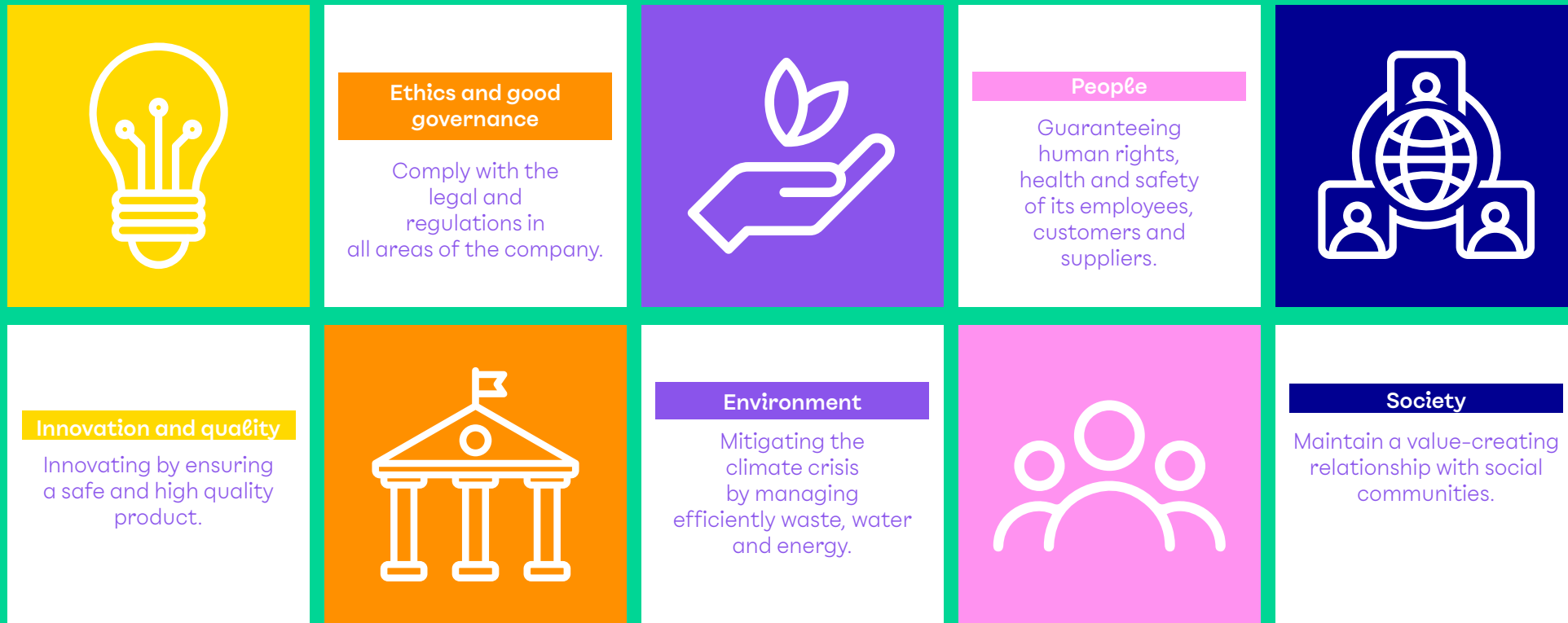
Our vision of sustainability takes into account the **contribution to social, environmental and economic value** in all countries where we carry out our activities. To this end, five sustainable development priorities have been established and certain policies have been created to ensure a responsible relationship with all company stakeholders.



Contribution to the creation of social, environmental and economic value.

Sustainability priorities and objectives

Fini's functional areas operate collaboratively to drive an ever-growing company. Leading through a shared vision allows us to work as a team, develop people in line with values and competencies, and face future challenges.



ESG

In its broadest sense, ESG (Environment, Social and Governance) aspects are a strategic objective for Fini, together with innovation and competitiveness. In 2022, the company initiated the development of its new ESG Strategy 2030 in response to the confectionery market's changing needs and trends. The eight-year strategy determines the company's objectives and guidelines in all operational aspects and includes the integration of ESG aspects into its daily activities.

The approval of the ESG 2030 aligns with Fini's public commitment to transparency and sustainability. Industry studies predict a decline in the coming years, so this is an ideal opportunity for Fini to evaluate its growth strategy and incorporate ESG management as a crucial component for sustained growth and market positioning.

Fini's ESG strategy was developed through a market analysis and with the participation of key members of the organisation. This process identified four priorities considering current and future challenges. With the strategy, Fini is committed to being a responsible and sustainable player in the confectionery market.

As a global company, Fini also plays an important role in achieving the United Nations Sustainable Development Goals. For this reason, the following four strategic pillars aim to contribute positively to the SDGs.

4 Strategic Axes and 5 SDGs:



Regenerative Design

Transition towards the sale of sustainable products and investments.



Inventing joy

Well-being of employees and consumers through new modes of management and communication.



Circular Economy

Optimization of waste management processes and establishment of a circular production model.



Net Zero

Energy conversion towards carbon dioxide emissions-free consumption and production.



To ensure effective implementation of the strategy, sub-objectives have been identified at three points in time.



Establishment of the ESG filter and marketing of the first sustainable products (>10%)

Having the majority of products and new investments validated by the ESG filter (>80%)

Having one-third of products and new investments validated by the ESG filter (>30%).



Implementation of people management tools

Initiation of the Inventing Joy strategy

Achievement of certification for an excellent work environment

Definition of consumer well-being priorities

Implementation of educational and awareness campaigns

Recognition as a dedicated consumer well-being company



Establishment of waste management processes, with recycling as the top priority

Application of the 5R principles in the production chain to significantly reduce the amount of waste

Obtaining Zero Waste certification for factories (AENOR) and Life Cycle Assessment certification (ISO)



Implement SBTi
50% renewable energy consumption

Achieve nearly 100% renewable energy consumption (>90%)

Validate objectives SBTi
Become a Net Zero company

1 year

Short term (H1)

3 years

Medium term (H2)

5 years

Long term (H3)

8 years

Sustainability

To achieve the mission and sustainability objectives, Fini develops links with its stakeholders through constant dialogue and actions that generate a positive impact.

Relación con los grupos de interés

Employees

Fini ensures the well-being and professional development of its employees. Its labour policy is oriented towards stability in employment and the generation of direct economic benefits in its areas of influence. In addition, it ensures equality, diversity and work-life balance with an Equality Policy and an Occupational Risk Management System with which it protects the health and safety of its employees.

Customers

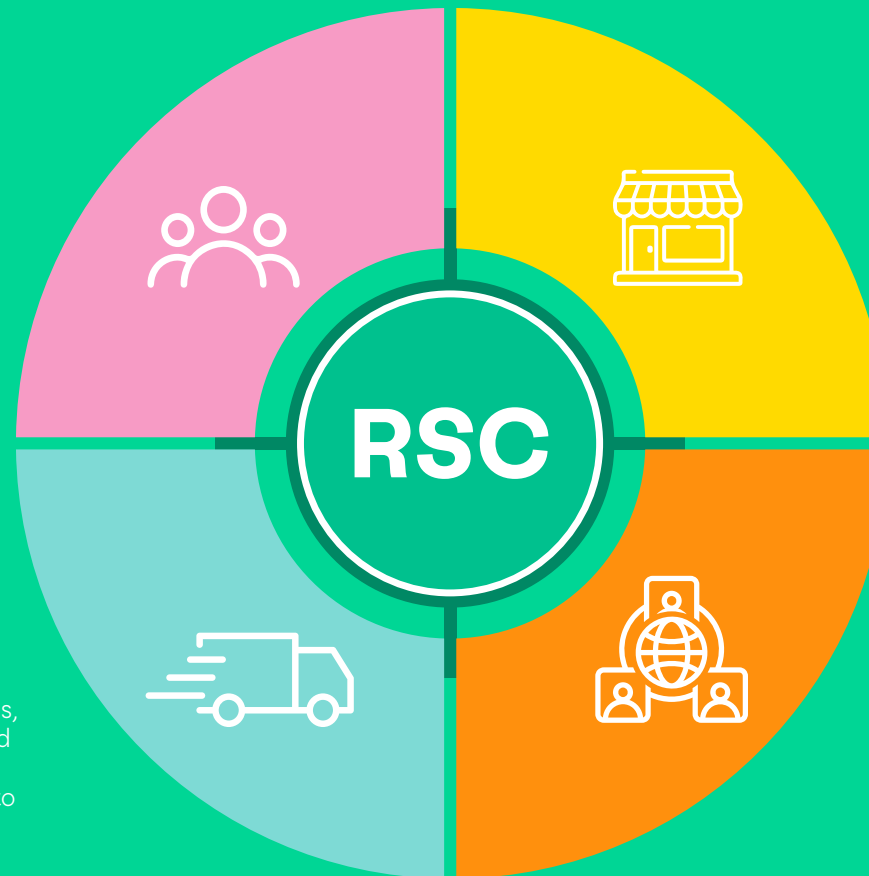
Fini maintains a close relationship and generates emotional ties with its distributors and consumers. Thus, it consolidates the essence and values of the brand and nourishes relationships through active listening and proactive participation in conversations that allow us to understand customers' needs and discover new trends and opportunities.

Suppliers

Fini has procedures for evaluating and selecting suppliers and business partners. These ensure compliance with environmental, health and safety at work legislation and ensure a sustainable supply chain. A policy of working with national suppliers makes it possible to collaborate in the improvement of the Spanish economic fabric.

Society

As a company that creates a large number of direct and indirect jobs, Fini maintains a strong bond with society and contributes to its development: it is present in business, cultural and educational associations. Through actions, relationships and a continuous dialogue with local communities, it generates a positive impact.



Materiality

In 2019, we identified the most important areas for our company by carrying out a materiality analysis based on a comparative study with various leading companies in the sector. In the previous fiscal year, based on the results obtained from the 2019 analysis, the materiality matrix was updated through a new comparative analysis with companies with similar characteristics.

In 2022, the same analysis was carried out and the following list shows the 20 key areas identified, linked to the most relevant economic, environmental and social impacts for our operations and stakeholders.

Level 1

1. Climate change
2. Product quality and safety
3. Diversity and equal opportunities
4. Customer health and well-being

Nível 2

5. Water
6. Biodiversity
7. Human rights
8. Employee development
9. Economic performance
10. Circular economy
11. Employment
12. Energy
13. Ethics and cooperative governance
14. Supply chain management
15. Responsible marketing
16. Occupational health and safety

Nível 3

17. Innovation
18. Materials
19. Community relations
20. Security and data privacy

Economic value generated and distributed

		31.12.2022	31.12.2021
Direct economic value generated		403,255,257	262,856,079
Income	Net sales, income from financial investments, income from asset sales and one-off revenues.	403,255,257	262,856,079
Economic value distributed		(362,632,589)	(227,108,030)
Operational Costs	Payments to suppliers, amortisation of fixed assets, losses from the sale of assets and one-off expenses.	(253,177,122)	(156,546,768)
Wages and employee benefits	Cost of employees and executives.	(65,546,940)	(46,479,358)
Payments to capital suppliers	Financial expenses, exchange rate differences, losses from the sale of financial instruments and dividends.	(8,402,120)	(3,501,082)
Payments to the Public Administration	Expenses from taxes accrued during the year.	(35,506,407)	(20,967,866)
Economic value retained		40,622,668	35,361,005

Grants and taxes

In 2022, Fini received operating grants totalling €2,304,714. It did not receive any capital grants. Fini did not receive any capital grants.

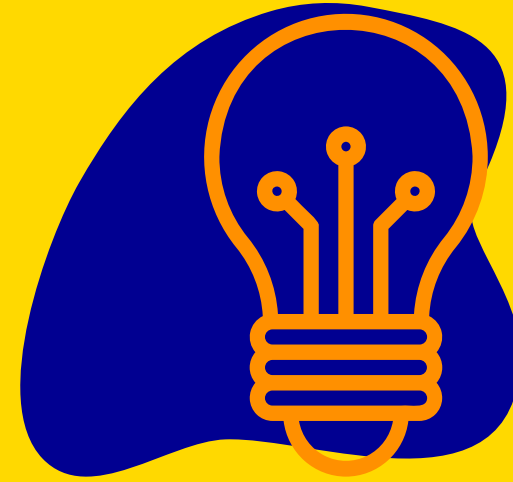
Country	Profit/Loss for the period before taxes	
	2022	2021
Spain	2,264,036	8,293,504
Colombia	(309,803)	(229,603)
Portugal	309,942	71,334
United Kingdom	388,542	204,329
Italy	155,088	109,220
France	294,712	329,141
United States	-	(11,881)
Peru	477,404	89,480
Chile	3,113,732	2,284,714
Brazil	40,662,431	20,189,277

Tax by country		
	2022	2021
Brazil	14,354,789	6,674,008
Spain	502,253	(452,348)
Italy	63,460	50,159
Portugal	87,578	20,775
France	80,723	64,343
USA	-	316,340
Colombia	(299,663)	(14,296)
Chile	786,118	129,793
Peru	158,346	(7,790)
UK	77,076	39,491
Total	15,810,680	6,820,477

Public grants		
	2022	2021
Alcohol (excise tax refund)	2,230,993	1,910,909
ITC (Industry, Tourism and Commerce) (Design and development of new mixing technologies for the manufacture of candy)	-	168,215
Continuing training	70,644	56,588
Others	3,077	19,980
Total	2,304,714	2,155,692

Fini R+D: Innovation and development

Innovation is a key value for Fini. Our commitment to investing and researching constantly leads us to launch products of excellence on the market. This desire to evolve and acquire differential values in our products and processes allows Fini to continue leading and participating in research and development projects as well as collaborating with institutions aligned with this purpose.



The launch
of 50 new
products
every year

New technologies

One of the most relevant collaborations is the one with the **Center for Industrial Technological Development (CDTI)** of the Ministry of Economy and Competitiveness, which Fini receives funding from, to design and develop new mixing technologies for the manufacture of confectionery.

Fini has completed the GOLOHEALTH project, which consisted of designing and developing a functional candy with probiotics beneficial for health. The project was funded by the CDTI and the EU, it lasted for 18 months and achieved its goal.



³The funding that Fini receives from the CDTI is through the FEDER INNTERCONECTA ²⁰¹⁵ Program.

Product development

We put in great effort so that Fini products can be enjoyed by all types of consumers, including those with certain food needs. For this reason, our R+D+I teams are constantly working on reducing allergens such as gluten and lactose, reducing the level of sugar in all products as a healthy alternative, and eliminating the use of saturated fats in products. In addition, the use of certified, top-quality raw materials of vegetable origin has allowed us to bring our confectionery to people with a vegan diet.

As a result of the continuous research and improvement process, in 2010 Fini became the first and only manufacturer worldwide to develop a line of liquorice suitable for celiacs. This innovative commitment has become a benchmark within the Fini Zero Gluten range for gluten-intolerant consumers.

This commitment also extends to consumers who are looking for little sweet moments in their lifestyle. This has been the driving force behind launches such as Fruta Gourmet or Black and Red Liquorice, soft candies and liquorice made exclusively with ingredients of vegetable origin and 100% vegan friendly.

Innovating to reach more consumers.



Fini quality

One of the core values that governs our business strategy is quality. We are aware of the importance of having the recognition of professionals, distributors and retailers in the sector. That is why, at Fini, we have always pursued **excellent quality** for our products with the aim of positioning ourselves as a **prestigious brand nationally and internationally**.



With the highest standards in the sector when it comes to quality and food safety.

Relationship with supplier companies

Fini has an established quality management system that includes a procedure to evaluate and select suppliers of materials, equipment or services that may affect the quality and food safety of its final products. Among the selection criteria, the hiring of local companies is encouraged, which contributes to the economic development of the communities where the company operates. Currently, a supplier policy and a questionnaire are being developed to ensure that the ESG criteria set out in the strategy are met.

The Code of Conduct establishes that the selection and hiring of suppliers must be transparent, taking into account criteria such as technical competence, legal compliance, reputation and ethical behaviour of the supplier company.

In addition, Fini has a **procedure for the control and verification of subcontracted supplies and services**, which guarantees compliance with the specified purchase requirements and the food safety of the products. The Technical Directorate for Food Quality and Safety carries out periodic internal audits to verify and evaluate compliance with these procedures, which are regularly reviewed for continuous improvement.

Food safety

In its desire for constant improvement, Fini has been certified for its quality and food safety under the BRC and IFS standards and has also obtained Halal and Vegan certificates. In addition, we manufacture products that have Kosher certification on request from customers. We continuously work on reducing allergens such as gluten and lactose, so that our products are accessible for more and more people, and we do not use genetically modified organisms (GMOs).



Consumers

The unity, integration, communication and collaboration of all parties involved in Fini's customer experience are key to an effective relationship with its consumers. In this sense, we continuously work on improving and adapting our products to the needs of consumers, and offer quality with certified products. Likewise, through its different channels, it makes itself known, establishes relationships, and builds customer loyalty.

Accompanying and understanding the client

At Fini we have a variety of channels through which we make ourselves known, interact and build loyalty with our customers. These channels also provide us with information and knowledge of the market. One of the most important channels for Fini is social media. Through it, we obtain direct, personal and close feedback from The Fini Company's community of followers.

The information obtained from social networks is treated and analysed exhaustively with the aim of adopting

valuable solutions, optimizing product launches, processes and all kinds of publications, marketing, communication and sales content. All this aims to offer quality products and services that meet the needs of our customers and that allow us to remain a reference brand in the sector.

Fini has introduced **factory visits for certain customers**. These visits begin with a presentation in advance, during which the customers are provided with information on new trends, launches, and gamified actions, among other topics. After that, the factory visit is organised. This approach makes it possible to create lasting relationships with customers.



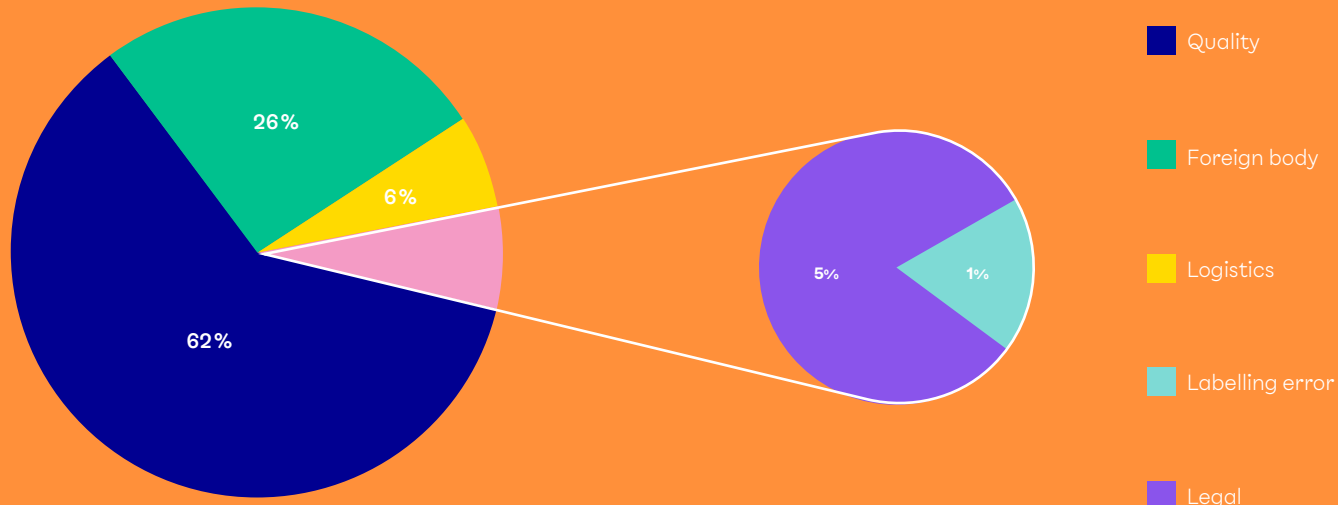
Dialogue with customers

The communications received through different channels (distribution companies, mail, telephone and social media) are centralised and managed according to the quality protocol established for the monitoring and management of incidents. By doing this, Fini has mechanisms to collect complaints and suggestions efficiently and facilitate their management and resolution in a timely manner. The department in charge of receiving these requests is responsible for sending them to the corresponding areas, such as the Department of Quality and Food Safety, depending on the channel used for their receipt.

Likewise, customers around the world can find out about Fini products and can purchase them in their respective countries through web and the email fini@finicompany.com.

We registered and managed a total of 3,266 complaints in the 2022 tax year.

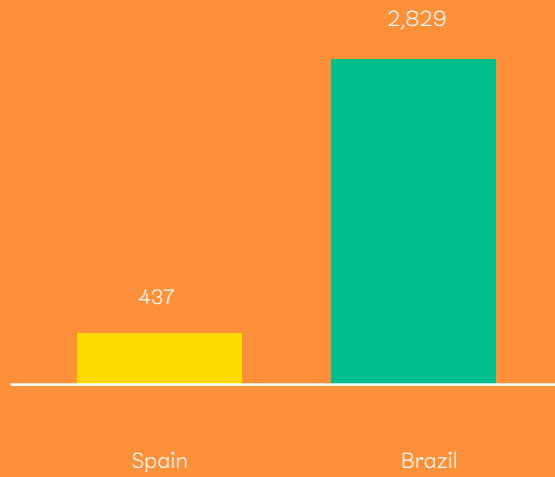
Complaints



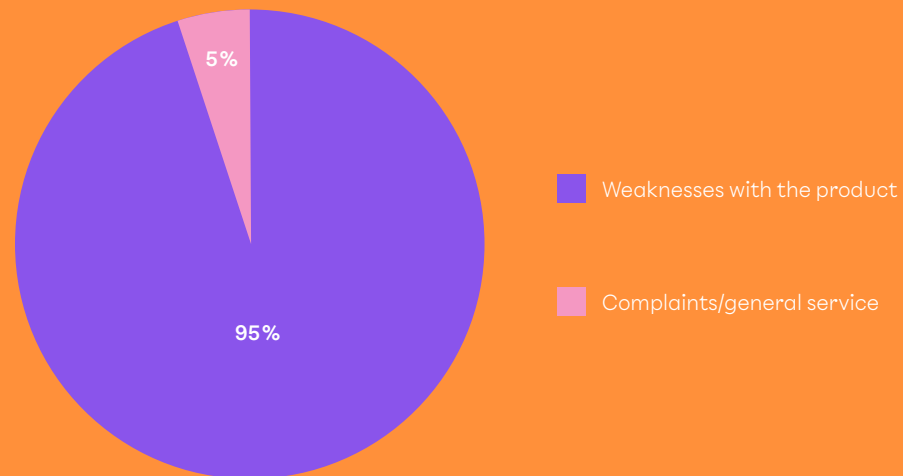
⁴ The number of complaints has increased because the complaints received in Brazil were not included in previous periods.



Complaints Spain



Complaints Brazil



Local communities

Fini demonstrates a strong commitment to the community through various social initiatives aimed at fostering local sustainability and improving the environment around its facilities. These social actions are carried out with a rigorous evaluation of the destination of resources, in accordance with the guidelines established in the Code of Conduct and the Guide to Ethical Guidelines.



Social actions

Young employment

Participation in employment forums that promote the employability of recent graduates.

Youth apprenticeship and internship program in Brazil, aimed at young people between 16 and 24 years old. The program offers work experience that is based on job rotation cycles, where trainees participate in innovation projects, operational activities and internal and external training. Following their internships, they are evaluated by the executive committee to fill future job vacancies.



Caring Fini

- Candy donation to the **National Food Bank** so that the most disadvantaged families at risk of exclusion could enjoy a sweet and joyful moment during Christmas.
- Collaboration with **'The Tree of Dreams'**, a solidarity initiative promoted by Caixabank so that thousands of children at risk of social exclusion could receive their Christmas gift during the most magical night of the year.
- Collaboration with **the Naval Military Force – Camino de Caravaca** through the sale of products, with the aim of partnering with Food Banks and similar organisations.
- Sending confectionery to **Ukraine**, with a special stop at Okhmatdyt Children's Hospital in Kyiv, to give out candy and other items to children.
- Candy donation to the **Association of Relatives of Children with Cancer of the Region of Murcia (AFACMUR) and the Hospital del Niño Jesús**, with the aim of brightening the morning of children suffering from this disease.
- Collaboration with **Mother Teresa of Calcutta**.
- Donation of products to people with Autism Spectrum Disorders through collaboration with **ASTRADE**.
- Carrying out the project **'Infinite ways to rejoice Christmas'**, in collaboration with several non-profit organisations, in order to generate small doses of joy and happiness during these dates.
- Donation of 34,864 packages of Dr. Good brand vitamin C to the Health Promotion Management Unit (UGPS).

Fini social

- Awareness **of the importance of eradicating violence against women**. On the International Day for the Elimination of Violence Against Women, Fini expressed its gratitude to the Association Against Domestic Violence in the Region of Murcia (AVIDA) for all the work and dedication carried out in order to eradicate all cases of violence.
- Celebration of **International Women's Day**.
- Competition to celebrate **World Environment Day**. Fini made its staff aware of how important and fundamental it is to care for and respect all the natural resources that surround us, to strengthen and make the well-being of our ecosystem prevail.



Partnerships, sponsorships and charitable contributions

According to our internal policies, donations should be made exclusively for legitimate philanthropic purposes, for humanitarian interests and support to cultural or educational institutions. For this reason, Fini has internal procedures to evaluate and approve donations in which the legal department and Management participate, respectively. In addition, according to current legislation, Fini does not make contributions to political parties.

All sponsorships must be based on contracts formalised between the organisation and the institution receiving the sponsorship.

During 2022, three collaborations with sports organisations were carried out in Brazil with the aim of improving social issues. Actions are also carried out to promote culture and sport through the recovery of taxes paid to the government.



Entity	Donation type	Amount (€)
Beach Park	Sponsorship	42,666
Beto Carreiro	Sponsorship	14,373
Cinemark	Sponsorship	50,730
Cinepolies	Sponsorship	42,478
Asociación Encuentro Murcia	Donation	800
CRE100DO	Donation	3,000
Cruz Roja	Donation	1,200

Note: The exchange rate used for Brasil was Real/Euro = 5.37.

Communication

Advertising

Every year, Fini carries out various advertising campaigns to enhance the visibility, notoriety and reach of its brand, both nationally and internationally. Fini has carried out various brand positioning actions to make itself recognised in the market, including:

- **New Product Launch:** Regularly introducing new innovative products in terms of flavours, textures, and presentations to offer a wide variety of choices to consumers and maintain relevance.
- **Sponsorship of events:** Sponsoring sporting and cultural events, associating the brand with values such as fun, excitement and entertainment.
- **Creative advertising campaigns:** Standing out through creative advertising campaigns that seek to emotionally connect with consumers and manage to generate a great impact on social networks and other media.
- **Collaborations with influencers and brands:** Collaborating with influencers and other brands to reach broader and more diversified audiences and expand the potential consumer base.

In addition to these campaigns, Fini carries out other brand positioning actions, designed based on the essence and values of the company, for points of sale and other channels. Thanks to all these advertising and communication actions, as of 2022, Fini has a total of 12 million followers on social networks.



Positioning actions

Spain

- Partnering with popular ice cream parlor Rocambolesc to launch a special edition of peach heart flavored ice cream, called Sweet Summer Love Fini by Rocambolesc.
- Manufacture three ranges of candy under the Rocambolesc brand to attract different types of consumers and meet their needs.
- Cross-sell Monster cans with FINI's twisted straw candy: sell our candy along with Monster's energy drinks to attract young and active consumers.
- Sale of Fini Gourmet Black candies together with gourmet chocolate products from the Lindt Noccionoir and Nociolatte brands.
- Sponsorship of the Hannibal Laguna fashion show at the MBFW Madrid Fashion Week.
- Developing the Fini Smoofree makeup line by Zeta Beauty with a sweet scent, which is aimed at enhancing the Fini Smoofree brand awareness among gen-Z customers.
- Presentation event of the new products in the Rocambolesc store in the Corte Inglés Serrano in Madrid through a store collaboration.

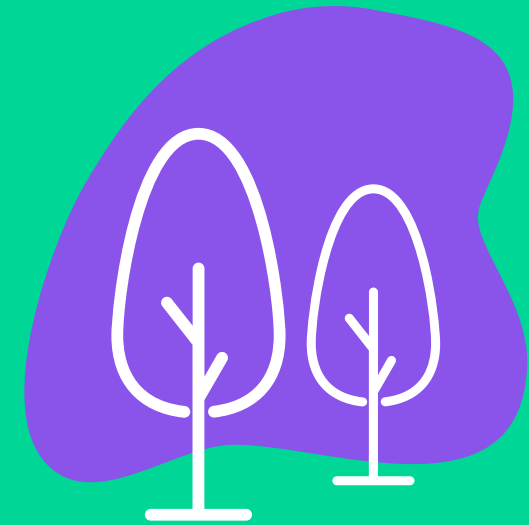
Brazil

- Institutional and digital campaign that included the dissemination of the video Choose your Fini on social media and the projection of the same in all the rooms of the Cinépolis network in Brazil during the first half of May 2022. In addition, this was broadcast in the 79 franchises, and there were various influencer collaborations set in place to expand the campaign scope.
- Winter recipes campaign with pastry chef Bela Castro, who has participated in several cooking programs. The campaign was posted on Instagram and TikTok to reach a wider audience.
- Launch event of the Fini Jelly Teeth for journalists and influencers.
- Launch campaign of the new Fini vegan line through a video and an exclusive event for influencers and journalists.



Environmental responsibility

Environmental responsibility is a premise in all Fini operations, which takes into account an efficient management of all the resources used in its processes, as well as minimising the waste generated to help reverse the climate crisis.



Gestión del impacto ambiental

Some of the Sustainability activities carried out during 2022 include:

Environmental policy

Fini systematically monitors and records all processes and practices that may have a potential impact on the environment and plans new projects to prevent pollution. We implement comprehensive environmental controls more frequently than required by environmental regulations and strictly monitor key aspects. In line with this, we are currently working on a new environmental policy draft.

To ensure responsible management of operations and to comply with Art. 134 of Law 4/2009 on Integrated Environmental Protection, we have an environmental operator responsible for the monitoring and proper functioning of facilities intended to prevent or correct environmental damage, and for preparing the necessary information or documentation to present to bodies in environmental matters.

Fini's Environmental Policy includes the following objectives:

Biodiversity protection is not considered a key aspect for Fini because its operations are not carried out in sites close to protected areas or adjacent to areas of high biodiversity or with the existence of protected species. Consequently, no significant impacts on biodiversity have been identified.

Environmental Awareness

Contribute to and promote the protection and care of the environment among employees, suppliers and customers.

Environmental responsibility

It is established as a priority in the development of the organisation's activities.

Compliance

Comply with applicable legal and regulatory requirements and commitments, which were entered into voluntarily.

Pollution prevention

Minimise the impact of the company's activities (solid waste and liquid effluents or atmospheric emissions).

Good practices

Aimed at conserving water, energy and resources and effectively treating waste.

Cooperation

Informing, collaborating and cooperating with public authorities in crisis and emergency situations.

Environment:

- Project for the extension of the sewage treatment plant (EDARI): In 2022 a study was started for the expansion and bids were requested to carry out the project. Currently, all the necessary environmental documentation has been submitted to the autonomous community and the corresponding city council.
- In 2022, expansion works were started in the Brazilian treatment plant with the aim of improving the discharge parameters.
- In addition, waste compactors were installed in Brazil to optimise transport and reduce its volume.
- Reverse logistics has been implemented in the supply chain in Brazil, a process that involves planning and controlling the return of products from consumers to the manufacturer and distributor for subsequent recovery, repair, recycling or disposal.



Risks

Fini identifies the following environmental risks:

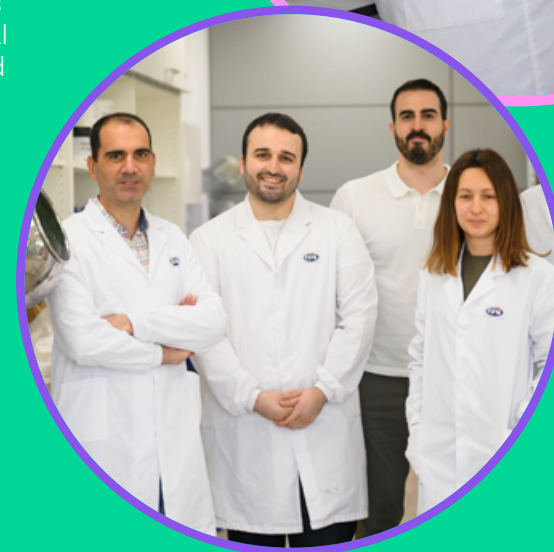
- Atmospheric and acoustic emissions.
- Contaminated land.
- Liquid effluents.
- Waste generation.

Based on the identified risks, strict compliance with all environmental controls and regulations is carried out at all times. These are the **measures taken** to mitigate and/or prevent environmental impacts:

- Analysis of the boiler chimneys and biogas torch emissions.
- Soundproofing of production equipment and warehouses roofs.
- Installation of holding tanks for dangerous products to avoid soil contamination.
- Preventive maintenance of boilers to confirm that they operate in accordance with technical requirements.
- Analysis and treatment of effluents in the pretreatment stage, as well as a second treatment by the Jundiá Sanitation Company (CSJ).
- Acquisition of more waste containers and compactors.

In addition, in Brazil, Fini has the Environmental Risk Management Program to mitigate possible risks. In 2022, the company developed a matrix of environmental aspects and impacts, listing all identified risks and creating control plans for each significant impact. They also apply the precautionary principle in chemical handling areas, having containment tanks and emergency environmental kits in case of accidents.

To increase environmental awareness, Fini has implemented a process where an informative talk is offered on the welcome day for new hires, with the aim of raising awareness about the most significant aspects for Fini in relation to the environment. Among the topics covered in these sessions are the prevention of water, soil and atmospheric pollution, as well as the reduction and correct segregation of waste.



Circular economy

The following table shows the detail of the main waste generated, segmented by the following categories:

Waste Spain	Type of waste	Generated volume 2022 [t]	% recycled 2022	Generated volume 2021 [t]	% recycled 2021
	Hazardous waste:	9	100%	-	-
	Sludge, Water	553	100%	1,392	100%
	Urban Solid Waste w/ Organic	574	100%	405	-
	Cardboard	492	100%	324	-
	Industrial w/o Organic	481	100%	513	-
	Scrap	144	100%	69	-
	Debris	29	100%	48	-
	Plastic	15	100%	23	-
Unsuitable for consumption	34	100%	0.5	-	

Waste Brazil	Type of waste	Generated volume 2022 [t]	% recycled 2022	Generated volume 2021 [t]	% recycled 2021
	Hazardous waste	1.71	100%	-	-
	Non-hazardous waste			5,584	
	Chemicals	-	-	2,500	-
	Oils	-	-	1,400	100%
	Cardboard	511	100%	437	100%
	Plastic	334	100%	265	100%
	Wood	103	100%	94	100%
	Debris	38	-	19	-
	Food (discarded)	29	-	841	100%

Waste management is carried out through subcontracted companies authorised by the Public Administration in Spain and Brazil, who verify the waste through destination certificates. In Brazil, the company has a selective collection program where recyclable materials are destined for recycling companies and organic waste (containing high levels of sugar) is recycled in the alcohol industry facilities, while always prioritising the recycling operation. If a product does not meet the quality and food safety criteria, it is considered waste.

In addition, in the previous year, work began on the first stage of the effluent pre-treatment station renovation in Brazil. In 2022, the construction of a new wastewater treatment plant began, with the expectation that it will be completed and fully operational in 2023. Reverse logistics have also been applied for 22% of the packaging and a project has been started to have a waste centre and carry out the internal assessment of the same.

In Spain, 2,883 tons of waste generated have been reused as a by-product for the manufacture of animal feed.

In March 2022, a portion of raw water was extracted in tanks, also due to maintenance work. Cadagua manages the operations and maintenance of the water treatment plant.

Finis continues to work with the aim of making all packaging 100% recyclable.

Raw materials

Following is the consumption of raw materials expressed in tons recorded in 2022 from our operations in the Spain and Brazil plants:

Use	Volume Spain (t)		Volume Brazil (t)		Consolidated Consumption 2022	Consolidated Consumption 2021
	With packaging	Without packaging	With packaging	Without packaging		
Consumption	75,025	65,795	57,000	47,463	245,283	217,576
Production	59,540	59,562	48,000	48,000	215,102	169,506
Discarded	12,602	3,350	9,000	537	25,489	51,898
By-product	2,883	2,883	1,863	1,863	9,492	4,748

To improve the use of raw materials, Fini carries out production and disposal controls. Raw materials consumption has increased by 8% compared to the previous year. During 2022, both plants have operated normally and there has been an increase in both consumption and production.

In addition, various measures have been implemented in Spain to optimise the use of raw materials, such as improving the arrangement and cleaning processes, as well as the use of vacuums in starch reuse rubber machines. In Brazil, two hand dryers have been purchased to reduce on-site paper consumption.



Water

Below is the annual water consumption recorded in 2021 and 2022 in each of our production plants.

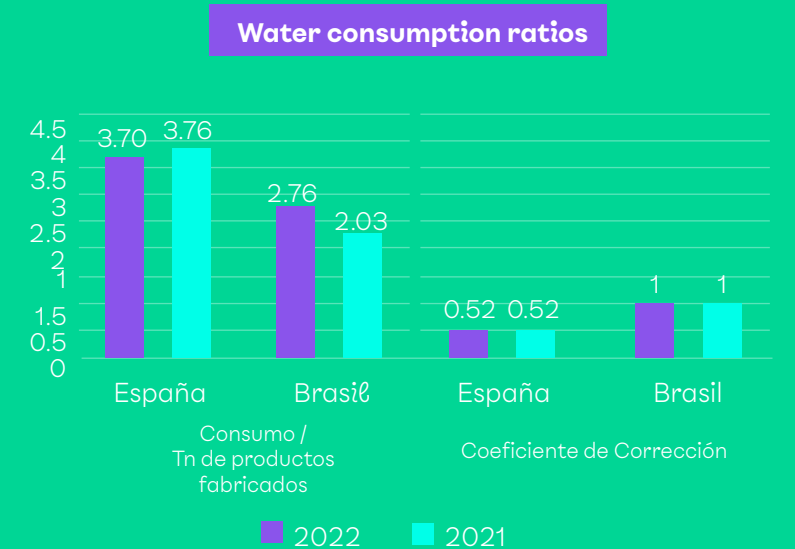
Country	Consumption [m3] 2022	Consumption [m3] 2021
España	3.70	3.76
Brasil	2.76	2.03

Country	Consumption [m3] 2022	Consumption [m3] 2021
España	220,104	182,572
Brasil	132,477	98,356
Total [m3]	352,581	280,928

The aggregate water consumption recorded stands at 352,581 m3, which represents an increase of 25% compared to the previous year in absolute terms. This year both plants have been able to operate normally and, therefore, overall consumption and production have increased.

The Murcia factory uses the VIGIA system of the Autonomous Community of the Region of Murcia, where water consumption data is completed semi-annually and with which the hydro-efficiency coefficients and the ratio of m3 of water consumed per ton of products manufactured are recorded.

The following graph shows the decrease in water consumption ratios compared to the previous year in the plants in Spain and Brazil, which represents an improvement in both factories.



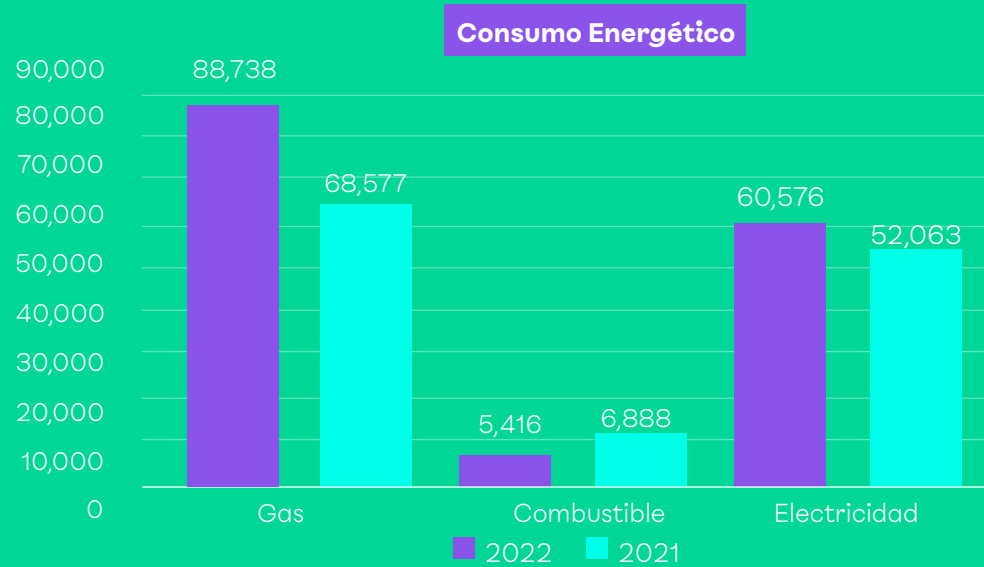
Energy

Fini's production facilities have LED lights for indoor and outdoor lighting, lighting timing in various sections of the factory at the Spanish plants and periodic reviews of the compressed air system to avoid leakage losses. In Brazil, conventional lighting has been replaced by LED lighting, in addition to the incorporation of domes with natural light.

In the natural gas boilers in Spain, the burners were replaced by more efficient models in order to reduce the consumption of this fuel as well as optimise the parameters of emission into the atmosphere.

Below is the average monthly energy consumption for 2022 in our production plants:

Type of energy	Unit of measurement	Consumption Spain	Consumption Spain	Consolidated consumption
Gas	MWh	59,666	29,072	88,738
Fuel	MWh	1,582	3,833	3,833
Electricity	MWh	34,259	26,317	60,576
Total	MWh	93,925	59,222	153,147



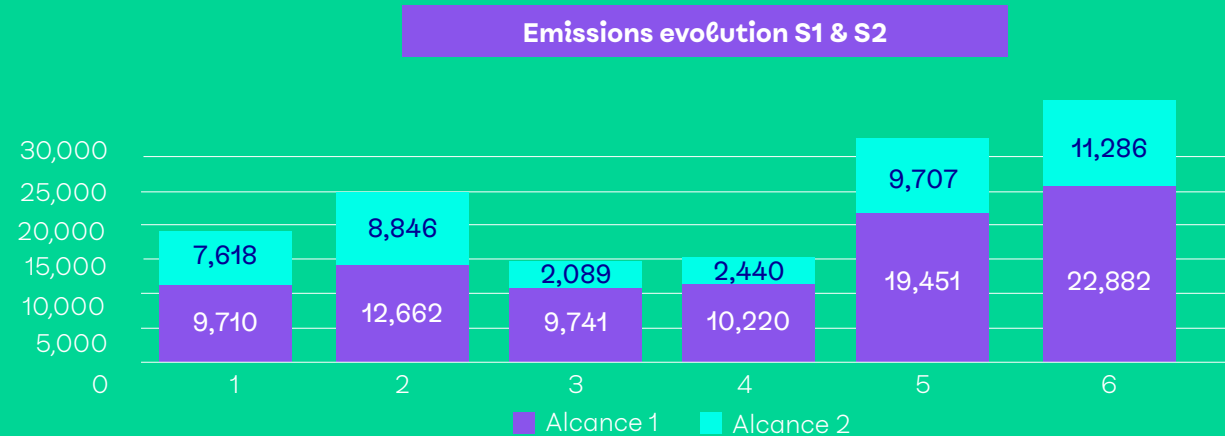
The aggregate energy consumption recorded stands at 153,147 MWh, which represents an increase of 20% compared to the previous year (127,528 MWh).

Country	Ratio kWh/t 2022	Ratio kWh/t 2021
España	575	609
Brasil	442	600

Emissions

Below is the consolidated measurement of Greenhouse Gas (GHG) emissions generated by Fini's production facilities, calculated by estimating the most relevant aspects associated with these emissions. During this period, coverage has been expanded to include fuel emissions and fugitive emissions which fall under Scope 1.

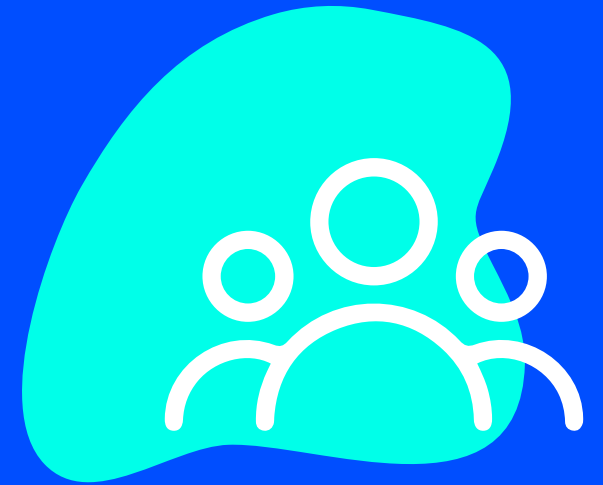
Fini uses natural gas boilers, air conditioners with cooling gases and a small generator set. The plant in Spain also has two diesel fire pumps and a new item, the biogas burning torch at the sewage treatment plant. The emissions generated by the fire pumps and the generator set are negligible compared to the rest. Boiler gas emission reports are prepared to ensure that emissions are within permitted limits.



Type of energy	Unit of measurement	Spain				Brazil			
		2020		2021		2020		2021	
		Consumption	Tn CO ₂ eq	Consumption	Tn CO ₂ eq	Consumption	Tn CO ₂ eq	Consumption	Tn CO ₂ eq
Alcance 1			9,710.04		12,661.74		9,740.53		10,220.44
Combustible	l	163,656.80	402.15	158,217.80	389.25	525,200.00	1,646.23	385,143.00	1,211.89
Refrigerantes	Kg	320.00	627.60	445.00	1,386.54	1,182.67	4,262.89	1,019.23	3,704.42
Gas Natural	MWh	47,576.75	8,680.28	59,666.00	10,885.94	21,000.00	3,831.41	29,072.00	5,304.13
Alcance 2			7,618.20		8,846.21		2,089.04		2,439.59
Electricidad	MWh	29,527.9	7,618.20	34,287.62	8,846.21	22,535.46	2,089.04	26,317.00	2,439.59
Emisiones Totales (Tn Co₂eq)			17,328.25		21,507.94		12,743.82		12,660.02

Team Fini

Model leadership, management focused on employees and emphasis on working conditions for a motivated, committed and high-performing team.



**Creación de
más de 3.500
empleos.**

Human capital

It is important that Fini employees feel proud to be part of the company. In 2022, Fini has clearly opted for internal promotion, restructuring the company with newly incorporated talent that has demonstrated its ability to occupy positions of greater responsibility. Fini has a centralised Human Resources department that supervises the control and management processes of all employees.



Prioridades y medidas de gestión deñ Capital Humano

The following table shows the key aspects that Fini prioritises for its human capital management and the measures taken to implement them in both Spain and Brazil:

	Finí Spain	Finí Brazil
Quality and sustainability	<p>Transparent personnel selection policy: vacancies with detailed job descriptions, where preference is internal personnel whenever possible according to the position requirements. The hiring process is carried out by HR professionals and area managers.</p> <p>Fini supports youth employment by having internship programs for recent graduates of vocational and university education, with possibilities of employment at the end of the internships.</p>	<p>Indica AI Project: an online platform where existing Fini staff can nominate external people for jobs in the company. The company values the advice of current employees and 60% of its hires come from these nominations.</p> <p>Integration process on the first day: new employees receive formal invitations to Fini, a 'buddy' who is in charge of their development and a welcome pack.</p>
Job flexibility	<p>Continuous and reduced working hours: Continued working hours for production personnel. For office personnel, continued working hours and additionally reduced hours during summer periods and holiday eves.</p> <p>Swapping shifts: this is voluntary and at the discretion of the workers.</p> <p>Flexible holidays: during the summer months and non-working Christmas Eve/New Year's Eve. The choice of holiday is through a rotation system.</p>	<p>Continuous and reduced working hours: continuous working hours in production and logistics.</p> <p>Swapping shifts with colleagues.</p> <p>The hybrid work model: allows staff members to work from home two days a week at their choice.</p> <p>Flexible holidays: 30 days, negotiated 11 months before expiry. They can divide their holiday 3 times and sell 10 days to Fini.</p> <p>Hour bank model: an agreement where staff are compensated for overtime work.</p>
Family Support	<p>Family-related holidays:</p> <ul style="list-style-type: none"> - 5 days for serious family illness and more days in the case of a family member passing away. - Maternity leave or accumulated breastfeeding leave. - 2 days for moving house. <p>Allowance: education allowance for workers or their children and allowance for disabled children.</p> <p>Modification of schedule: reduced hours due to legal guardianship or family care.</p>	<p>Family-related holidays:</p> <ul style="list-style-type: none"> - 3 days for family weddings and family members passings. - 5 days for paternity leave. - 15 days for a child under the age of 14 or with a disability in a facility. <p>Best Maternity Program: includes support during pregnancy and a maternity pack.</p> <p>Monthly cash cards: for the purchase of food, toiletries, gasoline for families.</p> <p>PAE (employee support) Program: free source of economic, legal and psychological support for the families of our staff.</p>
Employee Support	<p>Insurance: more beneficial conditions for health insurance subscription for workers and their families.</p>	<p>Salary policy and career plan: ensures the fairness of promotions and salaries through annual surveys.</p> <p>Results Program / variable compensation: Employee committee formation to meet collective and commercial goals with the possibility of payment.</p> <p>The organisation has two programs for young people: the Young Apprentice Program and the University Internship Program, both focused on the training and integral development of participants. The goal is for young people to become future leaders.</p>

At the rest of the Fini subsidiaries, the following aspects are prioritised for human capital management:

Chile

Quality of life, through work flexibility by making use of remote working. Training that allows you to be more efficient and grow. We aim to build a relationship with employees by holding a Christmas celebration with all employees and families

Colombia

Work-life balance thanks to remote working, and additionally allowing two days of rest corresponding to each day, referring to the day of the family.

France

Motivation, which is guaranteed through a clear roadmap. Close management that listens to improvement recommendations. Regular meetings with each employee. Attractive salaries and bonuses. Work flexibility and team training sessions.

Italy

Work-life balance. Pleasant work environment. Competitive compensation and benefits. These aspects are met through the Smart Working policy.

Peru

Quality, commitment and flexibility.

Portugal

Work quality, commitment, effort, and dedication.
Honesty and a good work environment.

United Kingdom

Performance and quality.
Good attitude and enthusiasm.



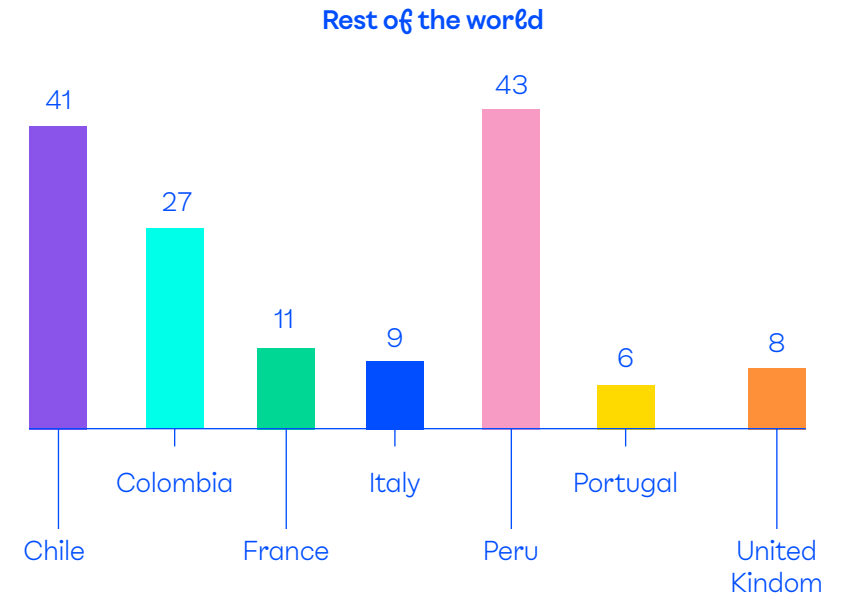
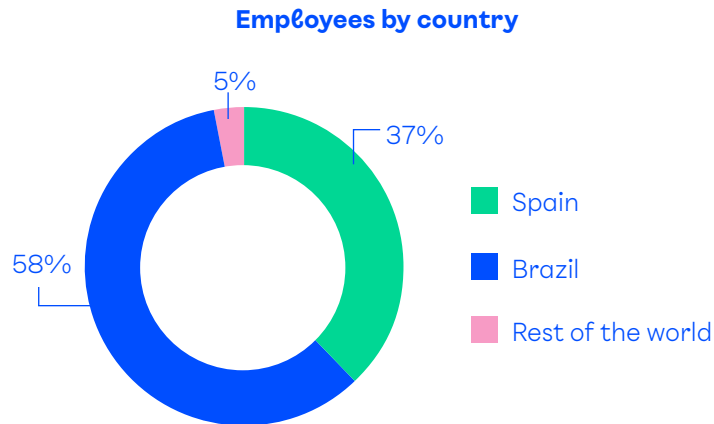
Employment

The organisation has a carefully designed internal and external recruitment process to find candidates who share Fini's purpose and values, as well as the technical and behavioural competencies necessary for success in their role. The company focuses on finding professionals who seek a balance between their personal and professional lives. Fini works with profile analysis specialists to ensure that a correct selection is made. In addition, there is an internal recruitment program which is constantly working on attracting the best talent in the market.

Fini respects all candidates and offers feedback, allowing candidates to learn and grow even if they are not selected for the position. There is no discriminatory requirement in the disclosure of vacancies, and people who are enthusiastic, innovative, surprising, charming and willing to grow together with the company are actively sought.

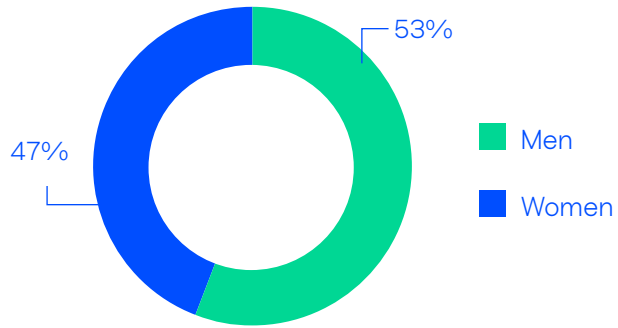
FINI has a detailed and comprehensive integration process to ensure that new members feel part of the family from day one. This process includes an early invitation to join a journey through the FINI world, an interactive activity designed to convey relevant information, a visit to the factory and an introduction to new co-workers. In addition, "buddies" are assigned to assist in the transition and simple actions are taken to make the new employees feel welcome. The whole process focuses on creating a positive and welcoming environment for new employees, which is fundamental for their integration into the company.

During the 2022 financial year, Fini employed a total of 3,601 people across eight countries, which represents a growth in the workforce of 20% compared to the previous year. The distribution of workers⁵ by gender, age, country and professional category is detailed below.

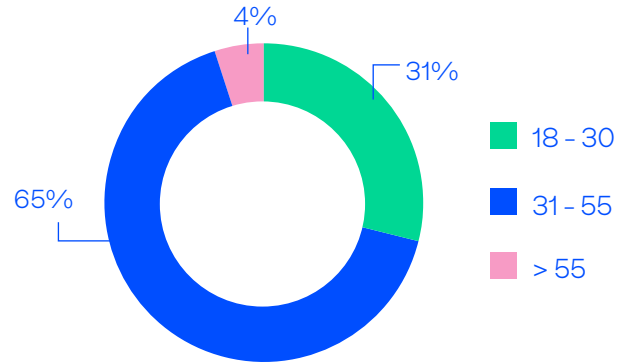


⁵ No information has been reported for the subsidiaries in Chile, Colombia, France, Italy, Peru, Portugal, the United Kingdom concerning: distribution of staff, gender, age, type of contract, number of dismissals, average remuneration, work shifts, absenteeism and training, because these subsidiaries accumulate a large number of employees. gender, age, type of contract, number of dismissals, average remuneration, work shifts, absenteeism and training, as these subsidiaries accounted for 4% of Fini's total workforce as of 31.12.20.20. 4% of Fini's total workforce as of 31.12.2022

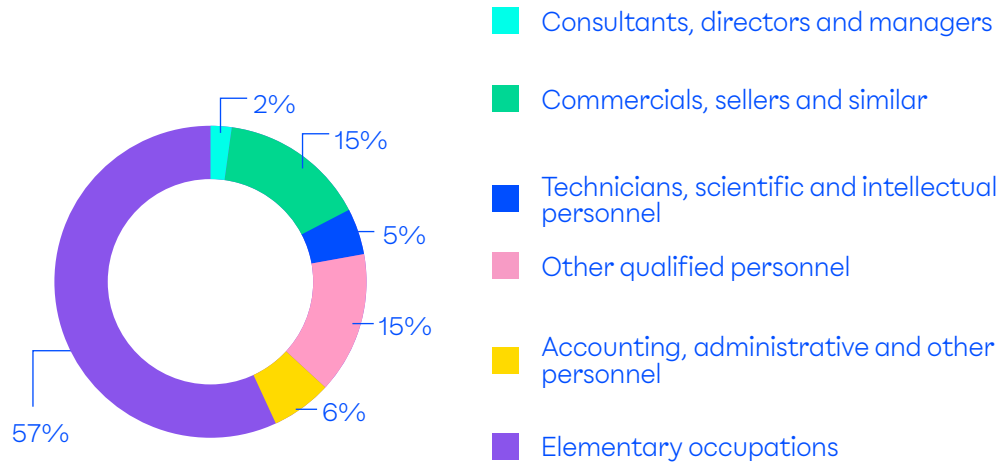
Employees by gender



Employees by age



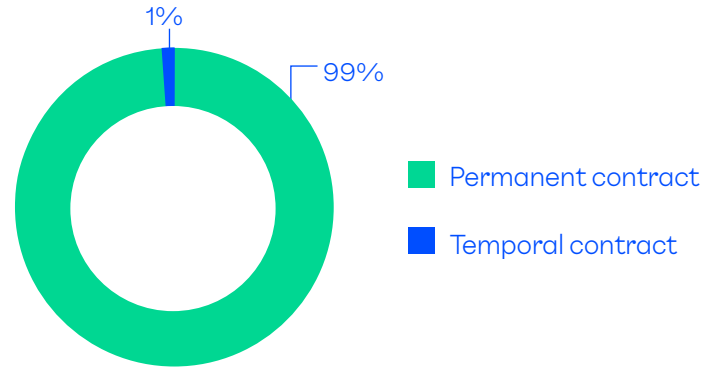
Employees by professional category



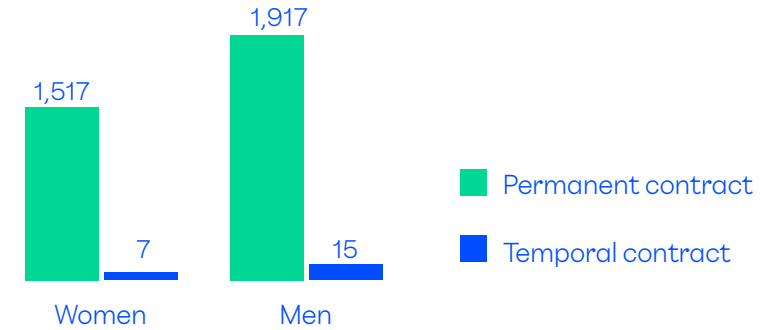
Contract Types

Finis offers its employees fixed and temporary contracts depending on the requirements of each professional category and each employee situation. Below is the average number and distribution of contract types for the 2022 financial year, with the breakdown by gender, age and professional classification.

Employees by contract type



Employees by gender and contract type



	Men						Women					
	Permanent contract			Temporal contract			Permanent contract			Temporal contract		
	18-30 years old	31-55 years old	>55 years old	18-30 years old	31-55 years old	>55 years old	18-30 years old	31-55 years old	>55 years old	18-30 years old	31-55 years old	>55 years old
Consultants	1	1	1	-	-	-	-	-	-	-	-	-
Other directors and managers	1	43	1	-	-	-	3	23	-	-	-	-
Commercials, sellers and similar	42	182	14	-	-	-	30	256	5	-	-	-
Technicians, scientific and intellectual personnel	41	72	7	-	-	-	4	29	-	1	-	-
Other qualified personnel	39	313	28	-	-	-	3	106	19	-	-	-
Accounting, administrative and other personnel	32	58	4	-	-	-	61	62	-	-	-	-
Elementary occupations	518	476	43	3	9	-	295	598	23	1	5	-
Total	674	1,145	98	6	9	-	396	1,074	47	2	5	-

Dismissals

Fini has recorded a total of 565 dismissals, which represents an increase of 48% compared to the previous year, and of which 84% occurred in Brazil. The following table shows the number of dismissals at the end of 2022 by gender, age and professional classification.

	Men			Women		
	18-30 years old	31-55 years old	>55 years old	18-30 years old	31-55 years old	>55 years old
Consultants, directors and managers	-	7	1	-	4	-
Commercials, sellers and similar	2	16	1	2	20	-
Technicians, scientific and intellectual personnel	12	30	1	1	6	-
Other qualified personnel	5	25	1	-	7	-
Accounting, administrative and other personnel	7	6	-	13	7	-
Elementary occupations	159	79	3	79	71	-
Total	185	163	7	95	115	-

Remunerations

Fini believes in honesty when it comes to salary, so it takes into account their level of responsibility and professional career of all its workers when defining their remuneration. The average remuneration for Fini's staff at the end of 2022 is presented below broken down by country, gender, age and professional classification⁷.

In the financial year 2022, the average wage gap in the plants in Brazil and Spain is 90% as measured by the proportion of women's pay compared to that of men.

The following table shows the gender pay gap broken down by country and job classification.

In Brazil, Fini offers a comprehensive compensation package that includes several benefits for its employees. As for the salary policy, the company complies with the minimum established by the union category and has a clear policy of meritocracy and promotion based on performance. The company has a results participation program that complies with legislation and has rules defined for each employee level.

For sales professionals, the company has a variable compensation program that is based on individual and team objectives, as well as a defined structure of variable remuneration. In addition, Fini has an annual awards program for strategic positions that are directly linked to the achievement of results. All these benefits are part of a comprehensive compensation strategy that seeks competitiveness in the total package of professionals to attract and retain key employees.

Average remuneration by gender, age and occupational classification (in thousands)

	Age			Consultants, directors and managers		Salespeople, vendors and similar		Technicians and scientific and intellectual personnel		Other qualified personnel		Accounting, administrative and other personnel		Elementary occupations	
	18-30 years old	31-55 years old	>55 years old	M	F	M	F	M	F	M	F	M	F	M	F
	Spain (€)	24.42	28.55	36.49	*	*	48.37	43.18	38.07	34.14	29.27	26.93	25.73	23.32	19.02
Brazil (R\$)	33.99	56.29	40.66	295.34	266.64	66.61	37.59	68.35	50.08	78.44	90.50	53.56	56.63	30.38	25.94

Salary gap by professional classification

	Consultants, directors and managers	Salespeople, vendors and similar	Technicians and scientific and intellectual personnel	Other qualified personnel	Accounting, administrative and other personnel	Elementary occupations
Spain (€)	-	0.87	0.90	0.92	0.91	0.96
Brazil (R\$)	0.90	0.90	0.56	0.73	1.15	1.06

⁶ Calculated based on theoretical annual gross salary. That is, counting for employees who work with reduced hours the gross annual salary they would have received in case of working full time. In the case of Brazil the exchange value Real/Euro = 5,39 was used.

⁷ The fields marked with an asterisk correspond to categories in which fewer than three people are included and therefore it is not possible to provide the data since this would imply the violation of the Data Protection Law.

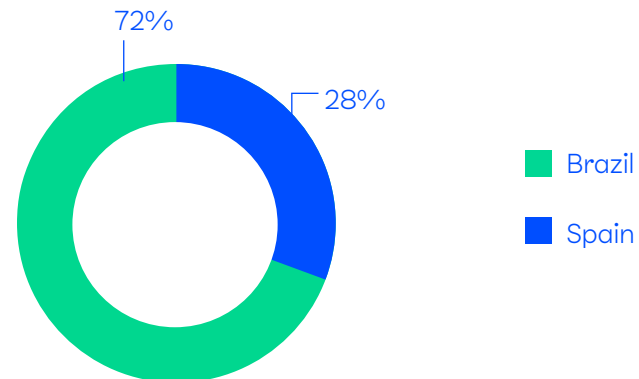
Work organisation

Finis organises its work in shifts in the factories and with established schedules in the offices, adapting the working hours to the commercial hours of each country due to the type of production. In Spain, the working day is intensive on Fridays throughout the year and every day of the week during the summer period. The staff works from Monday to Sunday in three productive sections during 24 hours, complying with the established legal limitations. During the year 2022, an agreement was published that included the modification of the work system in several productive sections, as well as the agreed conditions.

In Brazil, the company complies with legal requirements and union rules regarding working hours, which is 44 hours per week with an hour of rest for lunch. Employees work Monday through Thursday from 8 a.m. to 6 p.m. and Fridays from 8 a.m. to 5 p.m. In the case of industrial and logistical work, they work 12 hours a day with 36 hours of rest every two weeks. In addition, in Brazil, the company offers a Bank of Hours, a

compensation program for hours worked that is liquidated after four months. It also offers hybrid work, allowing employees to work from home two days a week, except on Tuesdays. The company also offers flexibility in negotiating holidays with employees, allowing them to divide them into up to three parts and sell up to 10 days to the company. The company also complies with Brazilian legislation regarding holidays.

In 2022, a total of 129,670 hours of absenteeism were recorded, which represents an increase of 78%, and are shown below distributed by country:



Measures for work-life balance and employment reconciliation for people with disabilities

Work/life balance

Fini has measures to facilitate the work-life balance of its employees:

- Maternity leave: in cases of childbirth, adoption or foster care, an employment suspension contract for a period of 16 weeks is applied and right of suspension of thirteen uninterrupted days, extendable for each child from the second.
- Breastfeeding leave: those employed with children under 9 months are entitled to 1 hour of daily absence.
- Family care: Paid leave in cases of surgical intervention without hospitalisation of relatives up to 2nd degree.
- Reduction of working hours for employees responsible for children under 12 years of age or people with disabilities.
- Flexibility to work from home for office staff whenever they need it.

Measures for digital disconnection

Since most staff do not have company mobile devices or laptops, there is no established policy on digital disconnection. However, Fini promotes this type of measure among workers who do use such devices. At the factories in Spain and Brazil, employees have canteen service to disconnect from work, rest and eat.

Employment of people with disabilities

Fini monitors compliance with legal regulations regarding the employment of people with disabilities. In Spain you have a hiring policy collaborating with two associations: Federation of Murcian Associations of People with Physical and Organic Disabilities, and Inserta Empleo of the Once Foundation. They guarantee the employment of people with disabilities and impose a legal percentage of recruitment. At the end of 2022, people with disabilities accounted for 2.12% of the Spanish workforce.



Health and safety

Our Occupational Health and Safety management system is based on effective measures to protect the integrity and health of people, facilities, the environment and the quality of its products. Because the health and safety of workers is a paramount aspect, Fini offers a stable and quality working environment in which we work every day to improve the life and comfort of the entire workforce.

In Brazil there are different safety programs:

- **Internal Committee for the Prevention of Accidents (CIPA):**

This consists of a group formed by employees from different sectors of the company aimed at the prevention of occupational accidents. Among other activities, they draw up risk maps of the different areas, carry out the internal week of prevention of accidents at work, which has the objective of raising awareness about the prevention of accidents, carry out safety inspections in the workplace, and investigate accidents at work. In addition, they have twelve subcommittees, one for each type of risk, which help to guide the workforce in health and safety matters.

- **Brigade:** This is a group composed of volunteers, who help to guide employees and ensure prevention. They work to prevent the onset of fires, reducing the damage they can cause to the environment, until the arrival of specialists, at which point they can act in support and carry out first aid if needed.

Prevention tools:

- **KEEN EYE:** Workers describe day-to-day risks so that the safety department can take the necessary actions to mitigate and eliminate risks.
- **FUNDAMENTAL TOUR:** internal audit tool to analyse the different risks in the company
- **BEHAVIORAL FEEDBACK:** valuation and recognition tool in which management analyses the behaviour of workers to identify possible risks.

From an internal health care space that guarantees:

- Timely attention
- Conducting regular medical examinations
- Necessary support from occupational safety technicians
- Nursing 24 hours a day.

In Brazil, employees have the Vivir Bien (Live Well) program, aimed at improving communication, health and well-being. In addition, they have access to in-company medical services for 36 hours a week. They also have nursing care and occupational safety technicians available 24/7.

During the 2022 financial year, Fini recorded 306 occupational accidents and 44 occupational diseases, which affected 31 women and 13 men. The following table shows the number of occupational accidents and their frequency and severity at the end of 2022 at the plants in Spain and Brazil.

In order to reduce occupational risks, prevent injuries and work-related health problems, we continuously work for the development of specific and systematised prevention plans, implemented through training and awareness sessions, and promote safe and healthy working conditions.

Work Accidents, frequency and severity:	2021		2022	
	Spain	Brazil	Spain	Brazil
No. of accidents at work in the workplace - without leave	87	35	146	31
No. of accidents en route to/from work - without leave	0	0	2	0
No. of accidents at work in the workplace - with leave	18	26	74	39
No. of accidents en route to/from work - with leave	7	2	10	4
Frequency index	14.95	23.06	89.68	40.76
Severity index	0.43	0.18	0.75	0.02
No. of hours worked	1,671	1,214	2,453,208	1,717,521
Days lost due to work accident	715	222	1,829	449

Social dialogue and labour relations

We respect the right to participation in free trade union associations and collective bargaining. The jurisdictions of the territories where we operate have legal regulations that guarantee compliance with the provisions of the fundamental conventions of the International Labour Organisation, related to freedom of association and the right to collective bargaining.

Dialogue with employees is an aspect of great relevance for Fini, so it establishes various mechanisms to promote social dialogue, collective bargaining and health and safety at work. In this sense, 100% of the staff is covered by collective agreement. The aspects related to occupational health and safety in Spain are covered by the Occupational Risk Prevention Law 31/1995 and in Brazil in the Regulations (NR's) provided for in the Consolidation of Labor Laws (CLT). All have annual and voluntary medical examinations and physiotherapy service with special conditions.

The social dialogue in Spain is organised through a Works Council that holds departmental and interdepartmental meetings to address different issues. The organisation also has a suggestion box in the employee portal to consult staff. In Brazil, the company has several mechanisms to listen to and communicate with its employees. The One Fini Company e-journal aims to keep all employees at all levels informed about major company events as well as the achievements and accomplishments of all departments.

The communication plan and campaigns designed to engage employees aim to establish a connection between personnel and the company. During 2022, more than 400 internal publications were made for employees and more than eight campaigns were carried out to achieve this goal.

In addition, various events are organised to keep employees connected and updated. Among them are the meeting of operations and market, the industrial day and the integrated action. These meetings aim to discuss the strategies of the different areas and ensure effective communication between senior management and the different teams. During these events, good practices are shared and new ways of achieving results are presented.

During the year 2022, an organisational climate survey was carried out to give voice to the entire Fini workforce and have a vision on the dimensions of greater and lesser weight of the company, with the aim of promoting actions and improving relations between the company and its employees. Participation was very significant, with 95% of employees responding to the survey.

Offices and factory (Fini Golosinas, Fini R+D and Fini Sweets):

- Collective Bargaining Agreement of Fini Golosinas España, S.L.U.

Commercial (Fini Comercial Ibérica):

- Collective Agreement of Trade and Food (Wholesalers) of the Region of Murcia.
- Collective Agreement of Wholesale Food Distributors of Barcelona.
- Collective Agreement of Wholesale Food Distributors of Madrid.
- Collective Agreement of Wholesale Food Distributors of Seville.
- Collective Agreement of Wholesale Food Distributors of Navarra.

Training and professional development

Training is fundamental to Fini's value creation process and a lever that generates commitment and transmission of values that directly impacts the improvement of our performance. The Corporate Education Policy of Brazil and Spain is framed in a differentiating system that facilitates the development of talent through active and continuous learning based on:

- Contributing with the organisation to achieve its objectives and fulfil its mission.
- Generating commitment and transmitting the values of the company.
- Maintaining the balance between the interests of the staff and those of the organisation.
- Contributing to the improvement of individual and organisational performance.
- Attracting, developing and maintaining qualified professionals.

In Spain, the training policy is continuously updated and each year a training matrix is prepared according to the needs of each team. The development of the programs in both countries is carried out through seven training concepts: Quality and Safety, Development Programs, Key Areas, Welcome, Languages and IT and Legal Training.

In Brazil, the company has a clear Corporate Education policy that consists of academies for each update topic and aims to develop and improve technical and behavioural skills to expand the professional and business vision. Academies include: Institutional, Leadership, Excellence, Quality,

Behaviour, Technology and Continuing Education. Each academy focuses on a specific area to improve performance, train employees, and improve food quality and safety. In addition, the Continuing Education Academy supports formal education and offers partial reimbursement of tuition and language courses.

The GoodHabitZ platform was launched to offer online training to all Fini employees who have access to the internet in different languages, including Spanish, Portuguese, English, French and Italian. More than 100 topics were made available so that each person can create their own development path.



In 2022, a total of 38,366 hours of training were provided, representing an increase of 9% compared to the previous year. In 2022 all efforts have been concentrated on the organisation of various training activities aimed at improving competency and technical skills in all professional categories. Below are the hours by professional category:

No. of training hours by professional category	2021	2022
Consultants, directors and managers	1,211	1,727
Commercials, sellers and similar	5,446	1,576
Technicians and scientific and intellectual personnel	4,472	4,366
Other qualified personnel	2,177	7,156
Accounting, administrative and other personnel	1,306	1,712
Elementary occupations	20,669	21,829
Total	35,281	38,366

Quality and safety
Know the procedures and indicators to improve the healthiness of the product.

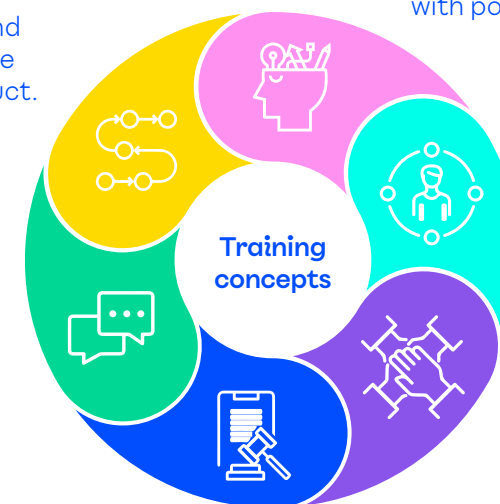
Development programs
Supporting the development of technical skills or competency of key profiles or profiles with potential.

Key areas
Supporting the improvement of technical skills or competencies associated with key positions.

On boarding
Supporting new hires in understanding the company and corporate values.

Languages and IT
Improve the level of languages and Power BI to work more efficiently.

Legal Training
Raise awareness and publicise mandatory rules and procedures.



Equality and diversity

Fini provides an inclusive work environment in which diversity and commitment to equality are fostered. This is reflected in the **III Equality Plan** approved in 2022, which promotes the principle of effective equality between men and women, establishing measures for the management of equality, diversity and reconciliation of employees in the selection, recruitment, promotion and professional development processes and in the new **Harassment Prevention Plan**, also approved in 2022. This plan has been developed together with the Fini Equality Negotiating Committee, the legal representatives of the workers and an external consultant.

The Equality Plan includes:

- Inclusion of the commitment to equality and the express prohibition of sexual harassment in the Code of Conduct.
- Promotion of equal opportunities at all levels of the organisation through awareness-raising campaigns that include the gender perspective in the corporate culture.
- Visibility of women in discourse, eliminating the use of sexist language in communication and developing procedures to prevent it.
- Compliance with the requirements of Royal Decree–Law 6/2019 of March 1st, relating to the annual report on equality.
- Dissemination of equality policies to new recruits by including them in the information received after recruitment.
- Promotion of equal opportunities in any job and in professional promotion after the development of procedures for the recruitment and selection of personnel.

- Reduction of horizontal and vertical segregation in the recruitment and selection processes, increasing the proportion of workers of both genders.
- Prevention of occupational risks associated with pregnancy, recent birth and breastfeeding with awareness campaigns.
- Promotion of female success in reaching positions of responsibility and reducing vertical segregation, promoting women before men to equal preparation when positions are available.
- Offer of equal opportunities in the training offered by the company.
- Prevention and action against gender discrimination and sexual harassment at work.
- Family and social reconciliation measures to ensure that professional development is compatible with family responsibilities.

In the field of labour inclusion, it is important to note that there are currently no specific policies for the recruitment of persons with disabilities beyond what is established by law. In 2022, our team consisted of 2.12% of workers with disabilities. We recognise that there is still much to be done in this area and we are committed to implementing measures and policies that promote the inclusion and equal opportunities for all people, including those who may have a disability. We know that having a diverse and committed workforce is key to the success of our organisation, and we will work tirelessly to improve in this regard.



Normative aspects of the report

This report complies with the requirements of the Non-Financial Information Statement and is part of the consolidated management report, meets the same approval, deposit and publicity criteria as the same, and has been prepared in accordance with the GRI Standards. The contents included have been prepared based on the materiality analysis carried out, and the requirements of Law 11/2018, of December 28th, 2018, which modifies the Commercial Code, the consolidated text of the Capital Companies Law approved by Royal Legislative Decree 1/2010, of July 2nd, and Law 22/2015, of July 20th, on Auditing Accounts, in terms of non-financial information and diversity.



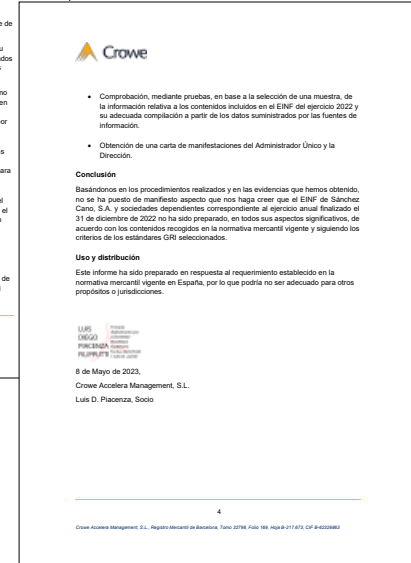
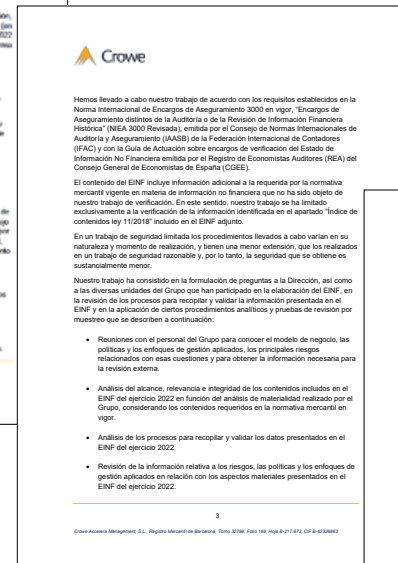
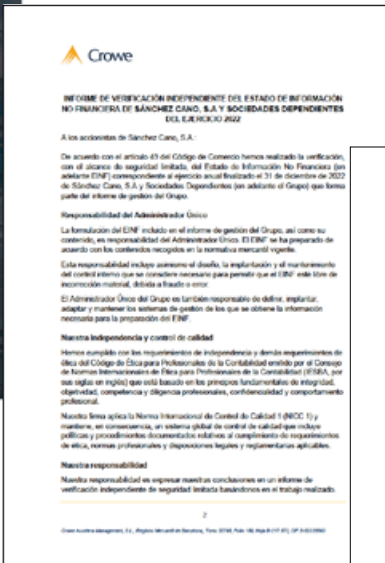


Additional information

In 2019, Fini published its first sustainability report establishing an annual reporting cycle. This report reflects its business activity in terms of sustainability and non-financial information carried out between January 1st and December 31st, 2022.

External verification

Fini has contracted Crowe for the external verification of this report. The verification report is attached to this report and has been prepared according to the ISAE3000 standard: Assurance Assignments other than Audit or Review of Historical Financial Information, International Framework of Assurance Assignments and the Concordance Modifications of other International Standards of Assurance Assignments-NIEA. The underlying material on which the assignment has been carried out is the contents required by Law 11/2018, as cited above.



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GRI 3	3-3	Evaluation of the management approach	25
GRI 103	416-2	Cases of non-compliance concerning health and safety impacts of product and service categories	In 2022, no non-compliance with food safety regulations and voluntary codes has been identified.
Material aspect: Marketing and labelling			
GRI 3	3-3	Evaluation of the management approach	25
GRI 413	417-2	Cases of non-compliance related to product and service information and labelling	No non-compliance with regulations and voluntary codes relating to product information and labelling has been identified in 2022.
GRI 413	417-3	Cases of non-compliance related to marketing communications	In 2022, no breaches of marketing communications regulations and voluntary codes have been identified.
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GRI 419	419-1	Non-compliance with laws and regulations in the social and economic spheres	In 2022, no non-compliance with regulations and voluntary codes in the social and economic fields has been identified.

the *Fin*i company

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