



WEBCOR GROUP

2024 Environmental, Social, & Governance Report

G R O W I N G T O G E T H E R

Webcor Group
Sustainability Report 2024
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Acronyms Table

ACRONYM MEANING

Carbon Dioxide Equivalent	CO ₂ e
Greenhouse Gas	GHG
Environment, Occupational Safety, and Health (Webcor program)	MASSO
Integrated Management System – Webcor	IMSW
Energy Use Intensity	EUI
Metric tons of CO ₂ equivalent	tCO ₂ e
Heating, Ventilation and Air Conditioning	HVAC
Warehouse	WH
Sustainable Development Goal	SDG
Ali Nesr Educational Program	ANEP
Chief Executive Officer	CEO
Chief Human Resources Officer	CHRO
Corporate Social Responsibility	CSR
Corporate Sustainability Reporting Directive	CSRD
Environmental, Social and Governance	ESG
European Sustainability Reporting Standards	ESRS
EU Deforestation Regulation	EUDR
Food Fortification Initiative	FFI
Fast Moving Consumer Goods	FMCG
Full-Time Equivalent	FTE
General Data Protection Regulation	GDPR
Gestão Industrial de Angola	GIA
Grandes Moagens de Angola	GMA
Good Manufacturing Practices	GMP
Global Reporting Initiative	GRI
Hazard Analysis and Critical Control Points	HACCP
Health, Safety, and Environment	HSE
International Energy Agency	IEA
International Labour Organization	ILO
Integrated Management System Webcor	IMSW
Instituto Nacional de Emprego e Formação Profissional (Angola)	INEFOP
Instituto Nacional do Ambiente (Angola)	INEMA
Intergovernmental Panel on Climate Change	IPCC

Impact Risk & Opportunity (as per CSRD/ESRS context)

International Organization for Standardization

Instituto Superior Politécnico de Tecnologias e Ciências (Angola)

Key Performance Indicator

Luz Banco Alimentar (Webcor donation initiative)

Ministério da Administração Pública, Trabalho e Segurança Social

Non-Governmental Organization

Organisation for Economic Co-operation and Development

Quality Management System

Risk & Control Self-Assessment Matrix

Sustainability Accounting Standards Board

Sustainability Business Model

Total Recordable Injury Frequency Rate

Universidade Agostinho Neto (Angola)

Universidade Católica de Angola

Ultra-High Temperature (processing method)

Universidade Lusíada de Angola

United Nations Global Compact

United Nations Children’s Fund

United States Dollar

World Food Programme

World Health Organization

IRO

ISO

ISPTEC

KPI

LBA

MAPTESS

NGO

OECD

QMS

RACSAM

SASB

SBM

TRIFR

UAN

UCAN

UHT

ULA

UNGC

UNICEF

USD

WFP

WHO

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Basis of Preparation and Reporting Frameworks

The Webcor Group 2024 Sustainability Report presents the company's performance and achievements for the reporting period of **January 1, 2024, to December 31, 2024**.

Reporting Scope

Unless otherwise indicated, the scope of this report covers the consolidated activities of Webcor Group and its subsidiaries, including:

- Angoalissar
- Intermarcas
- Grandes Moagens de Angola
- Lactiangol
- Rafinole
- Granofino
- Patriota Consumer Packs
- Saboaria Alvo
- Gestão Industrial de Angola
- Dulceria Nacional
- Vera Nova
- Trading and sourcing offices in Europe and the Middle East

Frameworks Applied

This report has been prepared in alignment with the following international standards and frameworks:

- **Global Reporting Initiative (GRI)** Standards (referenced where applicable)
- **European Sustainability Reporting Standards (ESRS)**, with initial steps toward future full CSRD compliance
- **United Nations Global Compact (UNGC)** Communication on Progress (CoP) structure
- **Contribution to the UN Sustainable Development Goals (SDGs)**

The Sustainability Report 2024 represents Webcor's continued progress toward expanding transparency, accountability, and stakeholder engagement.

Reporting Period and Currency

All data presented refers to the calendar year 2024 unless stated otherwise. Financial figures are presented in United States Dollars (USD).

External Assurance

At this stage, the report is not subject to external assurance. However, internal reviews and validation processes were conducted to ensure the accuracy and reliability of the information disclosed. Webcor aims to move toward third-party assurance for selected key performance indicators (KPIs) in future reports.

Forward-Looking Statements

This report contains forward-looking statements that reflect Webcor's current expectations regarding future events and developments. These statements are subject to known and unknown risks, uncertainties, and other factors that may cause actual outcomes to differ materially from those expressed or implied in these statements. Webcor undertakes no obligation to publicly update or revise any forward-looking statements.



01

Business Overview

**A Message From Our Executive Chairman
About Webcor Group
Our Mission, Vision, and Values
Business Structure and Local Presence
Value Creation Model
Our Products, Brands, and Market Leadership
Company Snapshot**

A Message from Our Executive Chairman



Frameworks covered in this chapter: GRI 2-22, ESRS 2 SBM-1

Dear Valued Stakeholders,

2024 was a year that tested and strengthened Webcor Group. The world around us grew more demanding, with new regulations and rising expectations on climate, nutrition, and human rights. For us, these challenges became a call to act with greater clarity and ambition.

We responded by deepening our role across the food value chain. From sourcing to local production, distribution, and retail, we delivered more than one million metric tons of food products, reinforcing our contribution to Angola’s food security and economic growth.

At the same time, we continued to transform the way we work. We invested in innovation, sharpened our standards in food safety and quality, and reinforced the systems that build resilience and trust. Sustainability guided every step, not as an add-on but as the foundation of our performance.

We also invested in our people. Training on ethics, safety, and sustainability reached every level of the Group, supported by stronger governance and clearer accountability. This commitment to our teams is what gives us confidence to face a rapidly changing global environment with integrity and determination.

Equally important, we engaged closely with our stakeholders to identify the issues that matter most. Food safety and quality, responsible sourcing, ethics, and the wellbeing of our employees and communities stood out as central to our impact. These material topics now guide the way we measure progress and the way we grow.

Looking forward, we are preparing a roadmap that brings together our ambition for innovation, digital transformation, employee wellbeing, and measurable social impact. It is a roadmap built on more than four decades of experience, including 33 years in Angola, but it is designed entirely for the future.

None of this would be possible without the dedication of our people and the trust of our partners. I am proud of what we have achieved together and even more determined for what lies ahead.

Webcor is not only delivering food. We are helping to nourish families, to strengthen communities, and to prove that growth and responsibility can move forward as one.

With gratitude,

Executive Chairman, Webcor Group





At Webcor, we are more than a food company—we are a family-owned enterprise committed to providing food, ingredients, and agricultural solutions that nourish communities in a safe, responsible, and sustainable way. For over four decades, we have built deep-rooted expertise in sourcing, trading, production, distribution, and retail, ensuring a resilient and efficient food supply chain across Sub-Saharan Africa.

From our humble beginnings to our evolution into a globally recognized, vertically integrated food business, our journey has been one of transformation, innovation, and impact. With trading and sourcing offices in Europe and the Middle East, we bridge global markets to deliver essential food products and soft commodities where they are needed most. Today, we proudly produce, market, and distribute over one million metric tons of food annually, operating with the understanding that access to safe and nutritious food is fundamental to prosperity.

Frameworks covered in this chapter: GRI 2-6, GRI 2-7, ESRS 2 SBM-2

A Purpose-Driven Business for Lasting Impact

Now more than ever, the urgency to build a more sustainable and resilient food system is clear. Climate change, food security, and supply chain disruptions demand bold action, innovative solutions, and collaborative partnerships.

As a trusted leader in the food sector, Webcor is uniquely positioned to drive meaningful change:

- We bring quality food products to consumers, fostering food security and nutrition.
- We invest in local manufacturing and value-added production, reducing reliance on imports and strengthening regional economies.
- We prioritize ethical business practices across our operations.

Our commitment to sustainability is a core pillar of our long-term vision: to be recognized as the leading branded food company in Angola. By harnessing innovation, strategic partnerships, and our extensive market expertise, we are shaping the future of food and agriculture for generations to come.

Building a Sustainable Future, Together

At the heart of Webcor is a strong sense of identity, guided by family values that shape our relationships with employees, suppliers, business partners, and customers. We believe in shared growth and long-term prosperity—because when businesses thrive, communities flourish.



A Vertically Integrated Approach

From sourcing to manufacturing, trading to distribution, we are committed to strengthening food security while fostering economic growth across our markets.

Sourcing: Responsible and Sustainable Procurement

Our sourcing practices adhere to the highest social, environmental, and health and safety standards. By partnering with trusted producers, we secure high-quality raw materials and products that meet the evolving needs of our customers and consumers.

Trading: Global Reach, Local Impact

Operating from our Geneva and Dubai offices, our trading division connects global suppliers with African markets, ensuring a steady and reliable supply of essential commodities. With expertise in sourcing, trading, and logistics, we efficiently manage the flow of goods, strengthening food supply chains and market resilience.

Manufacturing: Investing in Local Production

By producing key food products within Angola, we maintain the highest quality standards at competitive prices while contributing to job creation and industrial development. At the same time, we continuously optimize our warehousing and distribution models.

Distributing: A House of Brands Serving Diverse Needs

Through our extensive distribution network, we provide a wide range of food products, ingredients, and consumer goods to manufacturers, farmers, foodservice operators, retailers, and end consumers. With our own House of Brands and partnerships with globally recognized names, we ensure that high-quality, affordable products reach communities across the region.

Our Vision, Mission, and Values

Vision

To be recognized as the leading branded food company in Africa.

Mission

To create sustainable access to food by offering comprehensive range of high quality, affordable products accessible through a wide distribution network. In the process, we enhance local agriculture and manufacturing sectors, allowing our employees, our consumers, and our communities to flourish.

Frameworks covered in this chapter: GRI 2-1, GRI 2-23, GRI 2-24

Values

Our values are the essence of our identity and the compass for our actions.

They serve as the guiding principles for our company, how we think, how we address our employees, our customers, our business partners, and the communities in which we operate. In a market that is constantly evolving and changing, our values are the timeless principles that guide us, each step of the way.



ENGAGE

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



ACCELERATE

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



GLOW

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



LEAD

We strive to always be pioneers, never failing to push ourselves one step further. We are trendsetters in the markets in which we operate.



EMPOWER

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

Business Structure and Local Presence

Webcor Group operates through a diversified yet integrated portfolio of companies that together deliver value across the food supply chain.

Our business spans manufacturing, processing, distribution, trading, and retail support, anchored by a commitment to quality, innovation, and sustainable development.

Key Focus Areas:

- Local agro-processing for economic resilience.
- Traceable supply chains for greater food safety and compliance.
- Fortified food products supporting nutrition security.

Through our integrated model, Webcor enhances Angola's food security and supports sustainable economic development across the regions we serve

Frameworks covered in this chapter: GRI 2-6, GRI 2-7, ESRS 2 SBM-2

Our Subsidiaries

Angoalissar



Established in 1992, Angoalissar is Angola’s leading importer and distributor of fast-moving consumer goods (FMCGs), commodities, and frozen products. With operations in all 11 provinces, the company operates 41 points of sale, 2 major distribution centers, and maintains the largest frozen storage capacity in the country at 25,000 metric tons. Angoalissar supplies essential staples such as rice, wheat flour, oil, and salt, sourced from Webcor sister companies. In 2024, the company launched a new 30,000m² distribution center in Luanda’s Special Economic Zone.

Intermarcas



Operating since 2001, Intermarcas was established to build a modern, efficient Route to Market (RTM) model for Webcor brands and global FMCG partners. With a fleet of over 40 delivery trucks servicing more than 3,000 points of sale, it ensures coverage across Angola. Intermarcas also powers Kamba Express, Angola’s first digital B2B platform. The company’s channel management model includes KPIs, incentive systems, and a robust trade marketing framework.

Local Leadership



Angoalissar is Angola’s largest food distributor, with unmatched national coverage, infrastructure, and partnerships.



Only vertically integrated flour milling and pasta production operation in Angola.



Largest cold storage capacity for frozen goods in Angola



Presence across all Angola provinces, ensuring essential food and commodity access.



Vera Nova

Vera Nova is a leading supplier of agricultural and livestock inputs in Angola. With five retail stores and six warehouses in Luanda, Lobito, Benguela, Huambo, and Lubango, it helps drive national agricultural productivity. Through global partnerships, VeraNova provides quality seeds, fertilizers, and technical services to farmers, promoting sustainability and food security.



Patriota Consumer Packs

Patriota is a key player in the packaging of essential food staples including rice, maize flour, beans, sugar, and popcorn. It operates a highly automated plant with five packing lines and a monthly dispatch capacity of 5,000 tons. In 2025, the company will relocate to a new, modern facility in Luanda’s Special Economic Zone, expanding its production and storage capacity and enhancing food security nationwide.



Rafinole

Strategically located at the Port of Luanda, Rafinole is a leading edible oil refinery producing soybean, palm oil, margarine, and related by-products. With a daily refining capacity of 400 metric tons and in-house brands like Massima and Santa Clara, Rafinole ensures a stable national supply of vital food products.



Gestão Industrial de Angola

Gestão Industrial de Angola, GIA specializes in the production of vinegars, dressings, and edible oils. With a monthly filling capacity of 2 million liters, the plant uses automated bottling systems and advanced packaging lines to deliver trusted local brands. GIA is expanding into sauces and condiments to support market diversification.



Saboaria Alvo

This new manufacturing unit supplies high-quality soap and detergent to meet national hygiene needs. With an annual production of 13,000 tons, it covers 20% of Angola’s market demand. Alvo leverages circular economy principles by using by-products from other Webcor operations.



Grandes Moagens de Angola

Grandes Moagens de Angola (GMA) is one of Angola’s largest flour mills, located at the Port of Luanda. It has an annual milling capacity of 390,000 metric tons and a complementary logistics hub in Lobito. With multiple silo systems and certified GMP+ standards, it ensures secure grain storage and efficient flour production.



Granofino

Granofino is Angola’s first vertically integrated pasta production facility, combining flour milling and pasta manufacturing under one roof. The facility uses OMAS and Bühler technology and produces well-known brands like Primavera and Lily. An expansion project underway will further increase daily production.



Lactiangol

Located in Luanda, Lactiangol is a key dairy processing unit producing UHT milk, margarine, and butter. It uses modern systems from Tetra Pak and FASA, ensuring freshness and food safety. Its products reach homes and retailers across Angola.



Webcor DMCC & Webcor SA

Webcor’s international trading arms based in Dubai and Switzerland manage global procurement, risk management, and commodity sourcing. They ensure efficiency and traceability across Webcor’s global operations.



Our Value Creation Model

At Webcor, value creation is built around our complete control of the food value chain, ensuring access to affordable, quality food products across Angola and Sub-Saharan Africa.

Through continuous investment, vertical integration, digital transformation, and innovation, we are creating resilient food systems, driving sustainable economic growth, and delivering positive impacts for all our stakeholders.

With a legacy of over 40 years, Webcor combines deep market knowledge, trusted relationships, and operational excellence to shape a stronger, more inclusive food ecosystem for the future.

From field to shelf, Webcor’s business model maximizes local value capture, boosts resilience, and drives innovation.

Delivering on Value

Our Inputs	Our Core Activities	Our Outputs	Our Impact & Outcomes
Global and Local Sourcing - Over 200 suppliers across 5 continents - Strategic sourcing of grains, dairy, palm oil, and other agri-inputs - Supplier ESG assessments and Code of Conduct	- Responsible sourcing from certified partners - Onboarding of local suppliers where possible - ESG due diligence across new vendors	- Stable, high-quality supply of raw materials - Reduced sourcing risk via geographic diversification	- Traceable, ethical sourcing network - Supply security for essential goods in Angola - Local economic inclusion through supplier development
Industrial Infrastructure - Flour mills, pasta plants, oil refinery, dairy plant, condiment unit, soap factory 1M+ MT annual processing capacity	- Wheat milling (GMA), pasta (Granofino), oil refining (Rafinole), dairy (Lactiangol), condiments (Patriota), soap (Saboaria Alvo) - Fortification programs in course	- Over 1 million MT of food and hygiene products produced locally - Fortified, value-added goods	- Import substitution & industrial resilience - Nutrition security - Increased availability of affordable, fortified staples
Capital Investment CapEx in plants, ERP, cold chain, ESG programs	- Continuous upgrades in production, logistics, and quality systems - Deployment of energy-efficient tech	- Modern infrastructure across Luanda, Lobito, and Benguela - Enhanced operational capacity	- National food self-sufficiency - Improved product quality and safety - Support for Angola’s industrialization goals
Skilled Human Capital 3,100+ employees - Technical courses and training - T&YP Development Program	- Training: food safety, HACCP, GMP, ESG, soft skills - Leadership pipelines & internal mobility	7,800+ training hours in 2024 - Career development paths across functions	- Stronger local talent pool - Youth employability
Storage & Distribution 25,000 MT frozen storage (Angoalissar) 60,000+ MT silos in Luanda & Lobito 41+ distribution points	- Dry, chilled, frozen logistics - Transport optimization & last-mile delivery - Distribution of 800+ SKUs	Efficient nationwide distribution of food & hygiene products	- Food availability across Angola’s 18 provinces - Resilience in times of crisis (e.g. COVID-19) - Controlled logistics footprint
Digital Systems & Governance - ERP: Microsoft Dynamics 365 - Supply Chain Digital Platform - ESG oversight and grievance mechanisms	- Rollout of digital tools for supply chain, finance, and operations - Launch of whistleblowing platform - ESG performance dashboards	- Real-time supply chain visibility - Internal control & ethics training across BUs	- Transparent operations - Reduced inefficiencies - Stronger compliance culture
Product Innovation & Brand Equity 800+ SKUs across 10+ categories - Fortified products, functional foods, and soap innovations	- R&D, market insights, new product development - Local brand building (e.g. Primavera, Lactiangol, Patriota, Madrugada)	40+ new products launched in 2024 - Affordable, accessible goods	- Consumer trust in essential brands - Diversified portfolio with nutrition and hygiene benefits - Alignment with SDGs 2, 3, 9, and 12

Our Products, Brands, and Market Leadership

Our holistic approach to product excellence, brand building, operational scale, and channel diversification defines our leadership in Angola’s food and consumer goods sector. We are committed to delivering the next generation of essential products that drive food security, health, and prosperity.

Best-in-Class Products

We produce, import, and distribute a wide range of nutritious, affordable, and high-quality products across key food categories. Our vertical integration ensures end-to-end control from raw material sourcing to final delivery, enabling us to tailor products to local consumer needs with superior quality and value.

Building Iconic Brands

With over four decades of presence in Angola, Webcor’s portfolio includes some of the country’s most recognized and trusted brands. Brands such as **Primavera**, **Patriota** and **Lactiangol**, have become household names, synonymous with quality, trust, and everyday value.

By strengthening strong brand equity, we continuously strengthen customer loyalty, innovate with new product formats, and expand into emerging market segments.

Leveraging Scale for Competitive Advantage

Our extensive operational footprint — encompassing production plants, distribution centers, retail touchpoints, and a nationwide cold storage and logistics network — gives us significant competitive advantages. Through digital integration of supply chain operations and the implementation of a group-wide ERP system, Webcor is enhancing efficiency, traceability, and service excellence.

Our ability to locally produce, store, and distribute more than one million metric tons of food annually positions us uniquely to meet Angola’s growing demand for essential goods while reducing reliance on imports.

Winning Across Multiple Channels

Webcor reaches consumers and businesses through an integrated multi-channel model:

- Retail:** Mass-market and traditional retail presence via Angoalissar and Intermarcas
- B2B Professional:** Hotels, restaurants, and food service channels
- E-commerce:** Digital innovation through **Kamba Express**, Angola’s first nationwide B2B e-commerce platform

This diversified go-to-market strategy enables us to maximize our reach, meet changing consumer needs, and capture emerging growth opportunities in the Angolan market and beyond.





Company Snapshot

Local Production (Angola)



8

industrial units delivering value in Angola.



+500,000 MT

of combined flour milling capacity.



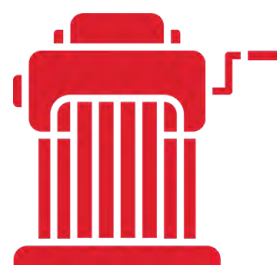
+400,000 MT

of Flour and 70,000 Metric Tons of Bran produced annually.



+120,000 MT

of vegetable oil (starting in 2025)



+80,000 MT

of pasta produced annually.

Logistics & Storage



+66,000 MT

of installed dry grain storage capacity in each of Angola's main ports - Luanda and Lobito.



+15,000 MT

Metric Tons of installed dry storage capacity in our new distribution center at Zona Economica Especial (ZEE) in Luanda.



+25,000 MT

Metric Tons of installed dry storage capacity in our new distribution center at Zona Economica Especial (ZEE) in Luanda.



+200

Trucks for last mile delivery.

Social and Community Impact



+1,000 MT

of basic food items distributed among vulnerable communities in 2024.



+400,000 USD

Invested in scholarships and educational programs.



+3,000

Collaborators.
In Angola, 96% of our workforce are Angolan nationals.

02

ESG Strategy

Our Approach to Sustainability
Double Materiality Assessment
Material Topics and ESG Roadmap
Status and Commitments for 2025
ESG Governance and Oversight

Our Approach to Sustainability

As one of Angola’s leading integrated food groups, we recognize the responsibility and opportunity we have to contribute to a more resilient, inclusive, and sustainable future.

Building on more than four decades of legacy, our ESG strategy is structured to generate shared value—protecting the planet, supporting people and communities, and operating with the highest standards of ethics and governance. It serves as the foundation for how we mitigate risk, respond to stakeholder expectations, and align with evolving regulatory frameworks, including the Corporate Sustainability Reporting Directive (CSRD), the European Sustainability Reporting Standards (ESRS), and the Global Reporting Initiative (GRI).

By embedding ESG principles across our operations—from sourcing and manufacturing to logistics and brand engagement—we aim to strengthen our resilience, unlock innovation, and reinforce trust among our partners, customers, and employees. This strategy is not a parallel track; it is how we do business.

Frameworks covered in this chapter: GRI 2-22, GRI 2-23, ESRS 2 SBM-1

Our approach to sustainability is grounded in our founding values and driven by a long-term vision to deliver safe, affordable, and nutritious food through responsible business practices. Sustainability is not a separate agenda—it is integrated into how we create value, manage risk, and grow our impact.



In 2023, Webcor partnered with Environmental Resources Management (ERM) to strengthen this approach by developing a structured ESG roadmap anchored in a Double Materiality Assessment. This collaboration helped align our strategy with evolving EU regulations and global reporting frameworks.

From food safety and workforce wellbeing to climate action and ethical governance, our strategy is designed to deliver long-term benefits for all our stakeholders. In recent years, this approach has evolved into a structured roadmap that incorporates materiality assessments, cross-functional implementation, and forward-looking governance.





OUR PEOPLE

Our employees are the key to our success. We depend on their tireless dedication and passionate commitment. We do our utmost to create a rewarding work environment that promotes the well-being of our people.



OUR ENVIRONMENT

We recognize our responsibility to protect our environment and minimize our footprint. We work to reduce our value chain’s environmental impact through sustainable green initiatives.



OUR COMMUNITIES

We strive to create a positive impact on the communities where we operate. Webcor invests in sustainable projects in partnership with nonprofits to address community concerns. In our work, we encourage our people to be actively engaged in their communities through volunteering and raising awareness.



GOVERNANCE

Live by our values, always be accountable and act with honest and integrity.

Our Sustainability Journey

Webcor's sustainability journey is rooted in action, innovation, and deep engagement with the communities we serve. Over the years, we have delivered impactful programs that address food security, health, education, and environmental resilience.

2014

Growing Together
Webcor articulates its first sustainability strategy.

CSR Department
The Corporate Social Responsibility Department was created.



2016

Signatories of the United Nations Global Compact
Webcor issues its first CSR report and becomes a signatory of the UNGC.

ANEP
Ali Nesr Educational Program (ANEP) was established as a higher educational program for the children of our employees.



2018

Together, giving back
The Group launched "Together, giving back" initiative, which allowed Webcor to remodel and refurbish a school in Cabinda, Angola. Still in the same year, the company invested in a pipeline to bring drinkable water to Lucira, a community in Namibe suffering with cyclical droughts, totalizing an investment of over 1 million USD.



2020

Covid-19 Emergency Response
Webcor Group released emergency funds to relief hunger, donating over 700 tons of essential food items in Angola and Lebanon to communities in need.

Energy Efficiency Milestone Comprehensive
Audit of Carbon and Green House emissions at Webcor's major facilities with GRFN, a Dubai based independent multi-disciplinary consultancy that delivers energy-saving and sustainable engineering and design solutions.



2022

Sustainability Department
Webcor strives to adopt an Environment, Social and Governance framework, and rebrands the CSR department as the Sustainability Department.

The ESG committee was formally established.



2023

Start of the ESG Journey
Webcor partners with Enterprise Resources Management (ERM) to conduct a materiality assessment to establish our most material topics and develop a high-end roadmap strategy.





Participation in the ULA Job Fair | Angola



Donations to World Vision Angola - World Food Day | Angola



United Nations Meeting with the Private Sector - Food Fortification | Angola



2024 Pink October Campaign | Angola



Customs Taxpayer Award | Angola



World Children's Day with the Cazenga Community | Angola

Double Materiality Assessment

Webcor’s Double Materiality Assessment identifies the environmental and social topics that are most significant both in terms of Webcor’s impacts on the world and the world’s impacts on Webcor.

This methodology aligns with international best practices and reporting standards. It ensures that both impact materiality (how Webcor affects society and the environment) and financial materiality (how these issues affect Webcor’s performance) are integrated into our sustainability strategy.

Conducted with ERM in 2023, the assessment followed a five-step process:

- 1. Identification of Issues:** Risks, opportunities, and emerging themes were drawn from GRI, ESRS, SASB, EU regulations (e.g., EUDR), peer benchmarking, and expert input.
- 2. Stakeholder Engagement:** Consultations and interviews were held with internal and external stakeholders including employees, suppliers, customers, NGOs, investors, and distributors.
- 3. Impact & Financial Materiality Scoring:** Issues were rated based on scale, scope, and remediability (impact lens), and relevance to financial continuity and resource reliance (financial lens).
- 4. Validation & Approval:** Findings were validated by Webcor’s Executive Sustainability Committee and approved by the Board of Directors.
- 5. Integration:** Material topics were integrated into Webcor’s ESG strategy, risk matrix, and performance monitoring.

The process enabled Webcor to proactively identify risks and opportunities across our operations and value chain.

Frameworks covered in this chapter: GRI 2-22, GRI 2-23, GRI 3-1, GRI 3-2, ESRS 1, ESRS 2 SBM-1, ESRS 2 IRO-1

Key Risks Identified

Table 1. Risk Management and Mitigation Response

Risk Category	Description	Webcor Mitigation Response
Regulatory Risk	Rapidly evolving legislation (e.g., CSRD, EUDR, deforestation, packaging, labour, and due diligence)	Align policies with EU standards; engage legal experts; conduct training; embed reporting adaptability
Food Safety & Quality	Certification gaps; risk of safety incidents across complex industrial sites	SPAC deployed in 6 units; full extension by 2025; certification programs and internal audit tools underway
Supply Chain Risk	Vendors without ESG controls; exposure to violations; palm oil sourcing gaps	Supplier Code deployed; 2025 rollout of ESG DD policy, risk maps, high-risk supplier audits
Talent & Human Capital	Gaps in talent pipeline; underrepresentation of women in leadership; fragmented D&I initiatives	Development of D&I KPIs; targeted recruitment; training and succession plans (ongoing)
Climate & Resource Risk	GHG emissions; exposure to carbon regulation	2025 actions: GHG inventory planning, energy audits, net-zero roadmap, efficiency investments
Certification & Compliance	Absence of full HSE/quality certification across all sites	Certification roadmap, training initiatives, deployment of Webcor Group Quality Manual
Digital Maturity Risk	Limited ESG data automation; weak real-time tracking of KPIs	Centralized SharePoint in progress; ESG dashboard in development for 2025/26 completion

Stakeholder Engagement by Material Topic

To ensure relevance, our 2024 DMA revision incorporated extensive feedback from key stakeholders, reinforcing the alignment between our material topics and stakeholder expectations.



Table 2. Stakeholder Engagement Overview

Material Topic	Key Stakeholders Engaged	Engagement Mechanisms
Food Safety & Quality	QA teams, regulators, WFP, customers	Audits, SPAC workshops, WFP/FFI food fortification initiatives
Employee Health & Safety	Employees, HR teams, unions	Screenings, training sessions, incident reporting
Good Health & Well-being	NGOs, health orgs, nutritionists	Product input, partnerships, education campaigns
Community Engagement	NGOs, local authorities, community leaders	ANEP and Trainee & Young Professionals programs, internships, direct aid, community consultations
Diversity & Inclusion	HR, women in leadership	Focus groups, diagnostic assessments, inclusive hiring
Business Ethics & Integrity	Employees, legal teams, suppliers	Ethics training, Code of Conduct circulation, Speak Up feedback loops
Responsible Sourcing	Suppliers, procurement leads	ESG forms, audits, policy briefings
Carbon Emissions*	Energy engineers, consultants, ops leads	GHG inventory, energy audits, roadmap planning workshops
* Postponed to 2026		



Material Topics and ESG Roadmap to 2025

Webcor’s ESG roadmap is structured around the eight priority material topics identified through our Double Materiality Assessment. Each is governed by a cross-functional action plan and overseen by the ESG Committee, with clear KPIs and ownership structures.

The roadmap defines short-term progress and medium-term SMART commitments to 2025.

Our Contribution to the Sustainable Development Goals (SDGs)

The United Nations Sustainable Development Goals (SDGs) are a universal call to action, addressing 17 global challenges. The goals aim to eliminate poverty, safeguard the planet, and promote peace and prosperity by 2030. While our sustainability initiatives align with many of these goals, our primary focus is on **SDG 2: Zero Hunger**—a reflection of our commitment to delivering affordable, fortified, and nutritious food products in the communities we serve.

We also recognize our role in advancing complementary goals such as **SDG 3: Good Health and Well-being, SDG 4: Quality Education, and SDG 5: Gender Equality**, among others. These are embedded across our value chain, from local production to responsible sourcing, employee engagement, and community impact. For 2024 and 2025, following our materiality assessment and correlation with the SDGs, we are aligning our efforts for structured implementation. This includes:

- Defining and refining annual ESG goals
- Gathering and improving quantitative impact data
- Strengthening stakeholder engagement
- Benchmarking against peers and frameworks
- Developing future-oriented ESG policies
- Enhancing transparency and aligning reporting with GRI, ESRS, and CSRD standards

ESG Roadmap to 2025

Table 3. Material Topics, Roadmap and Contributions to the SDGs

Material Topic	2024 Performance Highlights	2025 Targets	Key Stakeholders Engaged	Engagement Mechanisms	Primary SDGs	Internal Owner
Food Safety & Quality	Continued to strengthen its food safety and quality assurance systems across multiple subsidiaries. Hazard Analysis and Critical Control Points (HACCP) protocols were deployed on production lines at both Lactiangol and GMA, reinforcing preventive controls and traceability along critical stages of processing. In parallel, GMA successfully renewed its GMP+ certification for bran, ensuring ongoing compliance in animal feed safety. As part of our commitment to integrated quality management, the SPAC system—Webcor’s core Quality Management framework—was implemented at four key sites: GMA, Lactiangol, GIA, and Patriota. This has contributed to more consistent monitoring, document control, and process standardization across operations.	✓ Prepare to publish Group-wide updated Quality Assurance Manual in 2026 ✓ Launch internal QA refresher training at all food production sites ✓ Prepare phased launch of fortified SKUs ✓ Maintain 100% GMP+ compliance for GMA’s bran by-product line ✓ Establish partnerships with labs for nutritional analysis and shelf-life testing ✓ Roll out KPI dashboard to track food quality incidents and audit findings resolution ✓ Resolve QA staffing and training gaps identified in 2024 risk matrix	QA teams, regulators, WFP, UNICEF, WHO, customers	SPAC workshops, WFP/FFI partnerships, audits	SDG 2, SDG 3	Head of Quality, IMSW Group Director, and R&D and Innovation Director
Employee Health & Safety	Intensified its focus on workplace safety through the continued rollout of MASSO and localized HSE initiatives. Despite these efforts, the Group’s Total Recordable Incident Frequency Rate (TRIFR) increased from 29.6 in 2023 to 32.6 in 2024. This rise is primarily attributed to the onboarding of new industrial units with varying levels of maturity in safety protocols, including Saboaria Alvo, Patriota, and Dulceria Nacional. Notably, established sites such as GMA and GIA recorded substantial improvements—GMA reduced its TRIFR from 56.7 to 21, and GIA from 25.7 to 20—though both still reflect the need for enhanced behavioural interventions and standardization. Lactiangol and Granofino also demonstrated positive momentum, with incremental reductions in incident rates linked to increased staff engagement and targeted training.	✓ Reduce Group TRIFR to below 25 through targeted risk mitigation and behavioural safety initiatives ✓ Finalize and deploy a Group-wide Industry Safety Manual ✓ Ensure 100% coverage of HSE training across all operational sites ✓ Schedule and execute quarterly emergency drills and simulations ✓ Strengthen risk prevention through expanded surveillance of mental health and ergonomic hazards ✓ Improve responsiveness by increasing the Incident Card (CI) closure rate to above 60%	MASSO, Employees, HR teams, external experts	Safety training, screening sessions, incident reporting	SDG 3, SDG 8	CHRO & IMSW Group Director

ESG Roadmap to 2025

Material Topic	2024 Performance Highlights	2025 Targets	Key Stakeholders Engaged	Engagement Mechanisms	Primary SDGs	Internal Owner
Good Health & Well-being	Deepened its commitment to employee and community well-being by advancing a more holistic view of health—one that encompasses the physical, mental, and social dimensions of human dignity. Across our operations, the year was marked by concrete actions that moved well-being from principle to practice. On the physical health front, over 3,000 medical screenings were conducted, achieving full coverage across all Angola-based sites. Preventive campaigns on non-communicable diseases and health awareness helped reinforce a culture of care. At the same time, we invested in mental health awareness by delivering group workshops on stress management, emotional resilience, and gender-based communication—an initiative that reached 44 employees in its pilot phase.	✓ Expand mental health training to reach at least 250 employees across all business units ✓ Maintain 100% medical screening coverage in Angola and extend screenings to international sites ✓ Launch a pilot workplace wellness program including fitness and nutritional support at two sites ✓ Formalize partnerships with local or international health organizations	NGOs, health orgs, nutritionists	Product feedback cycles, wellness collaborations, education campaigns	SDG 2, SDG 3	Director of R&D and Innovation
Community Engagement	Reinforced its community support commitments by aligning educational, nutritional, and social initiatives under a more structured and accountable framework. A key pillar of this engagement is the Ali Nesr Educational Program (ANEP), which continues to provide stable, annual support to employees' children, offering them the freedom to enroll in the school of their choice. Beyond education, employee volunteerism emerged as a powerful force for community impact. Over 200 staff members participated in on-the-ground initiatives, ranging from hunger relief to skills workshops. Webcor also deepened its partnerships with leading universities, tailoring programs to support young talent through internships and practical learning experiences linked to our Trainees & Young Professionals Program. In response to urgent social needs, the Group donated over 1,000 tons of food to vulnerable communities and social institutions, reinforcing its position as a reliable partner in national food security efforts.	✓ Maintain ANEP's annual budget, ensuring continued access to quality education for employees' children ✓ Roll out the community investment policy; Maintain food donation volumes above 1,000 tons, prioritizing vulnerable institutions ✓ Establish at least two new university partnerships for youth empowerment and technical training ✓ Mobilize 300 employee volunteers, integrating CSR engagement into onboarding and training programs	NGOs, local authorities, communities, students	ANEP program, Trainees & Young Professionals, community consultations	SDG 2, SDG 4, SDG 11	Sustainability Director, CSR & HR Managers (Talent Development)

ESG Roadmap to 2025

Material Topic	2024 Performance Highlights	2025 Targets	Key Stakeholders Engaged	Engagement Mechanisms	Primary SDGs	Internal Owner
Diversity & Inclusion	Webcor employed 3,234 individuals in 2024, reflecting moderate growth from 3,074 in the previous year. While overall gender representation remained unchanged—24% women in both 2023 and 2024—some progress was observed at specific organizational levels. The proportion of women in senior employee roles increased by 5 percentage points (from 19% to 24%), and senior management roles rose from 12% to 16%, suggesting early effects of internal awareness and inclusion efforts. The workforce continues to reflect an aging demographic, although signs of generational renewal emerged in 2024. Employees under the age of 30 rose from 18% to 24% of the total workforce, driven in part by new hiring and early-career programs	✓ Increase overall female representation in the workforce to 35% by end of 2026 ✓ Reach ≥30% women in management and senior employee roles by 2030 ✓ Expand recruitment of mid-career professionals (ages 30–50) to strengthen leadership succession planning ✓ Launch mentorship and sponsorship programs for women across all functions and geographies ✓ Develop and track internal KPIs on age and gender diversity across all management tiers ✓ Implement a Group-wide demographic dashboard to monitor DEI and workforce metrics on a quarterly basis	HR, women in leadership	Focus groups, diagnostics, inclusive recruitment pilots	SDG 5, SDG 10	CHRO & Sustainability Director
Business Ethics & Integrity	A decisive step forward in embedding ethical culture across its operations through the launch of its Group-wide Speak Up platform, designed to provide employees and stakeholders with a confidential, secure channel to report concerns related to misconduct, fraud, or compliance breaches. The platform was accompanied by internal awareness sessions, legal reviews, and the formal rollout of updated ethical conduct guidelines in multiple languages.	✓ Host the first Group-wide Ethics Week, promoting open dialogue and ethical leadership ✓ Ensure 100% completion of Code of Conduct training across all subsidiaries, with refresher sessions for high-risk roles ✓ Maintain timely follow-up on 100% of Speak Up reports, with average resolution times monitored quarterly ✓ Integrate ethics compliance checks into supplier onboarding and audit processes	Employees, legal teams, suppliers, clients, consultants	Ethics training, Code circulation, Speak Up feedback loops	SDG 16	Chief Legal Officer & Group Internal Audit

ESG Roadmap to 2025

Material Topic	2024 Performance Highlights	2025 Targets	Key Stakeholders Engaged	Engagement Mechanisms	Primary SDGs	Internal Owner
Responsible Sourcing	Significantly strengthened its responsible sourcing practices by embedding ESG considerations into supplier engagement and risk management systems. A key milestone was the rollout of the Group's Supplier Code of Conduct , which is now systematically shared with all new and existing vendors across geographies. The Code sets out mandatory expectations in areas such as environmental compliance, human rights, workplace safety, and anti-corruption, forming a foundation for mutual accountability.	✓ Launch the Supplier Assessment Tool, enabling a more comprehensive and risk-sensitive evaluation of suppliers across ESG dimensions ✓ Ensure that 100% of new suppliers complete the Supplier Form Assessment, and apply it to 50% of existing suppliers in medium- and high-risk categories ✓ Deliver cross-functional ESG training for procurement, legal, and quality teams to ensure consistent enforcement and supplier dialogue	Suppliers, procurement teams	ESG Vendor Form, supplier audits, procurement policy briefings	SDG 12, SDG 8, SDG 17	Chief Supply Chain Officer & Chief Legal Officer
Carbon Emissions	Significantly enhanced the robustness and consistency of its carbon emissions reporting by conducting a more comprehensive and methodologically aligned Scope 1 and 2 GHG inventory. While emissions tracking had been attempted in previous years, the 2024 inventory marked the first time that consistent emission factors, centralized reporting templates, and facility-level data validation were applied across the Group. Emissions data were compiled monthly through the MASSO system and calculated using IPCC 2006 guidelines and DEFRA 2023 factors, with Angola's diesel-dominated grid emission factor integrated into Scope 2 calculations.	✓ Reduce Scope 1+2 emissions by 5% per ton of product ✓ Conduct full water audits at Lactiangol and Saboaria ✓ Increase waste recycling by 10% ✓ Begin Scope 3 data collection (transport and inputs)	Energy engineers, ops leads, consultants	GHG inventory, energy audit program, roadmap planning workshops	SDG 13, SDG 7	IMSW Group Director



A graphic featuring a shield with the letters 'ESG' inside, surrounded by a wreath of green leaves. The shield is set against a background of dense green foliage. Below the shield, the text 'ESG Governance and Oversight' is written in white on a red background.

ESG Governance and Oversight

Webcor’s ESG governance framework ensures that sustainability is fully embedded in strategic decision-making, operational execution, and corporate accountability across all entities and geographies.

Board Oversight

The Webcor Group Board of Advisors holds ultimate responsibility for long-term value creation, including ESG performance. The Board reviews and approves the ESG strategy, risk disclosures, materiality assessments, and sustainability targets.

Executive Accountability

The ESG Committee—**chaired by Webcor’s Sustainability and Communications Director**—drives the implementation of the ESG roadmap and monitors progress. The Committee convenes quarterly and includes senior leaders from departments such as Human Resources, Legal, Procurement, Operations, and Quality.

Key responsibilities:

- Review material topics and KPIs;
- Validate ESG disclosures;
- Monitor stakeholder engagement and audits;
- Coordinate certifications and compliance actions.

Operational Integration

Each material topic is assigned to a lead department responsible for execution, supported by cross-functional teams. Reporting flows through centralized ESG systems, with annual Board reporting and public disclosure.

Policies, Training & Ethical Culture

Webcor’s governance is underpinned by:

- Code of Ethics and Business Conduct
- Supplier Code of Conduct
- Speak Up (Whistleblowing) Policy

In 2024, ESG and ethics training was delivered to leadership and management. In 2025/26, specialized ESG due diligence training will be rolled out for procurement, legal, and operations teams.

Forward Focus

Webcor is currently working to:

- Implement supply chain due diligence in accordance with EU regulations.
- Seek third-party assurance of future ESG disclosures.



03

Environment

Our Approach

Our Commitment to the Environment

Engaging Our People in our Sustainability Journey

Environmental Governance and Methodology

GHG Emissions - Scope 1 & 2



Our Approach



Frameworks Covered: GRI 2-9 | GRI 302-1, 302-3 | GRI 303-1, 303-3 | GRI 305-1, 305-2, 305-4 | GRI 306-2 | ESRS E1-1 to E1-9, E2-1, E5-1

We recognize that environmental protection and sustainable development are critical global challenges that require thoughtful and decisive action. We are deeply committed to safeguarding our planet and ensuring that our growth is achieved through environmentally sustainable methods.

Our approach to sustainability is anchored in two fundamental values: respect and responsibility. These principles guide all our actions and decisions, driving us toward a more sustainable and responsible global presence.

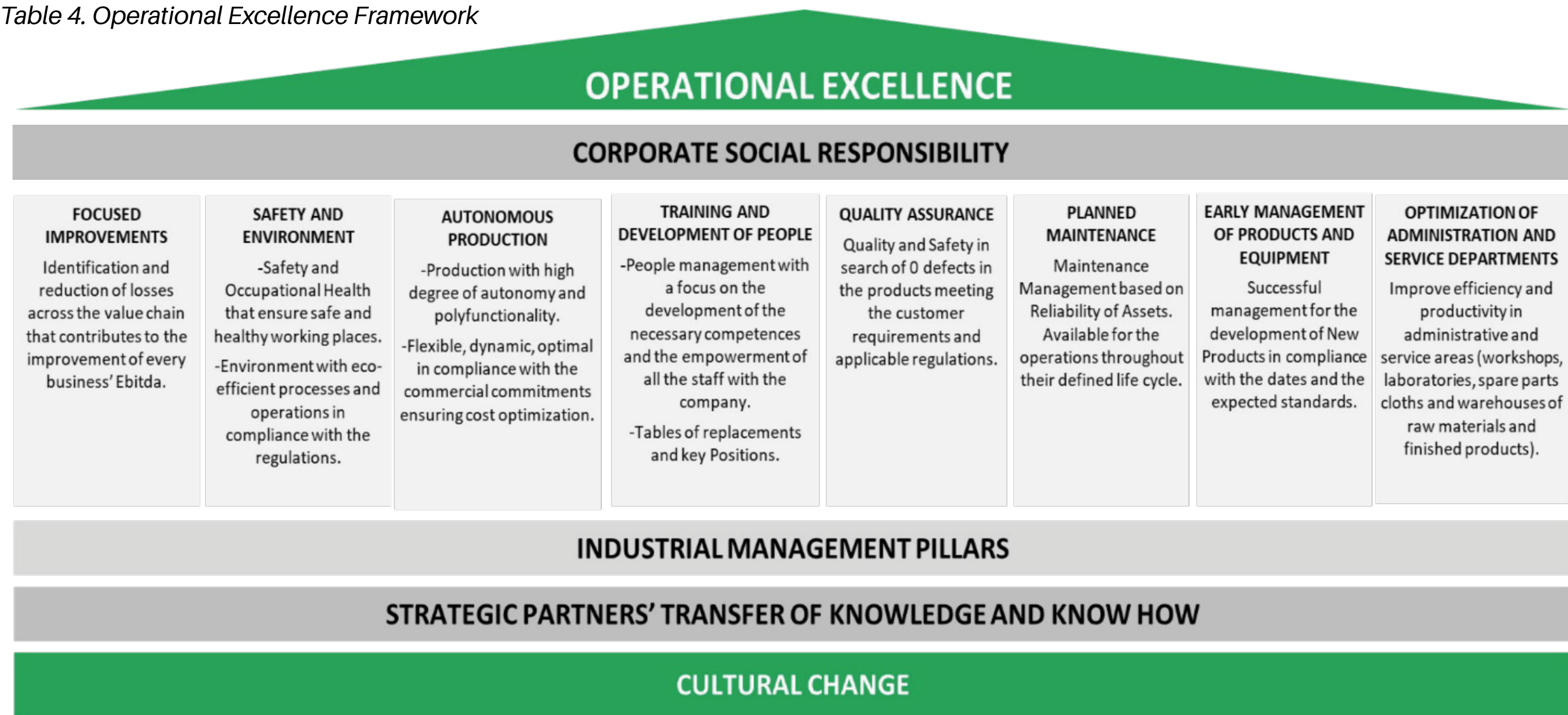
Respect

Respect for all life on the planet and its natural resources and making sure our responsibility decisions reflect a sense of responsibility for the environment.

Responsibility

Responsibility means recognizing that our choices and actions have consequences. It means taking ownership of our impact on the environment and on society and working towards minimizing harm and maximizing positive outcomes. This requires a long-term perspective, and a commitment to sustainable practices that will endure over time.

Table 4. Operational Excellence Framework



Our Commitment to the Environment

In 2024, we reinforced our commitment to sustainable operations across our manufacturing network in Angola, with a strong focus on **water conservation, energy efficiency, greenhouse gas emissions (GHGs) reduction, and waste minimization**. Building on the foundations laid in prior years, we accelerated implementation of impactful environmental practices.

Following the 2022 launch of the **Webcor Integrated Management System (IMSW)**, which structures operational excellence into eight interconnected pillars, we continued to embed sustainable practices throughout our business. This framework has enabled measurable progress across our environmental goals.

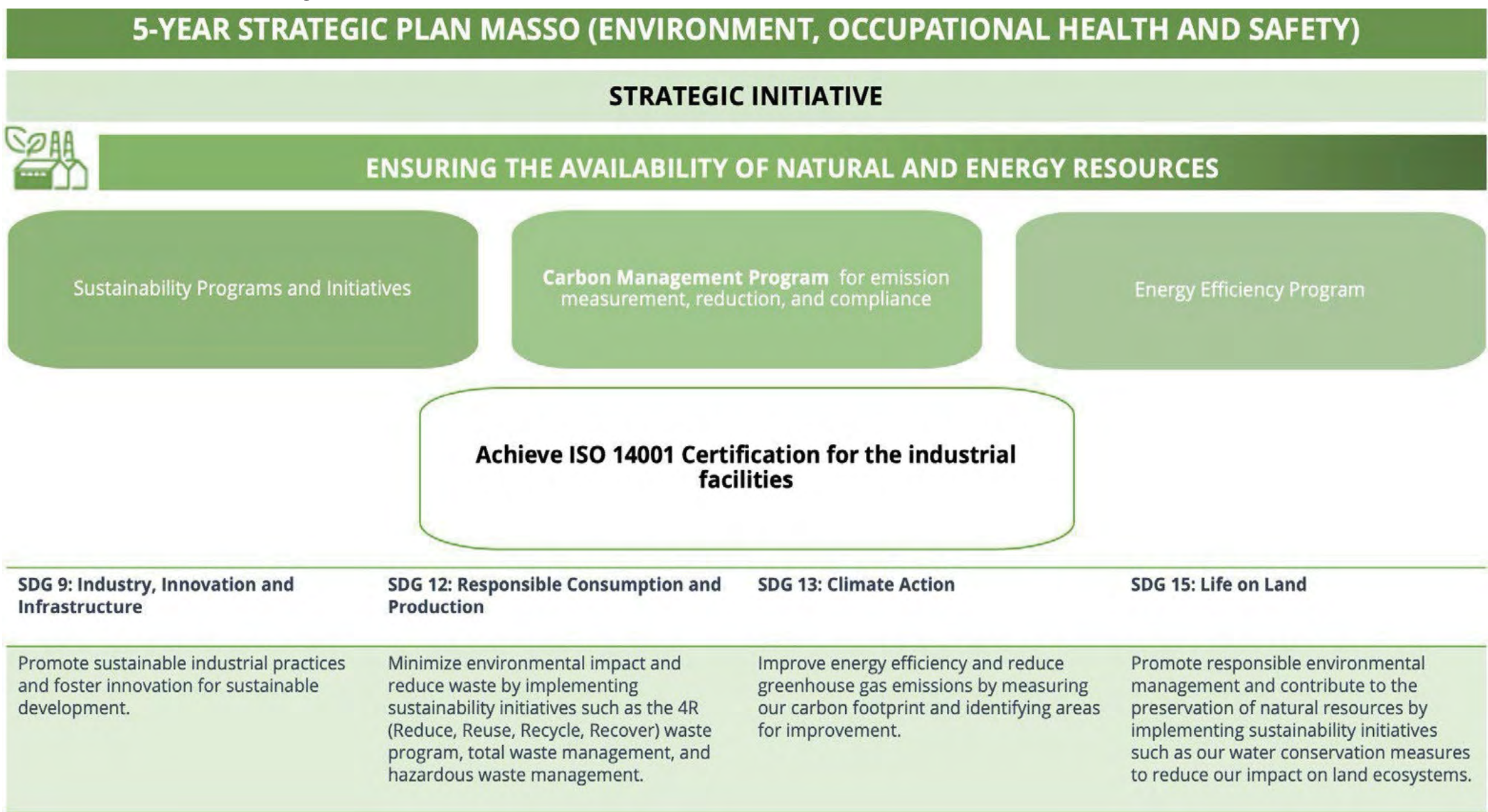
Our first step under IMSW was a comprehensive **risk assessment** of our production facilities. This process helped identify key opportunities in water and energy conservation, as well as in waste management. In response, we formalized **MASSO**—our integrated Environment, Occupational Safety, and Health program—structured around five strategic lines, including a strong emphasis on environmental performance.

Throughout 2024, we implemented projects to lower our carbon footprint, improve water efficiency, and reduce waste generation. These actions reflect our growing ambition to drive positive environmental impact across our operations and local communities.



Webcor’s internal program for Environment, Occupational Safety, and Health, built on five strategic pillars with a strong focus on environmental performance and operational risk control.

Table 5. MASSO - 5-Year Strategic Plan



Engaging Our People in our Sustainability Journey

We have developed a comprehensive program designed to inform, educate, and empower our employees on environmental issues and solutions. Our 2024 environmental engagement strategy focused on awareness, behavior, and participation:

- **Communications** – We kept employees informed through newsletters, intranet updates, and company-wide emails with regular sustainability content.
- **Events and Training** – Environmental campaigns and tailored training sessions were launched in all production units to strengthen sustainability knowledge and culture.
- **Reduce** – We promoted energy conservation practices across all offices and facilities, such as switching off lights, appliances, and electronics when not in use.
- **Reuse** – We encouraged our people to shift away from single-use habits and adopt reuse practices wherever possible.
- **Recycle** – Our offices were equipped with clearly marked and color-coded recycling bins in common areas to make recycling easy and accessible.

As a Group, we also integrated more sustainable practices in the **design and operation of office spaces**, prioritizing green energy and natural lighting where possible.

This engagement program continues to evolve as we empower every Webcor employee to become a champion of environmental stewardship.



Environmental Governance and Methodology

Webcor follows the **GHG Protocol Corporate Standard**, **GRI Standards**, and **ESRS guidance** to ensure consistency, transparency, and alignment with international best practices.

Until 2024, Webcor’s environmental reporting primarily focused on operational units with direct energy consumption and more readily available data. While this provided a baseline understanding of our emissions profile, the coverage was neither fully comprehensive nor aligned with the granularity required by the Greenhouse Gas (GHG) Protocol and evolving ESG disclosure standards.

Included Entities (2024):

- Lactiangol (dairy)
- Grandes Moagens de Angola – GMA (wheat milling)
- Gestão Industrial de Angola – GIA (packaging)
- Granofino (flour and pasta)
- Saboaria Alvo (soap)
- Dulceria (confectionery)
- Patriota (packing and distribution)

Partially Covered or Excluded (2024):

- Angoalissar and Vera Nova (distribution/logistics)
 - Administrative offices across all geographies
- These entities are scheduled for inclusion in 2025, as part of a Group-wide harmonization process.

Why a New Approach Was Needed:

Legacy data collection methods varied significantly between entities, with limited automation, inconsistent metrics, and partial tracking of indirect emissions. This constrained our ability to aggregate and report Scope 1 and 2 emissions with full confidence and made Scope 3 tracking nearly impossible at Group level.

Preparing for Scope 3 – A Phased and Strategic Approach

In 2024, Webcor launched an internal scoping initiative to build the systems and capacity needed to track **Scope 3 emissions** more rigorously, in line with GHG Protocol guidelines and upcoming CSRD requirements.

Key categories under assessment include:

- **Purchased goods and services** (agricultural inputs, packaging)
- **Upstream/downstream transportation and distribution** (ocean freight, domestic logistics)
- **Business travel and employee commuting**

This work is foundational to our long-term climate strategy, as Scope 3 emissions are expected to represent the majority of Webcor’s total footprint. In 2025, we aim to pilot data collection tools across select categories and expand reporting coverage to all Group entities, including commercial offices and distribution arms.



Looking Ahead:

Our updated environmental governance framework and enhanced internal collaboration between sustainability, operations, and procurement teams are designed to support continuous improvement and alignment with global best practices.

A phased roadmap has been defined:

- **2025:** Pilot data collection for national freight transport (trucking logistics)
- **2026:** Expand to ocean transport, supplier engagement, and packaging origin mapping
- **2027:** Integration of office emissions and verified supplier Scope 3 disclosures

Data Collection and Validation:

- Monthly MASSO reports submitted by each unit
- GHGs calculated using IPCC 2006 guidelines and DEFRA 2023 emission factors
- Electricity conversion: 1,000 kWh = 1 MWh
- Emissions from electricity: IEA factor for Angola’s national grid (diesel-heavy mix: 0.819 kg CO₂/kWh)

Footnotes:

- Scope 1 emissions: on-site diesel and fuel combustion
- Scope 2 emissions: purchased electricity
- Grid factor justification: Angola’s grid is diesel-dominant; no renewable PPAs or RECs were purchased
- Electricity data: sourced from site utility meters; verified monthly
- 2024 data excludes offices and HQ, which will be incorporated in 2025 reporting

2024 Performance Highlights

Area	Initiative	2024 Outcome
GHG Emissions	Scope 1 & 2 emissions tracking	Total: 30,423.67 tCO ₂ e (+6.8% vs. 2023)
Energy	Electricity use across 8 units	46.58 GWh total (+2% vs. 2023)
Waste Management	Improved recycling rates	63.7% of waste recycled
Water	Closed-loop reuse, low-flow upgrades	GMA & Granofino reduced rinse water by 12%
Employee Actions	Awareness campaigns + trainings	Over 200 employees engaged in 12 site events

GHG Emissions - Scope 1 & 2

Definitions:

- **Scope 1:** Direct emissions from fuel (diesel/gas) combustion
- **Scope 2:** Indirect emissions from purchased electricity

Table 6. GHG Emissions - Scope 1 & 2

Facility	2023 Emissions (tCO ₂ e)	2024 Emissions (tCO ₂ e)	% Change
Lactiangol	2,034	1,214	-40.3%
GMA	12,833	14,649	+14.1%
GIA	499	507	+1.5%
Granofino	7,567	7,648	+1.1%
Saboaria	---	665	+100%
Dulceria	271	298	+9.7%
Patriota	671.00	775.44	+15.6%
Total	24,469.52	26,755.11	+7.1%

Key Insights:

- The **emissions increase** in GMA is attributed to higher production demand and longer generator usage during grid instability.
- **Granofino's** rise correlates with new packaging lines added mid-year.
- **Lactiangol's emissions dropped** due to installation of energy-efficient cooling systems and lower diesel reliance.
- **Patriota**, as a packing operation, shows justified energy use due to conveyor systems and refrigeration.



Table 7. Year-on-Year Performance Summary (2023 vs. 2024)

Indicator	2023 Total	2024 Total	Change	Trend
Electricity Use (MWh)	~41,380	42,603	+1,223	+3.0%
Water Use (m³)	52,030 (est.)	64,770	+12,740	+24.5%
Waste Generated (kg)	~198,400 (est.)	204,620	+6,220	+3.1%
Recycling Rate (%)	~59.8%	63.7%	+3.9 pts	✓ Improvement

Interpretation & Commentary

- **Emissions:** The increase is primarily driven by higher production volumes at GMA and Granofino, alongside longer generator usage due to grid fluctuations. Lactiangol showed a **notable 40% emissions drop**.
- **Electricity:** A modest rise in consumption reflects both new equipment (e.g. packaging lines at Granofino) and increased production days in some units. Energy per unit produced remained relatively stable.
- **Water:** The **24.5% increase** is linked to expanded processing capacity, especially at GMA and Lactiangol. However, rinse water reuse and valve retrofits helped mitigate intensity rises in key units.
- **Waste:** Waste increased slightly, but improvements in sorting and internal reuse pushed the recycling rate up nearly 4 percentage points — a strong achievement.
- **Overall:** Despite a growing industrial footprint, Webcor improved resource recovery and employee participation while holding environmental intensity under control.

Energy Use and Efficiency

Table 8. Energy Use and Efficiency

Facility	Electricity (kWh, 2024)	MWh Equivalent
Lactiangol	3,843,864	3,844
GMA	23,625,968	23,626
GIA	793,317	793
Granofino	11,949,050	11,949
Saboaria	394,027	394
Dulceria	521,324	521
Patriota	1,475,442	1,475
Total	42,602,992	42,603

Water Use and Intensity

Table 9. Water Use and Intensity

Facility	Water Use (m³)	Production (tons)	Intensity (m³/ Ton)
Lactiangol	10,825	9,250	1.170
GMA	20,120	269,275	0.075
GIA	950	4,870	0.195
Granofino	10,475	136,200	0.077
Saboaria	780	1,020	0.765
Dulceria	1,190	8,450	0.141
Patriota	430	6,800	0.063

Insights:

- **Lactiangol** has the highest intensity, driven by hygienization, cleaning, and milk processing.
- **Saboaria’s water use** is significant per ton due to soap mixing and rinsing stages.

Waste Management and Circular Economy



Table 10. Waste Management and Circular Economy

Facility	Total Waste (kg)	Recycled (kg)	Recycled (%)	Hazardous Waste (kg)
Lactiangol	16,800	10,800	64.3%	250
GMA	94,720	61,500	64.9%	950
GIA	13,650	7,300	53.5%	120
Granofino	49,800	31,240	62.7%	600
Saboaria	9,400	7,620	81.1%	80
Dulceria	8,300	5,280	63.6%	50
Patriota	11,950	7,870	65.9%	180
Total	204,620	131,610	63.7%	2,230

2024 Performance Highlights

- Saboaria leads in recycling rate (81.1%) due to soap offcut reuse trials.
- Hazardous waste is primarily composed of oil filters, chemical containers, and battery waste, all disposed of by licensed third-party operators.

2025 SMART Targets

- ✓ Reduce Scope 1+2 emissions by 5% per ton of product
- ✓ Conduct full water audits at Lactiangol and Saboaria
- ✓ Increase waste recycling by 10%
- ✓ Begin Scope 3 data collection (transport and inputs)



04

Social

People & Culture at Webcor
Employee Demographics
Health & Safety
Good Health & Well-being
Training & Development
Community Support & Engagement
Supply Chain & Responsible Sourcing
Human Rights & Labour Practices
Product Quality, Safety & Innovation



SDG Alignment:



People are the cornerstone of everything we do. With operations spanning multiple continents and industries, we foster a culture rooted in respect, meritocracy, and shared growth. Our goal is to be a company where every individual—regardless of background—can thrive, contribute meaningfully, and grow with purpose.

Frameworks Covered: GRI 2-7 | GRI 2-30 | GRI 401-2 | ESRS S1-1, S1-2, S1-4

We are committed to creating a high-performance, inclusive environment where talent is developed and celebrated at all levels of the organization. From onboarding to career progression, from production lines to executive leadership, we champion fair employment practices, employee well-being, and engagement strategies tailored to diverse needs.

In 2024, we launched strategic HR initiatives to strengthen internal mobility, clarify performance expectations, and empower frontline managers. We also reinforced alignment between People & Culture and ESG governance, ensuring our workforce policies support our sustainability journey.

Core Principles Driving our Culture

- **Meritocracy:** Opportunities are earned, not granted. We promote based on performance and potential, not hierarchy or tenure.
- We go beyond responsibility — we embrace ownership for our actions and the world around us. By acknowledging mistakes, learning from them, and driving improvement, we foster a culture of integrity and high performance.
- **Respect for Diversity:** We celebrate the richness of multicultural teams and uphold dignity in every interaction.
- **People-First Leadership:** We equip managers to lead with empathy, accountability, and results.
- **Learning & Development:** Growth is a right and a responsibility. Every employee has access to continuous learning opportunities.
- **Well-being & Belonging:** From mental health to fair wages, we work to ensure every person feels safe, supported, and valued.



2024 Performance Highlights

- ✓ Strengthened HR policy integration across subsidiaries to support equity and consistency
- ✓ Finished the grading system and creation of clear career progression paths
- ✓ Kick-off of “Breakfast with the CHRO” sessions to foster open dialogue and upward feedback
- ✓ New focus on non-discrimination, ethics, and mental health in onboarding and leadership training

2025 SMART Targets

- ✓ Implement new performance review model and talent matrix
- ✓ Implement baseline employee satisfaction surveys across all business units
- ✓ Finalize internal mobility guidelines and promotion tracking dashboard
- ✓ Train 100% of people managers in coaching and inclusive leadership skills
- ✓ Launch People & Culture knowledge hub to centralize HR resources and tools
- ✓ Develop KPIs for retention, internal promotion, and engagement across sites



Employee Demographics

SDG Alignment:



We recognize that understanding the composition of our workforce is fundamental to creating inclusive policies, equitable opportunities, and resilient business practices. This subchapter provides a transparent overview of our employee base by gender, age group, and geography—alongside data on new hires, turnover, and leadership diversity.

Frameworks Covered: GRI 401-1 | GRI 405-1 | ESRS S1-3, S1-7

Workforce Composition and Gender Balance



As of 2024, Webcor employed **3,234 individuals**, marking a moderate workforce growth from **3,074 in 2023**. Gender representation remained largely static: **women accounted for 24%** of the workforce in both years. Despite the slight increase in absolute numbers (from 740 to 773), the proportion of women remains disproportionately low, especially in leadership positions.

Gender Representation by Functional Level

Table 11. Gender Representation by Functional Level

Function	Women % (2023)	Women % (2024)
Employee	25%	25%
Senior Employee	19%	24%
Manager	19%	19%
Senior Management	12%	16%
C-level	7%	4%

While gender parity at the employee level remained unchanged, the share of women in senior employee roles improved by 5 percentage points, from 19% to 24%. A modest increase was also observed in senior management roles (from 12% to 16%). However, representation of women at the **C-level** declined further, reaching just **4% in 2024**.

Age Distribution and Workforce Renewal

The age structure of the workforce reveals a **predominantly senior profile**. In 2024, **68.9%** of all employees were aged over 50, compared to **72.4% in 2023**. This modest shift suggests progress toward generational renewal, though the pace remains limited.

Table 12. Age Distribution and Workforce Renewal

Age Group	2023 Share	2024 Share
<30	18%	24%
30-50	9%	8%
>50	72%	69%

The **under-30 cohort grew significantly**, from 566 to 760 employees, now comprising nearly one-quarter of the workforce. This increase is most pronounced at the employee level and may reflect the expanded hiring or onboarding of early-career professionals. The **30-50 age group declined slightly**.

Leadership Diversity

Despite modest gains at the senior employee and management levels, **leadership remains predominantly male and senior in age**. In 2024, women represented:

- 16% of senior management,
- 4% of the C-suite.

Furthermore, the C-level remains age-skewed:

- 43% of C-level executives are aged 50 or above,
- only 14% are under 30.

Gender diversity within the executive team remains a critical area for improvement, especially given Webcor’s public commitment to inclusion under the Sustainable Development Goals (SDGs), particularly SDG 5 (Gender Equality) and SDG 10 (Reduced Inequalities).

As of 2024, Webcor’s Board of Advisors comprises six members, with 17% female representation and 83% over the age of 50. While gender and generational diversity at the board level remain limited, discussions are ongoing to introduce renewal mechanisms and diversity criteria into board succession planning by 2027.

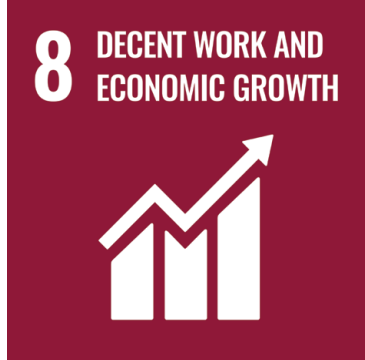
2025 SMART Targets

- ✓ Increase overall female representation to 35% by end-2026
- ✓ Achieve ≥30% women in management and senior employee roles by 2030
- ✓ Expand mid-career recruitment (ages 30-50) to secure long-term leadership succession.
- ✓ Implement mentorship and sponsorship programs for women across functions.
- ✓ Develop internal monitoring KPIs on age and gender diversity for all management tiers.
- ✓ Launch a Group-wide demographic dashboard to track DEI and workforce KPIs quarterly

Health & Safety



SDG Alignment:



We contribute to SDG 3 through preventive health screenings, a strong occupational safety framework, and mental health action. SDG 8 is supported by embedding safety culture into our work environment, ensuring dignity, training, and protection for all workers.

Frameworks Covered: GRI 403-1 to 403-10 | ESRs S1-22, S1-26, S1-27

For us, health and safety are paramount. Our goal of zero injuries is driven by a culture of prevention, accountability, and empowerment. Every colleague, from plant operators to senior leadership, plays a role in safeguarding themselves and others.

In 2024, we expanded our efforts through MASSO - Ambiente (Environment), Saúde (Health) e Segurança Ocupacional (Occupational Health) - a Group-wide program structured across eight operational pillars¹. MASSO has evolved into the central platform for embedding safety into our industrial DNA.

To reinforce this system, **our Incident Card** is now available across all manufacturing units, enabling faster risk detection, incident tracking, and remediation. Site-level **Safety Committees**—fully operational in every industrial unit—have also played a key role in audits and campaign rollouts.

2024 Performance Highlights

Table 13. Total Recordable Incident Frequency Rate (TRIFR) Comparison² (per 1 million hours worked)

Facility	TRIFR 2023	TRIFR 2024	Year-on-Year Trend
GMA (Luanda)	56.7	21	Improved
Lactiangol	11.96	10	Improved
GIA	25.7	20	Improved
Granofino	23.15	22	Slightly Improved
Saboaria Alvo	---	91	High (new scope)
Patriota	---	29	High (new scope)
Dulceria Nacional	---	27	Moderate (new)
Group Average	16.07	31.57	Reflects new units

Despite our intensified focus on safety and the expansion of training programs under MASSO, Webcor Group’s overall **TRIFR increased from 29.6 in 2023 to 32.6 in 2024**. This rise correlates with the Group’s operational expansion and the onboarding of new units with diverse maturity levels in health and safety protocols.

Notably:

- GIA and GMA maintained elevated TRIFR levels, reflecting the need for deeper process standardization and behavioural reinforcement.
- Granofino and Lactiangol showed moderate improvements, suggesting positive impact from localized HSE initiatives and increased staff engagement.

- Newly integrated reporting sites, such as Saboaria Alvo and Patriota, began their TRIFR monitoring in 2024, contributing to more complete—but initially higher—Group-wide figures.

2025 SMART Targets

As we build toward a stronger safety culture, our 2025 goals reflect ambition rooted in accountability and operational consistency:

- ✓ Roll out an Industry Safety Manual
- ✓ Reach 100% HSE training coverage across all sites
- ✓ Conduct quarterly emergency drills and simulations
- ✓ Expand surveillance for mental health and ergonomic risks
- ✓ Increase CI (Incident Card) closure rate to >60%

¹MASSO is Webcor’s Integrated Management System launched in 2022, covering eight performance pillars: Health & Safety, Environment, Production, Quality, Training, Maintenance, Early Management, and Admin Optimization.

²TRIFR = [(Recordable Incidents) ÷ (Total Hours Worked)] × 1,000,000



Good Health and Well-being



SDG Alignment:



We support SDG 3 by prioritizing holistic well-being across physical, mental, and emotional health. SDG 2 is addressed through nutrition awareness and product innovation, while SDG 8 is advanced by embedding wellness infrastructure into daily work life.

Frameworks Covered: GRI 403-6, GRI 403-10, GRI 416-1 | ESRS S1, S3, SBM-3

Our commitment to Good Health and Well-being goes beyond occupational safety—it extends to nutrition, mental health, physical resilience, and social belonging.

In 2024, Webcor took important steps to advance a holistic approach to well-being—one that sees each employee not as a unit of labour, but as a full human being with needs, goals, and dreams. This vision extended beyond the factory floor to our products, our partnerships, and our communities.

Whether through mental health workshops, nutritional initiatives, or medical screenings across sites, our commitment was clear: to champion the health and dignity of every person in our value chain.

2024 Performance Highlights

Mental Health
We worked to break the stigma around emotional wellbeing and equip our people with the tools to manage stress, communicate openly, and support one another.

- ✓ “Communication Awareness and Gender Equality” training for 44 employees

Physical Health
Preventive healthcare, fitness awareness, and access to checkups remained a priority.

- ✓ Over 3,000 medical screenings performed across all operations
- ✓ Campaigns on good health and preventable diseases

Social Health
We strengthened social bonds in the workplace through team-based learning, inclusive spaces, and opportunities to contribute to shared causes.

- ✓ Teamwork and learning workshops
- ✓ Employee participation in hunger relief campaigns (see Community section)



Quick Fact:

Over 3,000 employees underwent medical checkups in 2024, with full coverage achieved across all Angola-based operations.

SMART Targets for 2025

- ✓ Expand mental health training to reach at least 250 employees across all business units
- ✓ Maintain 100% medical screening coverage in Angola and extend screenings to international sites
- ✓ Launch a pilot workplace wellness program including fitness and nutritional support at two sites
- ✓ Formalize partnerships with local or international health organizations



Promoting Good Health - Annual Football Match

Training & Development



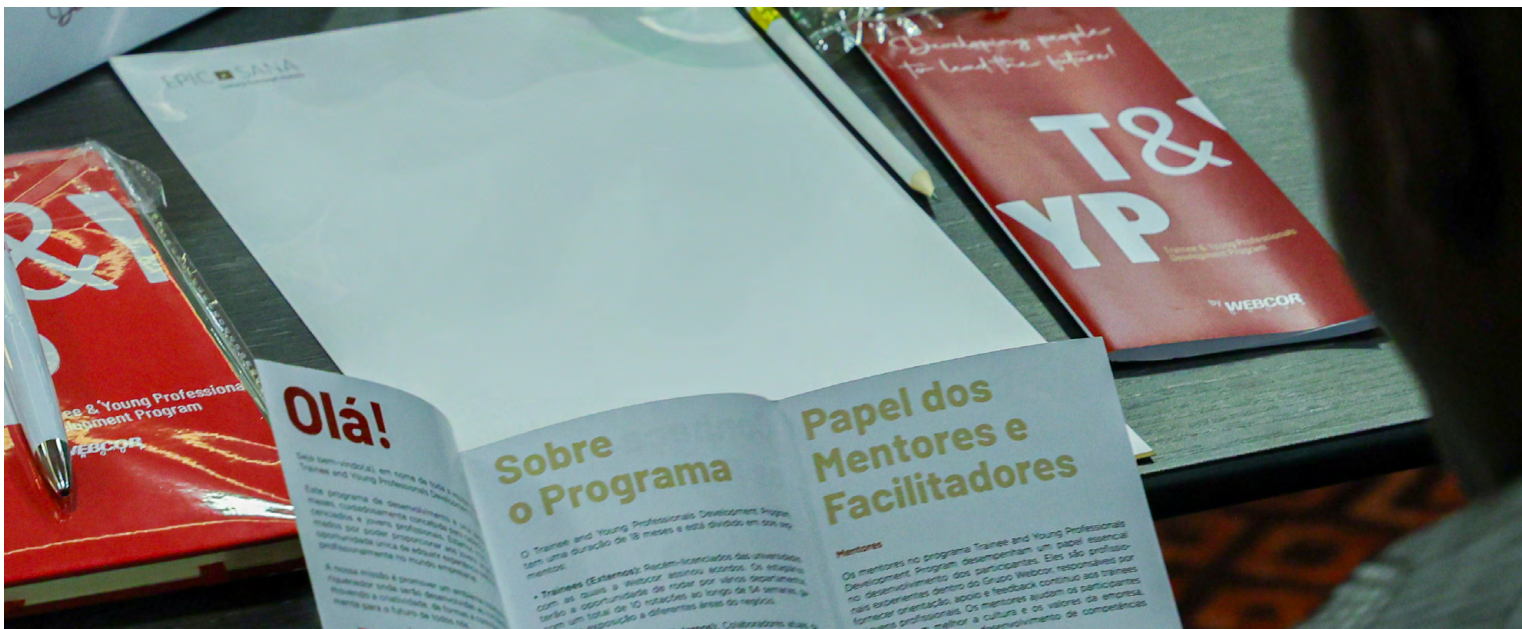
SDG Alignment:



We contribute to SDG 4 by promoting lifelong learning opportunities and professional pathways for youth, trainees, and internal talent. SDG 8 is advanced through inclusive access to technical training, mentorship, and career development programs that foster decent,

Frameworks Covered: GRI 404-1 to 404-3 | ESRs S1-5, S1-6, S1-9, S1-14

Growing talent from within is one of the most strategic investments we make. In 2024, we amplified our commitment to learning by launching a Group-wide career development program, intensifying our technical training offer, and expanding university partnerships that bridge knowledge and practice. Across Angola, more than 7,800 hours of employee training were delivered, with over USD 45,000 invested directly in workforce development.



Trainees & Young Professionals Program

September 2024 marked the launch of Webcor’s flagship dual-track program designed to build our leadership pipeline:

- **Trainees:** university graduates completing 10 department rotations over 54 weeks
- **Young Professionals:** nominated internal staff receiving tailored development paths

Recruited from Angola’s top institutions—**UAN, ULA, UCAN, and ISPTEC**—this program anchors our long-term succession strategy. It includes mentorship, formal evaluations, and business exposure.



In 2024, Webcor invested USD 100,000 in this program, with a similar commitment forecast for 2025.

Internship Programs

Through agreements with PAPE and UIMO, Webcor created internship opportunities for 25 young Angolans in 2025—providing real-world exposure to business environments across all units. Internships last six months and are coordinated by the Training & Development team. Some candidates may be offered permanent roles based on performance and vacancies availability.

This program aligns with INEFOP under MAPTESS, reinforcing our role in Angola’s national employment strategy.

Technical Upskilling & Academic Collaboration

Across the Group, more than 140 employees completed structured training in 2024. Courses focused on food safety, foundational sciences, technical operations, and language skills—delivered through internal sessions and partnerships with CINFOTEC and GHF.

A new MoU with ISPTEC was also signed, laying the groundwork for postgraduate courses to be launched in 2025, strengthening academic-industry links and opening new learning pathways for employees.

Table 14. Training Hours per Subject (Angola)

Subject Area	Hours Delivered
Food Defense & Safety Standards	2,300
Foundational Sciences (Math, Physics, Metrology)	1,800
Technical Skills (Machinery, Processing)	1,500
Language & Communication Skills	1,200
Soft Skills (Leadership, Teamwork)	1,000
Total	7,800+



Total Investment: USD 45,200

2024 Performance Highlights

Area	Initiative	2024 Outcome
Talent Pipeline	Trainees & Young Professionals Program	Dual cohort launched (external + internal)
Academic Sources	Universities involved	UAN, ULA, UCAN, ISPTEC
Internship Access	National Internship Program	25 interns
Employee Training	Technical & foundational courses	7,800+ hours delivered
Institutional Collaboration	ISPTEC	MoU signed; postgrad courses scheduled for 2025

2025 SMART Targets

- Expand Trainees & Young Professionals Program by **25%**
- Host **≥25 interns** through structured internship programs
- Deliver **≥ 15,000 training hours** across all BUs
- Reach **≥60% of employees** with at least one training module
- Launch **first postgraduate course** with ISPTEC
- Launch first postgraduate course with CLBS (Católica Luanda Business School)
- Achieve **≥30% promotion rate** among Young Professionals



Quick Fact:

All trainee rotations and development tracks are co-designed with department heads to align technical



Partners in Training & Talent Development: ISPTEC | UAN | ULA | UCAN | INEFOP| CINFOTEC | GHF



INEFOP
Instituto Nacional de Emprego e Formação Profissional

Community Support & Engagement

SDG Alignment:



Webcor’s community investment strategy is closely aligned with SDGs 2, 4, 6, and 17, reflecting our commitment to shared value creation, inclusive education, food security, and essential service access through multi-sectoral partnerships.

Frameworks Covered: GRI 404-1 to 404-3 | ESRS S1-5, S1-6, S1-9, S1-14

We believe that our business success is intrinsically tied to the prosperity and resilience of the communities where we operate. In line with this belief, we have developed a formalized community engagement framework that prioritizes shared value, needs-based interventions, and long-term partnerships.



In 2024, our community action strategy was structured across four core pillars:

-  Nutrition & Food Security
-  Youth Empowerment & Education
-  Emergency Relief
-  Volunteering & Local Partnerships

These pillars guide our Corporate Social Responsibility (CSR) investments and align our operational footprint with national development goals and international frameworks. Through our local and international NGO partnerships and employee-driven programs, we reached thousands of vulnerable families across Angola and Lebanon.

Our Impact Model

Our community investment approach is rooted in dialogue, collaboration, and shared responsibility. Local actions are designed by operating subsidiaries in close coordination with civil society partners and employees. Oversight is provided by the Sustainability & Communications Department, with dedicated CSR dashboards tracking implementation. Each initiative is aligned with specific SDGs and framed to maximize long-term community resilience.

**Quick Fact:**
Over 200 employees participated in volunteer activities across Angola and Lebanon in 2024.

Youth Empowerment & Education Access

Ali Nesr Educational Program (ANEP)



Founded in 2016 by the Group’s founder, Mr. Ali N. Nesr, the Ali Nesr Educational Program (ANEP) provides full university scholarships to the children of Webcor employees with outstanding academic performance. The program supports more than 100 students to date, with over \$950,000 invested since inception. Each student benefits from continuous academic mentoring, annual performance reviews, and mandatory summer internships at Webcor sites to gain hands-on experience.

 Partners in Youth Development:
ISPTEC | Agostinho Neto University | UCAN | ULA



University & Internship Partnerships



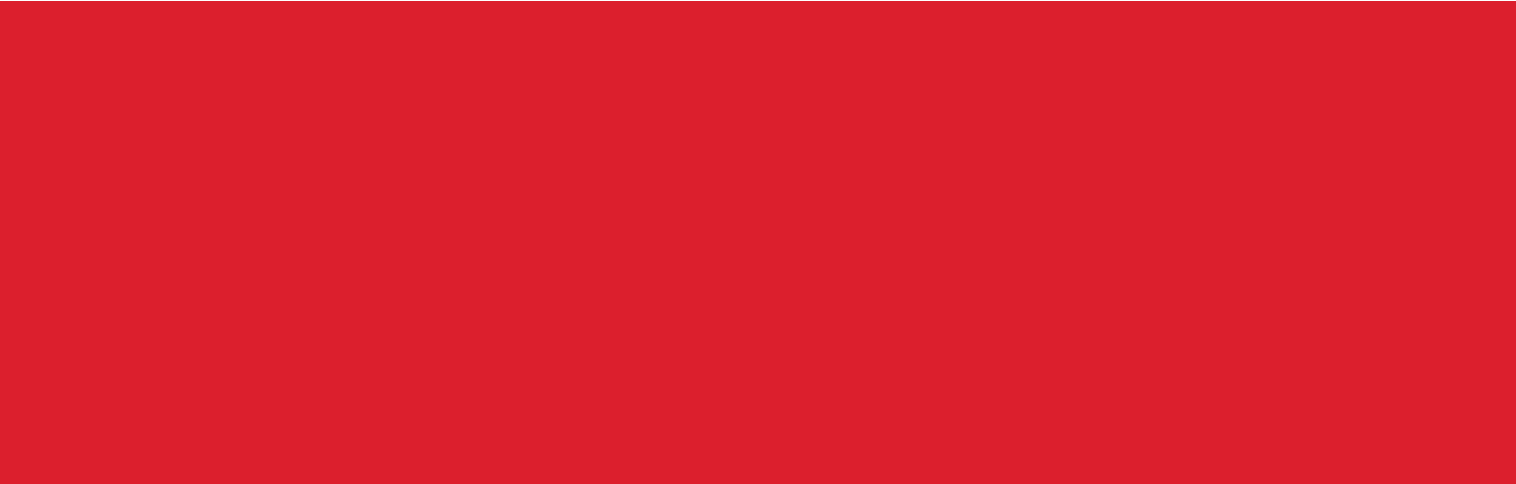
Webcor has formal agreements with Angola’s top universities, including ISPTec, Universidade Agostinho Neto, Universidade Lusíada, and Universidade Católica de Angola. These partnerships promote skill development, job readiness, and career integration. In 2024, Lactiangol hosted engineering interns from Agostinho Neto University, while Webcor’s visit to ISPTec in February laid the foundation for collaborative research and customized training programs.

Trainee & Young Professionals Development Program



Trainee & Young Professionals Development Program

Launched in August 2024, this 18-month initiative bridges academic knowledge and practical experience. It includes two segments: Trainees—university graduates rotating through 10 departments over 54 weeks—and Young Professionals—high-potential internal employees receiving tailored technical and behavioural training. This dual-track model fosters leadership skills, supports SDG 4 (Quality Education), and strengthens talent pipelines across our Group.



Social Wellbeing & Hunger Relief

Luz Banco Alimentar (LBA)



Founded by our Sustainability Director in 2016, LBA is a non-profit focused on hunger relief, food waste reduction, and nutritional empowerment. Supported by Angoalissar, LBA distributed thousands of food parcels in 2024 in partnership with local NGOs.

Key Relief Actions in 2024:

- **World Food Day (Oct):** Angoalissar delivered 500 food boxes to vulnerable families via NGOs including ANCAA and the Angolan Institute of Cancer Control.
- **Lebanon Emergency Aid:** In partnership with Enti Adha, Webcor Lebanon supported displaced families with food and clothing.



Quick Fact:

Over 1,000 tons of food were donated by Angoalissar in 2024, supporting both humanitarian aid and school-based feeding programs.



Webcor believes that strong, lasting relationships with local institutions are key to building resilient communities. Our approach to community engagement goes beyond one-off donations or seasonal campaigns — we maintain **regular, structured partnerships** with organizations working on the front lines of social vulnerability, local orphanages and health centers.

These collaborations are reinforced by a growing culture of **employee volunteerism**, whereby teams from across the Group actively participate in planning, fundraising, and delivery of community support initiatives. In 2024, over **200 Webcor employees** contributed their time, energy, and expertise to CSR actions across Angola and Lebanon, helping bring tangible impact to thousands of beneficiaries.





In partnership with the Luanda Entrepreneur Academy, Lactiangol launched its first Pastry Masterclass for aspiring pastry chefs and youth from underserved communities. The 2024 edition welcomed 150 participants, including children of employees, with plans to scale the initiative nationwide



Mama Muxima Christmas Event

Organized by our ESG team and supported by Intermarcas, Dulceria Nacional, and Lactiangol, this cherished tradition brought Christmas joy to over 50 children at the Mama Muxima Orphanage through food, games, and gift donations.

✓ 2024 Performance Highlights

- Expanded internship programs with top Angolan universities
- Launched the Group-wide Trainee & Young Professionals Program
- Hosted the first Lactiangol Pastry Masterclass for community members
- Delivered over 1,000 tons of food to communities in Angola and Lebanon
- Strengthened employee engagement with new dialogue and feedback tools

🎯 2025 SMART Targets

- ✓ Maintain ANEP's annual budget, ensuring continued access to quality education for employees' children
- ✓ Roll out the community investment policy
- ✓ Maintain food donation volumes above 1,000 tons, prioritizing vulnerable institutions
- ✓ Establish at least two new university partnerships for youth empowerment and technical training
- ✓ Mobilize 300 employee volunteers, integrating CSR engagement into onboarding and training programs

Supply Chain & Responsible Sourcing

SDG Alignment:



Our supply chain is both a source of strategic advantage and a shared responsibility. We contribute to **SDG 2** by ensuring the continuity and safety of food supply chains; to **SDG 8 and 12** by promoting decent work, fair procurement, and sustainable sourcing; and to **SDG 16** by enforcing anti-corruption and human rights standards across partners.

Frameworks Covered: GRI 2-6 | GRI 204 | GRI 308 | GRI 414 | UNGC Principles 1, 2, 4, 5, 10 | ESRS S2 | ESRS E1-6

From Policy to Practice

In 2024, Webcor advanced its responsible sourcing strategy by formalizing its ethical framework and initiating structured risk oversight of key international suppliers. The focus was on establishing a foundation for a robust ESG due diligence system, scheduled for full rollout in 2025.

2024 Performance Highlights

- ✓ **Supplier Code of Conduct enforced** across all new international supplier agreements
- ✓ **19 international supplier audits** completed — 10 existing partners, 9 new vendors
- ✓ **55% of active food suppliers** confirmed as ISO 22000-compliant
- ✓ **47 commodity and frozen food traders** identified for ESG profiling (mapping in progress)
- ✓ **ESG Vendor Assessment Form (v1.0)** developed and finalized in Q4 2024, to support 2025 supplier engagement

Due Diligence System Development

As part of our shift toward proactive value chain oversight, Webcor designed and approved its first **ESG Vendor Assessment Form**, a comprehensive questionnaire covering Environmental, Social, and Governance dimensions. The tool includes:

- Climate, emissions, and resource efficiency practices
- Labour rights, health & safety, and diversity mechanisms
- Anti-corruption, data protection, and whistleblower policies
- Traceability, certifications, and product quality systems

The form will be integrated into supplier onboarding, audit, and requalification processes starting in 2025.

Key Tools and Policies

- [Supplier Code of Conduct](#) (Enforced since 2024)
- [Code of Ethics and Business Conduct](#)
- **ESG Vendor Assessment Form** (Finalized in 2024)
- [Secure Whistleblowing Platform](#), available to suppliers and third parties

2025 SMART Targets

- ✓ Launch the ESG Vendor Assessment Form across **100% of Tier 1 international suppliers** **Classify all suppliers into risk tiers** (High / Medium / Low) using ESG performance criteria
- ✓ **Increase ISO 22000 compliance** from 55% to 75% among audited suppliers
- ✓ **Complete ESG mapping of all 47 frozen and commodity traders** and integrate them into the due diligence process
- ✓ **Initiate supplier training and remediation plans** for high-risk partners to support policy compliance

Strengthening Supply Chain Resilience

As we scale operations and deepen our impact, resilient and responsible supply chains are essential to delivering long-term value. In 2025, we will focus on activating our due diligence framework, improving transparency in complex trading relationships, and building strong supplier partnerships rooted in ethical, sustainable business practices.



Human & Labour Rights



SDG Alignment:



At Webcor, we see human and labour rights as fundamental to business continuity, social stability, and long-term value creation. We contribute to **SDG 8** by fostering inclusive and safe workplaces, to **SDG 10 and 16** by embedding accountability and equal treatment in all regions, and to **SDG 17** by partnering with local institutions to reinforce legal and ethical protections across our value chain.

*Frameworks Covered: GRI 2-23 | GRI 2-24 | GRI 2-30 | GRI 401-407
| UN Guiding Principles on Business and Human Rights | ILO Core Conventions | ESRs S1 | ESRs S2*

We respect all internationally recognized human rights, with a focus on the rights of workers — whether employed directly or through our suppliers. Our commitments are grounded in the **UN Guiding Principles on Business and Human Rights** and the **ILO Declaration on Fundamental Principles and Rights at Work**.

In practice, we:

- Prohibit all forms of **forced or child labour**, harassment, and discrimination
- Uphold **freedom of association and collective bargaining**
- Promote **safe, inclusive, and equitable workplaces**
- Ensure **access to remedy** through confidential grievance mechanisms
- Integrate labour rights across **HR, procurement, compliance, and supply chain management**

Oversight is shared between the **Human Resources Department**, the **Sustainability & Compliance Team**, and the **ESG Committee** (see Governance chapter). Labour rights are also enforced in our supplier base through the systems outlined in the Supply Chain & Responsible Sourcing chapter.

2024 Performance Highlights

- In 2024, we deepened our alignment with the UNGPs, integrating human rights into our core management systems and preparing for regulatory expectations under the EU CSDDD.
- ✓ Code of Ethics updated to reinforce ILO-aligned labour protections
 - ✓ Supplier Code of Conduct enforced, including human rights clauses
 - ✓ **19 supplier audits conducted**, covering working conditions and fair recruitment
 - ✓ Whistleblowing platform **launched** in Q4 2024, accessible to all workers and third parties
 - ✓ **HR and compliance teams trained** on labour standards, grievance procedures, and inclusive hiring
 - ✓ **Initial mapping of labour risks by geography and supplier sector** completed

Human Rights Due Diligence

Webcor recognizes its responsibility to respect human rights across all operations and business relationships. While the foundations of our due diligence system are addressed in the **Responsible Sourcing** and **Business Ethics** chapters, this section highlights how key measures align specifically with international human rights principles.

These actions reflect our commitment to the **UN Guiding Principles on Business and Human Rights** and prepare us for upcoming regulatory requirements such as the **EU Corporate Sustainability Due Diligence Directive (CSDDD)**.

Worker Voice & Representation

We support worker voice and representation across all operational sites:

- **Employee committees** or representatives are consulted regularly
- **Freedom of association** is respected in line with national laws
- The whistleblowing platform provides a **confidential channel** for grievances

As of 2024, approximately **800 employees** — representing **25%** of the Group’s total workforce — are covered by **collective bargaining agreements** through formally recognized trade unions. These agreements typically address working conditions, health and safety provisions, compensation frameworks, and dispute resolution procedures.





Policies to be Launched in 2025

To further institutionalize our commitments, the following policies are scheduled for launch:

Table 15. Policy Framework 2025

Policy / Framework	Status	Launch Timeline
Human & Labour Rights Due Diligence Policy	In development	Q2 2025
Grievance Handling & Non-Retaliation SOP	Draft under review	Q3 2025
Forced Labour and Modern Slavery Policy	New policy	Q3 2025
Diversity, Equity & Inclusion (DEI)	Group-wide rollout	Q1 2026

Leadership Insight



“Human dignity is not negotiable. It’s embedded in the way we hire, the way we lead, and the way we listen. As our operations grow, so does our responsibility to protect every person contributing to our value chain — directly or indirectly.”

— Hiba Nesr, Sustainability and Communications Director

2025 SMART Targets

- ✓ Finalize and publish **Human & Labour Rights Due Diligence Policy**, aligned with the UNGPs
- ✓ Deliver training to **100% of People & Culture and Compliance leads** across business units
- ✓ Classify **100% of Tier 1 suppliers by social risk level** using audit and due diligence data
- ✓ Establish a **formal remediation protocol**, including escalation steps and reporting KPIs



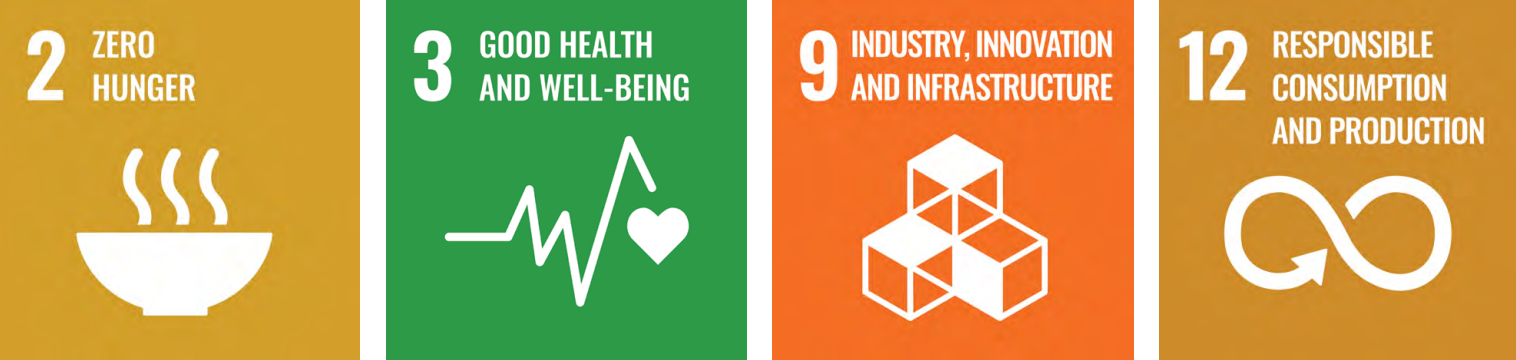
Looking Ahead:

In 2025, we will transition from foundation-setting to full-scale implementation. This includes formalizing governance structures, expanding worker protections, and activating cross-functional collaboration on human rights risks. Through policy, partnerships, and oversight, Webcor is committed to becoming a benchmark for rights-based business practice in every geography we serve.

Product Quality, Safety & Innovation



SDG Alignment:



Product quality and safety are non-negotiable foundations of trust and performance. Across our food value chain—from fortified flour to dairy traceability—we maintain strict compliance, nutritional integrity, and responsible innovation that meets both regulatory standards and human need. These efforts directly support **SDG 2 (Zero Hunger)** by improving access to micronutrient-rich staples, **SDG 3 (Good Health and Well-being)** through safer, more nutritious products, and **SDG 12 (Responsible Consumption and Production)** by promoting transparency and reformulation across our portfolio.

Frameworks Covered:
GRI 416 | GRI 417 | GRI 2-23 | GRI 3-3 | ESRS E5 | ESRS S3 | Codex Alimentarius | HACCP | GMP+ | WHO Guidelines on Food Fortification

In 2024, we advanced a multi-layered quality and safety agenda focused on operational integrity, nutritional impact, and regulatory compliance. From flour and dairy safety controls to premix formulation for child-targeted beverages, our teams worked across factories, labs, and value chains to build systems that anticipate risk, uphold public health, and meet the evolving needs of the communities we serve.

Food Safety and Quality Governance

The journey towards "Making Better Products" in the food industry involves a multifaceted approach, integrating rigorous processes, advanced technologies, and a steadfast commitment to delivering products that exceed expectations in terms of safety and quality.

Food safety protocols are embedded throughout our value chain:

- **Procurement:** Local testing labs validate incoming shipments; supplier audits are conducted for high-risk vendors, including local suppliers (audits completed in 2024: 14 local, 19 international)
- **Processing:** HACCP standards guide all critical production stages, with in-house microbiological and chemical testing in Lactiangol, GMA, and other key sites
- **Storage:** Storage environments are managed for hygiene, temperature, and humidity, minimizing spoilage and contamination
- **Handling & Packaging:** Controlled packaging inspections are conducted; gaps in labeling discrepancies are addressed via corrective actions
- **Distribution:** Cold chain logistics are enforced for perishables; traceability protocols (non-digital) are applied to ensure recall readiness from warehouse to point of delivery

Our **Quality Management System (QMS)** is fully integrated via **SPAC software** at GMA, Lactiangol, GIA, and Patriota. In 2024, **GMP+ certification** was renewed at GMA for bran (animal feed).

While a **Group Quality Assurance Manual** is not yet in place, a roadmap was developed in 2024 to finalize and launch version 2.0 in 2025. This will codify our approach to audits, regulatory compliance, risk management, and traceability.

A team of Quality Managers oversees implementation across sites. However, gaps remain in training, documentation, job descriptions, and staffing for certain factories, as outlined in the 2024 risk register. These are targeted in our 2025 action plan.



**Food safety is not a department—
it's a shared responsibility across
the business.**

2024 Performance Highlights

Area	Initiative	2024 Outcome
Governance	HACCP implementation	Deployed in production lines at Lactiangol and GMA
Certification	GMP+ compliance	Certification renewed for bran (animal feed) at GMA
Systems	QMS integration	SPAC implemented across GMA, Lactiangol, GIA, and Patriota
Labeling	Food labeling	100% compliance with national law and Codex Alimentarius
Audit & Compliance	Supplier risk audits	Audits completed by 14 local and 19 international suppliers
Traceability	Product audits	Factory-level traceability audits completed for flour and dairy
Premix R&D	Product development	Vitamin premix formulas completed for different segments

Leadership in Food Fortification

Webcor plays a leading role in Angola’s national food fortification agenda as an active member of the multi-stakeholder **Task Force on Food Fortification**, coordinated by the **Ministry of Health** with support from **UNICEF**, the **World Food Programme (WFP)**, and the **Food Fortification Initiative (FFI)**.

In 2024, we contributed technical expertise, industry data, and policy recommendations to support:

- Premix standardization for national wheat flour fortification
- Regulatory development and quality assurance systems
- Alignment between public health goals and industrial feasibility

Although Webcor does not currently supply fortified flour, our team at **Grandes Moagens de Angola (GMA)** supported benchmarking efforts and committed to preparing infrastructure for future implementation. We also advanced internal R&D on affordable fortified beverages and nutritional powders aligned with Angola’s child health objectives.



These efforts reflect our long-term commitment to **SDG 2 - Zero Hunger** and **SDG 3 - Good Health and Well-being**, ensuring the food system delivers better outcomes for all.

2025 SMART Targets

- ✓ Prepare to publish Group-wide updated Quality Assurance Manual in 2026
- ✓ Launch internal QA refresher training at all food production sites
- ✓ Prepare phased launch of fortified SKUs
- ✓ Maintain 100% GMP+ compliance for GMA’s bran by-product line
- ✓ Establish partnerships with labs for nutritional analysis and shelf-life testing
- ✓ Strengthen packaging and labeling control at site level based on 2024 audit gaps
- ✓ Roll out KPI dashboard to track food quality incidents and audit findings resolution
- ✓ Resolve QA staffing and training gaps identified in 2024 risk matrix



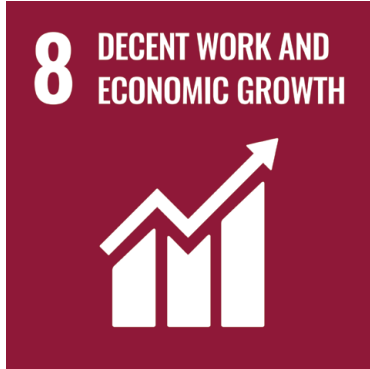
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Governance

Governance and Ethics at Webcor
Ethical Conduct and Human Rights
Anti-Corruption and Integrity
Risk Management and Internal Controls
Tax Strategy and Financial Integrity
Data Protection & Digital Ethics

Governance and Ethics at Webcor

SDG Alignment:



Webcor advances SDG 16 by promoting strong institutions, ethical governance, and transparent oversight mechanisms across its global operations. Through rigorous risk management, responsible tax practices, and human rights due diligence, we reinforce fair, accountable systems. SDG 8 is reflected in our governance of labour rights, anti-corruption policies, and protections for decent working conditions throughout our value chain.

Frameworks Covered: GRI 2-9 to 2-16 | GRI 205-1 to 205-3 | GRI 207-1 to 207-4 | GRI 406-1 | GRI 410-1 | ESRS G1, S1-2, S1-4, S1-6, S1-12 | UNGC | UNGPs | OECD MNE Guidelines | ILO Core Conventions

How We Govern Responsibly

Strong governance is the foundation of our ethical conduct and long-term sustainability. Our governance framework ensures accountability, risk oversight, and integrity across operations and supply chains. The Executive Chairman and CEO oversee the company’s sustainability strategy, while the Director of Communications and Sustainability leads its implementation and chairs the ESG Committee. Regular updates are shared with senior leadership to ensure alignment with business priorities.

Our ESG Committee continues to play a critical role in integrating environmental, social, and governance risks into the Group’s decision-making. Cross-functional by design, the committee fosters consistent standards, monitors developments, and supports our broader risk management structure.



Table 16. Webcor Governance Framework



 2024 Performance Highlights		
Area	Initiative	2024 Outcome
Governance Oversight	ESG Committee chaired by Sustainability Director	Continued integration of ESG into Board-level oversight
Risk & Control	RACSAM Phase 1	80% completed across all entities; Phase 2 to be launched in 2025
Whistleblowing Mechanism	Launch of Webcor's whistleblowing platform	Platform launched; awareness campaigns conducted
Incident Management	IMCR tool for compliance and operational issues	3 incidents reported and resolved
Code of Ethics	Company-wide Code rollout	Training initiated and Code signed by all new employees
Tax Governance	Group-wide monitoring of global tax developments	Strategy aligned with new local and international regulations
Data Protection	Full alignment with applicable law	Policies reviewed; training scheduled for 2025



Quick Fact:

Webcor’s governance model integrates ESG directly into enterprise-level strategic and risk oversight.

Ethical Conduct and Human Rights

Upholding Our Values Everywhere We Operate

Webcor’s updated 2023 Code of Ethics, effective as of January 2024, outlines our commitment to fairness, dignity, and inclusion. It embeds standards aligned with the United Nations Global Compact, the Universal Declaration of Human Rights, ILO Core Conventions, and the OECD Guidelines for Multinational Enterprises.

In 2024, we reinforced employee training and initiated mandatory sign-off procedures for all new hires. Our Supplier Code of Conduct was also operationalized to ensure partners uphold our standards in labour practices, non-discrimination, and the prohibition of forced and child labour.

We continued our human rights due diligence across key functions, focusing on high-risk areas in sourcing and operations. Education and outreach were provided to procurement and HR teams to promote rights-based approaches.

Anti-Corruption and Integrity

Our anti-corruption policy remains a cornerstone of our business ethics. In 2024, we maintained a zero-tolerance stance against bribery and reinforced compliance through ongoing training. The Code explicitly outlines expectations around conflicts of interest, anti-trust behavior, and ethical decision-making.

Employees are required to report any breach of ethical conduct via our internal systems, now strengthened by the formal launch of a dedicated whistleblowing platform.

Risk Management and Internal Controls

Mitigating Risk to Build Resilience

Risk management is embedded across our operations through structured identification, assessment, and monitoring.

The Internal Audit department was expanded to include the Risk & Control function, which spearheaded the **RACSAM** (Risk & Control Self-Assessment Matrix) initiative — a Group-wide program to reinforce internal accountability.

- **Phase 1 of RACSAM** - 80% completed in 2024, resulted in major foundational achievements:

- **Risk Mapping:** Comprehensive categorization and prioritization of risks across all Group entities.

- ✓ **Control Narratives:** Development of detailed documentation for each identified control.
- ✓ **Ownership and Accountability:** Clear roles defined for risk leaders and control owners.
- ✓ **Centralized Reporting:** Deployment of a digital reporting tool to keep senior management continuously informed.

- **Phase 2**, to be launched in 2025, aims to deepen impact through ongoing action in four key areas:

- **Mitigation Plans:** Strategies developed for addressing residual risk.

- ✓ **Power BI Dashboard:** A streamlined, automated dashboard for risk/ control performance tracking.
- ✓ **Process Uniformity:** Standardized control processes, with flexibility for business-specific needs
- ✓ **Training:** Ongoing capacity-building for control owners.
- ✓ **Periodic Review:** Systematic testing and evaluation of controls to ensure effectiveness.



Quick Fact:

RACSAM is now embedded as a core tool within Webcor’s broader Integrated Management System, reinforcing a culture of proactive risk ownership and internal control discipline.

Whistleblowing and Speak-Up Culture

A Safe and Confidential Way to Raise Concerns

In 2024, we launched Webcor’s whistleblowing platform, reinforcing our commitment to transparency and accountability. This platform allows employees and stakeholders to report concerns anonymously and securely. While usage data is not yet available, we prioritized internal communications and trust-building efforts during the rollout.

We also maintained our **Incident Management and Crisis Resolution (IMCR) System**, which recorded and resolved **3 incidents in 2024**, contributing to operational integrity across the Group.

Channels Available:

- [Speak Up Platform](#)
- **IMCR Reporting Tool (Internal tool)**

Tax Strategy and Financial Integrity

Webcor’s tax strategy reflects our commitment to responsible financial stewardship. In 2024, our tax team continued to monitor global changes in tax regulations and aligned our approach accordingly.

Our principles remain rooted in transparency, legal compliance, and contributing equitably to the countries where we operate.

Data Protection and Digital Ethics

Webcor continued its review of data privacy protocols in 2024 to align with the applicable regulations. Though no major breaches occurred, updated training modules and awareness campaigns are planned for 2025 to further reinforce responsible data use.



Key Focus for 2025:

Empower employees to manage sensitive data ethically through refreshed protocols and tailored e-learning.



2025 SMART Targets

Area	2025 Target
Risk & Controls	Complete Phase 2 of RACSAM with updated controls in all core functions
Whistleblowing Platform	Track usage data, assess platform performance, and conduct follow-up training
Code of Ethics	Roll out refreshed Code training to 100% of employees across all entities
Data Protection	Conduct Group-wide training on data privacy compliance.
ESG Committee Oversight	Implement quarterly ESG risk reviews and improve inter-departmental alignment





06

Appendix

GRI Content Index
ESRS Content Index

GRI Content Index

Webcor Group has reported the information cited in this GRI Content Index for the period 1 January 2024 to 31 December 2024 with reference to the GRI Standards. The content of this Sustainability Report has not been externally assured.

GRI 1: Foundation 2021

✓ Referenced throughout the report as the basis for disclosures.

GRI 2: General Disclosures 2021

Standard & Disclosure	Description	Pages / Information
2-1 Organisational details	Name, activities, location, ownership, and legal form.	Reporting Scope
2-2 Entities included in the organisation's sustainability reporting	Basis for reporting, including subsidiaries and joint ventures.	Reporting Scope
2-3 Reporting period, frequency and contact point	Reporting timeframe, publication cycle, and contact information.	Reporting Scope
2-4 Restatements of information	Explanation of any restatements from previous reports.	Restatements of information apply to environmental data. In this report, Scope 1 and Scope 2 GHG emissions for 2023 were recalculated using updated emission factors and boundary definitions aligned with the GHG Protocol. These adjustments enhance data accuracy and comparability across years.
2-5 External assurance	Whether external assurance was obtained and scope.	This report has not been externally assured. Webcor Group may consider external assurance in future reporting cycles to enhance transparency and credibility.

GRI 2: General Disclosures 2021

Standard & Disclosure	Description	Pages / Information
2-6 Activities, value chain and other business relationships	Description of main activities, supply chain, and relationships.	Webcor Group is an integrated industrial and distribution group operating across Angola and international markets. Main activities include food processing (flour, dairy, oils, soap), large-scale imports and distribution of consumer goods, and industrial-scale logistics. The Group operates through multiple subsidiaries including Angoalissar, GMA, Granofino, Lactiangol, Saboaria Alvo, Rafinole, and Patriota, covering upstream and downstream activities. The value chain includes global sourcing of commodities, local and regional production, national distribution networks, and B2B/ B2C customer relationships. Supply chain management is guided by responsible sourcing principles, risk assessments, and logistics integration. Key business relationships include government stakeholders, logistics providers, suppliers of agricultural commodities, and multilateral partners (e.g., WFP, UN agencies, international certifiers). Related Chapters: - About Webcor Group - Responsible Sourcing & Supply Chain Diligence - Community Engagement & Partnerships
2-7 Employees	Number and types of employees.	Detailed breakdown of total number of employees by year, gender, age group, and functional level. Includes analysis of workforce composition, gender balance, age distribution, leadership demographics, and diversity indicators. Related Chapters: - Employee Demographics
2-8 Workers who are not employees	Details on non-employee workers such as contractors.	Webcor Group engages non-employee workers in specific operational areas, including logistics, facility maintenance, and security services. These workers are typically employed by third-party service providers and are not included in internal HR systems. While they are not subject to Webcor’s employment policies, the Group requires service providers to adhere to applicable labour laws and safety standards, as outlined in our Supplier Code of Conduct.
2-9 Governance structure and composition	Governing bodies, committees, and their composition.	<i>The Group’s governance structure includes an Advisory Board of Advisors and specialized committees overseeing strategy, risk, ethics, and sustainability.</i> Related Chapters: - Governance Framework
2-10 Nomination and selection of the highest governance body	Process for selecting board or equivalent body.	Board appointments are made by the Group’s ownership, based on strategic, operational, and sector expertise. Members are not elected by shareholders or employees but are selected in alignment with the Group’s ownership structure and governance policies.

GRI 2: General Disclosures 2021

Standard & Disclosure	Description	Pages / Information
2-11 Chair of the highest governance body	Position and function of chair relative to executive role.	The Chair of the highest governance body is the Executive Chairman. Related Chapters: - Governance Framework
2-12 Role of the highest governance body in overseeing the management of impacts	Oversight of sustainability strategy and risks.	The Advisory Board holds ultimate oversight of Webcor Group’s sustainability strategy, risks, and performance. ESG-related matters are regularly reviewed by the Advisory Board and delegated to the ESG Committee, which is chaired by the Group’s Sustainability and Communications Director. Related Chapters: - ESG Governance and Oversight - Governance Framework
2-13 Delegation of responsibility for managing impacts	Who manages sustainability within the organization.	Responsibility for managing sustainability-related impacts is formally delegated to the ESG Committee, which is chaired by the Group’s Sustainability and Communications Director. The Committee includes representatives from key functions, including operations, compliance, HR, procurement, and finance. The ESG Committee meets quarterly to assess material topics, track progress against ESG KPIs, and shape the Group’s strategic response to emerging environmental, social, and governance risks. Related Chapters: - ESG Governance and Oversight - Governance Framework
2-14 Role of the highest governance body in sustainability reporting	Board involvement in ESG reporting.	The Advisory Board is regularly informed about the progress and content of Webcor Group’s sustainability reporting. The ESG Committee, chaired by the Sustainability and Communications Director, is responsible for coordinating data collection, reviewing disclosures, and validating the report’s alignment with frameworks such as GRI, CSRD/ESRS, UNGC, and the SDGs. A draft of the annual Sustainability Report is reviewed and discussed by the ESG Committee and submitted to the Advisory Board for final validation prior to publication. Related Chapters: - ESG Governance and Oversight
2-15 Conflicts of interest	Policies and procedures on managing conflicts.	Webcor Group maintains a formal Conflict of Interest Policy, integrated into its Code of Ethics, to ensure transparency and accountability across all operations. All employees and members of the Advisory Board are required to complete annual declarations and disclose any potential conflicts that could impair their judgment or professional integrity. Disclosures are recorded in a centralized Conflict of Interest Register, which is monitored by the Legal & Internal Audit Departments. Identified risks are assessed and managed through mitigation plans or recusal from decision-making where appropriate. Related Chapters: - Governance and Ethics

GRI 2: General Disclosures 2021

Standard & Disclosure	Description	Pages / Information
2-16 Communication of critical concerns	Channels for stakeholders to raise key concerns.	Webcor Group provides structured channels for employees and stakeholders to raise critical concerns related to ethics, compliance, safety, and operational risks. These include: - The Incident Management and Crisis Resolution (IMCR) tool, used to report and monitor incidents with potential operational, safety, compliance, or reputational impact. Critical incidents are evaluated and escalated based on severity. - The confidential whistleblowing platform, launched in 2024, which enables anonymous reporting of ethical violations, conflicts of interest, and policy breaches. - Direct communication through line managers, HR, or the Legal & Internal Audit Departments. All serious concerns are reviewed by designated internal teams and escalated to the ESG Committee or Advisory Board when warranted. Regular reporting ensures that systemic or high-risk issues are addressed at the highest levels of governance. Related Chapters: Governance and Ethics <i>See also GRI 2-26 for grievance and whistleblowing mechanisms</i>
2-17 Collective knowledge of the highest governance body	Training or expertise-building in sustainability.	Webcor Group ensures that members of the highest governance body maintain collective awareness and oversight of sustainability-related matters through regular briefings, internal reporting, and expert input. The ESG Committee provides quarterly updates to the Advisory Board on material topics, regulatory trends (e.g., CSRD, GRI, SDGs), and emerging risks.
2-18 Evaluation of the performance of the highest governance body	Board performance evaluations including sustainability.	While there is no stand-alone Board performance review mechanism currently in place, oversight of sustainability issues is integrated into broader evaluations of governance effectiveness and strategic alignment.
2-19 Remuneration policies	Policy basis for remuneration of executives.	Webcor Group’s remuneration policy is designed to align executive incentives with long-term business performance, strategic priorities, and responsible management practices. Executive compensation typically includes a fixed salary and, where applicable, a performance-based component linked to financial, operational, and leadership objectives. While no formal ESG-linked remuneration criteria were in place in 2024, discussions are underway to integrate sustainability-related KPIs — such as safety performance, compliance, and risk mitigation — into variable compensation frameworks. Remuneration decisions are overseen by the Advisory Board and reviewed periodically to ensure alignment with market standards and internal governance principles.

GRI 2: General Disclosures 2021

Standard & Disclosure	Description	Pages / Information
2-20 Process to determine remuneration	Who sets remuneration and how.	Remuneration for Webcor Group’s senior executives is determined by the Advisory Board , based on recommendations from the Executive Leadership Team, where applicable. The process takes into account market benchmarks, internal performance assessments, and the strategic contributions of each executive. Compensation structures are reviewed periodically to ensure alignment with industry standards, company performance, and long-term value creation.
2-21 Annual total compensation ratio	Ratio of CEO pay to median employee pay.	Not disclosed due to confidentiality.
2-22 Statement on sustainable development strategy	Company’s ESG strategy and how it's implemented.	Webcor Group is committed to embedding sustainability at the core of its business strategy, guided by the principles of responsible sourcing, local value creation, and inclusive growth. The Group’s ESG strategy is aligned with international frameworks such as the GRI Standards, CSRD/ESRS, the UN Global Compact, and the Sustainable Development Goals (SDGs). Sustainability is implemented through a cross-functional governance structure led by the ESG Committee, with strategic oversight from the Advisory Board. Key focus areas include food safety and nutrition, decarbonization, employee well-being, gender equality, and ethical business practices. Related Chapters: A message from the Executive Chairman Our approach to Sustainability
2-23 Policy commitments	Public policy commitments and principles signed.	Webcor Group has established a clear set of internal policies and external commitments that guide its approach to responsible business conduct. These include the Code of Ethics and Supplier Code of Conduct, which are aligned with international standards. The Group is committed to the UN Global Compact principles, the Sustainable Development Goals (SDGs), and compliance with the EU Corporate Sustainability Reporting Directive (CSRD) and the GRI Standards. These frameworks inform the Group’s ESG strategy, materiality assessment, and stakeholder engagement practices. All employees and suppliers are expected to adhere to these commitments, which are embedded in onboarding, training, and contract frameworks. Related Chapters: A message from the Executive Chairman Our approach to Sustainability

GRI 2: General Disclosures 2021

Standard & Disclosure	Description	Pages / Information
2-24 Embedding policy commitments	How commitments are integrated into operations.	Webcor Group integrates its sustainability and ethics commitments into day-to-day operations through structured implementation mechanisms across business units. Policies are not only communicated during onboarding but actively embedded via: - Departmental procedures aligned with the Group’s Code of Ethics and policies - Training programs tailored to operational roles (e.g., food safety, compliance) - Digital tools such as the IMCR system and the whistleblowing platform to identify and escalate breaches or risks - Procurement controls, where policy adherence is built into supplier evaluations and contractual clauses This structured approach ensures that commitments are not static declarations but are translated into actionable expectations at all levels of the organization. Related Chapters: Policies, Training & Ethical Culture Training and Development Grievance Mechanisms
2-25 Processes to remediate negative impacts	Grievance and remediation mechanisms.	Webcor Group has established formal mechanisms to identify, address, and remediate negative impacts across its operations and value chain. Reported impacts may relate to human rights, workplace conditions, ethical breaches, or environmental concerns. In 2024, remediation efforts focused on addressing workplace-related concerns, improving escalation processes, and enhancing transparency around investigation outcomes. Webcor is currently working to formalize tracking of remediation timelines and stakeholder feedback, in line with the UN Guiding Principles on Business and Human Rights. Related Chapters: Risk Management Grievance Mechanisms
2-26 Mechanisms for seeking advice and raising concerns	Whistleblower and grievance mechanisms.	- A confidential whistleblowing platform, launched in 2024, which allows both internal and external parties to report concerns anonymously and securely. Reports are reviewed by the Legal & Compliance Department and escalated as needed. All mechanisms are supported by clear protocols to protect whistleblowers against retaliation, ensure confidentiality, and promote timely response and resolution. Awareness campaigns and training sessions in 2024 supported proper use of these mechanisms across the Group. Related Chapters: Grievance Mechanisms

GRI 2: General Disclosures 2021

Standard & Disclosure	Description	Pages / Information
2-27 Compliance with laws and regulations	Significant fines or legal non-compliance.	In 2024, Webcor Group did not incur any significant fines, sanctions, or legal actions related to non-compliance with environmental, social, or economic laws and regulations. The Group maintains active legal and compliance oversight mechanisms to monitor regulatory risks across jurisdictions, supported by internal audits.
2-28 Membership associations	Key associations where Webcor holds membership or leadership roles.	Webcor Group is actively engaged with a broad network of associations, certification schemes, universities, and development partners that support the company’s ESG goals in areas such as responsible sourcing, workforce development, food security, and inclusive growth. Key affiliations include: Industry & Certification Bodies - United Nations Global Compact (UNGC) - GMP+ International (Feed Safety Assurance) - AFIA - American Feed Industry Association - AIA - Associação Industrial de Angola Institutional & Development Partnerships - FFI - Food Fortification Initiative - WFP - World Food Programme - UNICEF Angola - CINFOTEC - vocational training - GHF Training Centre - technical development - ISPTEC - higher education collaboration - Agostinho Neto University - internship placements These partnerships contribute directly to the Group’s community investment, employee development, and sustainability strategies. Related Chapters: Our approach to sustainability Training and Development
2-29 Approach to stakeholder engagement	How stakeholders are identified, consulted, and informed.	Webcor Group engages regularly with a diverse set of stakeholders to align its ESG strategy with societal needs and business priorities. Stakeholder engagement is coordinated through the ESG Committee and embedded into operational, community, and supply chain functions. Engagement methods include stakeholder interviews, supplier assessments, on-site visits, community consultations, training sessions, and feedback mechanisms. In 2024, stakeholder input played a critical role in shaping the Group’s Double Materiality Assessment, defining eight priority ESG topics, and guiding actions in food safety, youth empowerment, responsible sourcing, and ethics. Related Chapters: Our approach to sustainability Double materiality assessment

GRI 2: General Disclosures 2021

Standard & Disclosure	Description	Pages / Information
2-30 Collective bargaining agreements	Extent to which employees are covered by agreements.	Webcor Group recognizes the right to freedom of association and collective bargaining in alignment with the International Labour Organization (ILO) conventions and national labour laws. As of 2024, approximately 800 employees — representing 25% of the Group’s total workforce — are covered by collective bargaining agreements through formally recognized trade unions. These agreements typically address working conditions, health and safety provisions, compensation frameworks, and dispute resolution procedures. The Group maintains an open and constructive dialogue with union representatives, and all labour-related negotiations are conducted in accordance with local legal frameworks and internal human resources policies. Related Chapters: Worker’s voice and representation

GRI 3: General Disclosures 2021

Standard & Disclosure	Description	Pages / Information
3-1 Process to determine material topics	How the organization determines its material topics.	Webcor Group conducted a Double Materiality Assessment in 2023 with support from external ESG consultants. The process followed the GRI Standards and CSRD/ESRS guidance, identifying sustainability topics that are both financially material and impactful on stakeholders, society, and the environment. Input was gathered from employees, suppliers, institutional partners, and NGOs. This assessment defined the ESG structure of the report and was validated by the ESG Committee. Related Chapters: Our approach to sustainability Double materiality assessment
3-2 List of material topics	List of the material topics identified.	Eight material topics were identified as priorities for Webcor’s 2025 ESG strategy and disclosures: 1. Food Safety & Quality 2. Employee Health & Safety 3. Good Health & Well-being 4. Community Engagement 5. Diversity & Inclusion 6. Business Ethics & Integrity 7. Responsible Sourcing 8. Carbon Emissions These topics were validated by the ESG Committee and structured into the report’s core chapters Related Chapters: Double materiality assessment

GRI 3: General Disclosures 2021

Standard & Disclosure	Description	Pages / Information
3-3 Management of material topics	How each material topic is managed and monitored.	Each material topic is addressed through dedicated policies, responsible departments, and governance oversight. The ESG Committee tracks progress on each topic and coordinates data collection, compliance, and implementation. Specific management approaches for each topic are disclosed, alongside 2024 outcomes and 2025 SMART targets. Related Chapters: Material Topics, Roadmap and Contributions to the SDGs

GRI 403: Occupational Health and Safety 2018

(Material Topic: Employee Health & Safety)

Standard & Disclosure	Description	Pages / Information
403-1 Occupational health and safety management system	Description of the health and safety management system in place.	Webcor Group implements a structured Occupational Health & Safety Management System covering all operations. The system includes compliance protocols, prevention tools, structured responsibilities, and ongoing audits to promote safe and healthy working conditions. Related Chapters: Employee Health & Safety
403-2 Hazard identification, risk assessment, and incident investigation	Procedures for identifying hazards and investigating incidents.	Hazards and risks are assessed continuously through on-site inspections, worker observations, and the incident card reporting tool. All incidents are reviewed internally, with corrective actions tracked by the ESG and operations teams. Related Chapters: Employee Health & Safety
403-3 Occupational health services	Description of health services provided to workers.	On-site services include health screenings, medical referrals, first-aid training, and access to clinic support where needed. These services are complemented by safety briefings and periodic well-being campaigns. Related Chapters: Employee Health & Safety



GRI 403: Occupational Health and Safety 2018

(Material Topic: Employee Health & Safety)

Standard & Disclosure	Description	Pages / Information
403-4 Worker participation, consultation, and communication on occupational health and safety	How workers are involved in health and safety decisions.	Webcor promotes employee engagement through Safety Committees, direct reporting, and consultation mechanisms. Worker input is actively used in risk prevention and resolution processes across facilities. Related Chapters: Employee Health & Safety
403-5 Worker training on occupational health and safety	How employees are trained in safety practices.	In 2024, over 500 employees received training on occupational health, including fire safety, first aid, and site-specific emergency protocols. Training is tailored to roles and delivered across subsidiaries. Related Chapters: Employee Health & Safety
403-6 Promotion of worker health	Initiatives supporting worker health and well-being.	Webcor Group supports worker health and well-being through a range of preventive, occupational, and lifestyle-focused initiatives. In 2024, all operational units implemented regular health screenings, workplace ergonomics assessments, and first-aid readiness drills. Related Chapters: Employee Health & Safety Good Health & Wellbeing
403-9 Work-related injuries	Injuries, TRIFR, and fatalities.	In 2024, Webcor reported a 15% reduction in its Total Recordable Injury Frequency Rate (TRIFR) compared to 2023, with zero fatalities. All incidents are recorded and investigated under MASSO and escalated to the ESG Committee where necessary. Related Chapters: Employee Health & Safety
403-10 Work-related ill health	Occupational illnesses and related data.	No cases of work-related illness or occupational disease were reported across Webcor operations in 2024. Monitoring continues through regular screenings and audits. Related Chapters: Employee Health & Safety

GRI 404: Training and Education 2016

(Material Topic: Training & Development)

Standard & Disclosure	Description	Pages / Information
404-1 Average hours of training per year per employee	Training hours delivered, disaggregated by employee category.	In 2024, Webcor delivered over 7,800 hours of training to more than 140 employees, covering topics such as Food Defense, Basic Knowledge (math, physics, metrology), language skills, and site-specific technical instruction. Training hours are monitored by department, role, and gender. Related Chapters: Training and Development
404-2 Programs for upgrading employee skills and transition assistance programs	Initiatives to enhance skills and support career development.	The Group launched the Trainees & Young Professionals Program in 2024, featuring 54-week departmental rotations for external graduates and tailored development for internal high-potential employees. Webcor also partnered with ISPTEC, CINFOTEC, and other institutions to offer technical upskilling, internships, and youth training in pastry and operations. Related Chapters: Training and Development
404-3 Percentage of employees receiving regular performance and career development reviews	Share of workforce receiving formal feedback and reviews.	In 2024, Webcor did not conduct formalized performance and career development reviews across its subsidiaries. However, a full organizational and job structure review was completed with Mercer, laying the groundwork for the introduction of standardized performance review processes beginning in 2025. These reviews will inform training plans, development pathways, and internal mobility strategies going forward Related Chapters: Training and Development

GRI 405: Diversity and Equal Opportunity 2016

(Material Topic: Diversity & Inclusion)

Standard & Disclosure	Description	Pages / Information
405-1 Diversity of governance bodies and employees	Breakdown of workforce and leadership diversity.	Webcor discloses workforce diversity by gender, age group, and functional category. In 2024, women represented 22% of the total workforce and 26% of leadership roles (supervisory level and above). Additional indicators include age distribution and nationality across key roles. Diversity data is collected through the Group’s HR system and will inform DEI benchmarks and targets in 2025. Related Chapters: Employee Demographics

GRI 405: Diversity and Equal Opportunity 2016

(Material Topic: Diversity & Inclusion)

Standard & Disclosure	Description	Pages / Information
405-2 Ratio of basic salary and remuneration of women to men	Gender pay ratio by employee category.	Webcor has not yet conducted a formal gender pay equity audit. Preliminary internal benchmarking shows no systemic disparities at equivalent role levels. A full compensation diagnostic is scheduled for 2025 to define baseline data and develop corrective action where necessary. Related Chapters: Employee Demographics

GRI 413: Local Communities 2016

(Material Topic: Community Engagement)

Standard & Disclosure	Description	Pages / Information
413-1 Operations with local community engagement, impact assessments, and development programs	Description of engagement programs and their implementation.	Webcor Group implements a wide range of community programs focused on education, youth empowerment, food security, and local development. Related Chapters: Community Support & Engagement
413-2 Operations with significant actual or potential negative impacts on local communities	Identification of negative community impacts.	No operations were identified in 2024 as having actual or potential significant adverse impacts on local communities.

GRI 414: Supplier Social Assessment 2016

(Material Topic: Responsible Sourcing)

Standard & Disclosure	Description	Pages / Information
414-1 New suppliers that were screened using social criteria	Percentage and process of supplier screening.	In 2024, Webcor introduced a formal ESG Vendor Assessment Form (v1.0) as part of its supplier onboarding process. This form includes social criteria such as compliance with labour laws, human rights protections, grievance mechanisms, and health and safety practices. A total of 19 international suppliers (10 existing, 9 new) were assessed using this tool. Related Chapters: Supply Chain & Responsible Sourcing
414-2 Negative social impacts in the supply chain and actions taken	Cases identified and mitigation actions.	No high-risk violations were identified among assessed suppliers in 2024. Related Chapters: Supply Chain & Responsible Sourcing

GRI 416: Customer Health and Safety 2016

(Material Topic: Food Safety & Quality)

Standard & Disclosure	Description	Pages / Information
416-1 Assessment of the health and safety impacts of product and service categories	Evaluation of health and safety across product lifecycle.	All food products manufactured by Webcor’s subsidiaries are subject to rigorous safety protocols based on HACCP principles and aligned with international standards. The Group also complies with GMP+ certification for bran used in animal feed. Related Chapters: Supply Chain & Responsible Sourcing
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Non-compliance and recalls.	No incidents of non-compliance with health and safety standards were reported in 2024. There were no product recalls, sanctions, or regulatory violations related to consumer health or safety. Related Chapters: Health & Safety Product quality, safety & innovation

GRI 417: Marketing and Labeling 2016

(Material Topic: Good Health & Well-being)

Standard & Disclosure	Description	Pages / Information
417-1 Requirements for product and service information and labeling	Labeling and product transparency.	Webcor complies with Angolan and international labeling standards across all packaged food products. Labels include nutritional content, ingredient lists, allergens, and storage instructions. Related Chapters: Health & Safety Product quality, safety & innovation
417-2 Incidents of non-compliance concerning product and service information and labeling	Non-compliance and penalties.	No incidents of non-compliance with labeling regulations were reported in 2024. No fines, recalls, or warnings were issued. Related Chapters: Health & Safety Product quality, safety & innovation
417-3 Incidents of non-compliance concerning marketing communications	Ethics and accuracy in marketing.	Webcor has not identified any incidents of non-compliance related to marketing communications in 2024. All promotional materials are reviewed for accuracy and in compliance with advertising regulations.

GRI 205: Anti-corruption 2016

(Material Topic: Business Ethics & Integrity)

Standard & Disclosure	Description	Pages / Information
205-1 Operations assessed for risks related to corruption	Risk-based assessments and audits for corruption.	While Webcor Group has not conducted a standalone corruption risk assessment, anti-corruption principles are fully embedded in our Code of Ethics and operationalized across all business units. In 2023/ 2024, developed a <i>Risk Matrix</i> and in 2025 we will launch a <i>Power BI-based Self-Assessment Tool</i> , enabling each department to evaluate exposure and mitigation actions based on predefined risk indicators. High-risk areas — such as procurement, customs, and third-party relations — remain under enhanced scrutiny through internal controls, legal review, and periodic audits. Related Chapters: Governance and Ethics at Webcor Risk Management

GRI 205: Anti-corruption 2016

(Material Topic: Business Ethics & Integrity)

Standard & Disclosure	Description	Pages / Information
205-2 Communication and training about anti-corruption policies and procedures	Awareness-raising and training for governance.	The Group’s Code of Ethics includes robust anti-corruption provisions and is distributed to all employees upon onboarding. In 2024, targeted awareness and communication efforts were implemented in key functions, and a Group-wide training rollout is scheduled for 2025. Related Chapters: Governance and Ethics at Webcor Risk Management
205-3 Confirmed incidents of corruption and actions taken	Disclosures of any breaches and remediation.	No confirmed incidents of corruption were reported in 2024. Related Chapters: Governance and Ethics at Webcor Risk Management

GRI 206: Anti-competitive Behavior 2016

(Material Topic: Business Ethics & Integrity)

Standard & Disclosure	Description	Pages / Information
206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Disclosures of investigations or penalties.	In 2024, Webcor Group was not subject to any legal actions related to anti-competitive practices or monopoly concerns. The Group maintains strong legal oversight of its commercial practices across procurement, pricing, and distribution. Related Chapters: Governance and Ethics at Webcor

GRI 419: Socioeconomic Compliance 2016

(Material Topic: Business Ethics & Integrity)

Standard & Disclosure	Description	Pages / Information
419-1 Non-compliance with laws and regulations in the social and economic area	Fines, sanctions, or non-compliance events.	Webcor Group did not incur any significant fines or non-monetary sanctions for non-compliance with laws or regulations in 2024. Internal audits and legal reviews are selectively conducted across operating regions to ensure compliance with labour, tax, safety, and commercial regulations. Related Chapters: Governance and Ethics at Webcor

ESRS Content Index

(Reporting "with reference to ESRS" — aligned with material topics identified through Double Materiality Assessment)

ESRS Standard	Disclosure	Description	Pages / Information
ESRS 2	SBM-1	Strategy and business model	Webcor Group’s business model is built on vertical integration, from global sourcing to manufacturing and distribution, with strong presence in Angola. Sustainability is embedded in its corporate strategy through key pillars: food quality & safety, social equity, responsible sourcing, and environmental stewardship. These are operationalized via ESG governance structure, annual targets, and stakeholder engagement mechanisms. The business model leverages regional hubs, industrial units, and logistics infrastructure to scale access to essential goods while advancing inclusive growth in local economies. The 2024 ESG Report outlines how sustainability is integrated across operations, including risk management, double materiality, and strategic priorities by material topic.
ESRS 2	SBM-2	Interests and views of stakeholders	Webcor Group actively integrates stakeholder feedback into its strategy through structured engagement mechanisms aligned with materiality and risk processes. Key stakeholders include employees, consumers, suppliers, local communities, regulatory authorities, and strategic partners. Engagement takes place via community consultations, supplier audits, industry partnerships, grievance mechanisms, training sessions, and the Suggestion Box system launched in 2024. These channels informed Webcor’s Double Materiality Assessment, shaping strategic priorities across the value chain.

ESRS Content Index

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ESRS Standard	Disclosure	Description	Pages / Information
ESRS 2	SBM-3	Material impacts, risks, and opportunities	Webcor Group conducted a Double Materiality Assessment in 2023 and in partnership with ERM to identify the most significant sustainability-related impacts, risks, and opportunities across its operations and value chain (p. XX-XX). This process considered both impact materiality (on people and the environment) and financial materiality (on the company's business model and performance). The process was revisited in 2024 and eight material topics were identified, including Food Safety & Quality, Employee Health & Safety, Community Engagement, Diversity & Inclusion, Responsible Sourcing, Carbon Emissions, Good Health & Well-being, and Business Ethics & Integrity. The ESG strategy directly aligns with these areas, with cross-functional ownership and performance monitoring across the Group's industrial, commercial, and logistics entities.
ESRS 2	IRO-1	Description of processes to identify impacts, risks, and opportunities	Webcor Group's identification of impacts, risks, and opportunities is based on a structured Double Materiality Assessment conducted with ERM in 2023. The process integrates internal and external stakeholder inputs, ESG risk diagnostics, value chain mapping, and international standards (GRI, CSRD/ESRS, UNGC, SDGs). Actual and potential impacts are assessed across environmental and social dimensions, considering severity, likelihood, and time horizon. Risk identification is embedded in the Group's enterprise risk management framework which is coordinated by the Risk & Compliance team.
ESRS 2	IRO-2	Outcome of the materiality assessment	Webcor Group conducted a Double Materiality Assessment in partnership with ERM in 2023, validated by internal stakeholders and the ESG Committee. This assessment identified the following material topics: • Food Safety & Quality • Employee Health & Safety • Good Health & Well-being • Community Engagement • Diversity & Inclusion • Business Ethics & Integrity • Responsible Sourcing & Supply Chain Diligence • Carbon Emissions Each material topic is connected to the Group's operational footprint and long-term strategy — e.g., Food Safety & Quality aligns with our core industrial activity in food manufacturing and distribution, while Business Ethics & Integrity supports our governance culture and risk mitigation systems. A full matrix of material topics vs. stakeholder groups and strategic relevance is presented on page XX. Material risks and opportunities are tracked across departments via and integrated into business planning.

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ESRS Standard	Disclosure	Description	Pages / Information
ESRS 2	GOV-1	Governance structure and roles	Webcor Group is governed by an Advisory Board and an Executive Committee. The Executive Committee is responsible for operational strategy and risk management, including sustainability-related issues.
ESRS 2	GOV-2	Sustainability management and oversight	Oversight is led by the ESG Committee, chaired by the Sustainability & Communications Director, with representation from key functions (HR, Legal, Industry, Internal Audit). The Executive Committee reviews ESG risks and targets quarterly. ESG matters are escalated to the Advisory Board via the risk framework. Specific ESG expertise is embedded within the sustainability team.
ESRS 2	GOV-3	Integration of sustainability in incentive schemes	In 2024, sustainability KPIs were not yet formally embedded in executive remuneration. However, ESG performance is monitored at the leadership level, and integration of ESG-linked incentives is under review as part of Webcor’s governance roadmap.
ESRS 2	MGM-1	Risk and opportunity management process	Webcor Group integrates sustainability risks and opportunities into its enterprise risk management (ERM) framework. ESG-related risks are assessed through a materiality process and monitored by the ESG Committee. In 2024, a Power BI-based corruption risk matrix and self-assessment tool were launched to support department-level risk evaluations.
ESRS 2	MGM-2	Integration in corporate strategy and planning	Material sustainability topics identified through the double materiality assessment inform Webcor’s strategic priorities, operational planning, and investment decisions. ESG risks and opportunities are reviewed annually by the Executive Committee and monitored through cross-functional dashboards.
ESRS 2	TR-1	Transition plan for climate change mitigation	Webcor Group began climate data mapping in 2023 and is progressively developing its transition plan. Current efforts focus on industrial sites (Scope 1 and 2), with pilot solar installations and energy efficiency measures underway. In 2025, the plan is expanding to include more sites and Scope 3 categories. Alignment with international climate goals is a key objective once full baseline data is consolidated

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ESRS Standard	Disclosure	Description	Pages / Information
ESRS 2	BP-2	Actions and resources	Actions include training programs, due diligence tools (e.g. ESG Supplier Assessment Form), risk dashboards, and stakeholder engagement initiatives. Resources are allocated through the ESG Committee and operational budgets.
ESRS 2	BP-3	Targets and progress	SMART targets are set across key areas such as food safety, training hours, DEI, and emissions mapping.
ESRS E1	E1-1 to E1-6	Climate change (GHG emissions, energy use, climate risks)	Scope 1 and 2 emissions baseline mapping began in 2023, focused on industrial sites. Scope 3 screening will be re-initiated in 2025. Energy consumption is tracked at site level. Climate risks and mitigation measures are included in the enterprise risk framework.
ESRS E3	E3-1	Water use and impacts	Water use is monitored at manufacturing units with internal controls for efficiency. No water-intensive processes exist.
ESRS S1	S1-1 to S1-17	Own workforce (employment, working conditions, DEI, health & safety, training)	Full coverage in the Social chapter. Key topics include hiring data, diversity ratios, DEI policy (under development), training hours, TRIFR and MASSO indicators, and employee well-being programs.
ESRS S1	S1-6	Adequate wages and social protection	Webcor Group ensures compliance with national wage laws and offers medical coverage, maternity leave, and pensions. Wage benchmarking is under review as part of HR roadmap.
ESRS S1	S1-9	Training and skills development	7,800+ training hours delivered in 2024 across technical, compliance, and basic education. New Trainees & Young Professionals Program launched. University partnerships expanded.
ESRS S1	S1-13	Work-life balance, well-being	Flexible scheduling, shift rotation, and wellness programs available in select units. Occupational health checks and ergonomic improvements implemented. Expansion planned for 2025.



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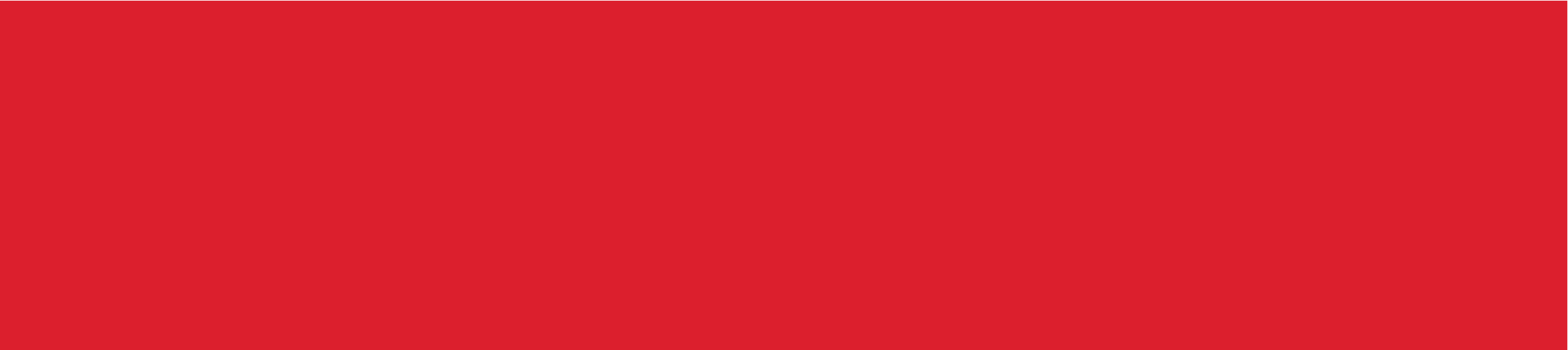
ESRS Standard	Disclosure	Description	Pages / Information
ESRS S2	S2-1	Workers in the value chain	19 international suppliers audited in 2024. Key areas include labour rights, safety, and ethical conduct. Supplier Code of Conduct applies to all tiers.
ESRS S3	S3-1	Affected communities	Community investments guided by SDG-aligned CSR framework. Key initiatives include ANEP (education), food donations, and youth training. Community input informs site-specific programs.
ESRS S4	S4-1	Consumers and end-users	Product safety managed via QA protocols and certifications (e.g., GMP+ for bran). Nutrition and quality innovation embedded in brands. Customer feedback mechanisms in place.
ESRS G1	G1-1	Governance structure and composition	Governance is overseen by an Advisory Board and Executive Committee. Committee members bring diverse functional experience. Advisory Board oversight includes strategic, financial, and ESG dimensions.
ESRS G1	G1-2	Diversity in governance bodies	Gender diversity is reported for top management.
ESRS G1	G1-3	Nomination process	The Advisory Board is appointed by the Group’s shareholders, in line with the company’s bylaws. Appointments are based on strategic expertise, leadership experience, and alignment with Webcor’s values.
ESRS G1	G1-4	Risk management and internal control	Enterprise Risk Management integrates financial and non-financial risks. Internal Audit and Legal teams conduct regular reviews.
ESRS G1	G1-5	Corporate culture and ethics	The Code of Ethics defines expected conduct. Ethics training and whistleblower platform launched in 2024. Ethics Week planned for 2025 to strengthen group-wide culture.



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ESRS Standard	Disclosure	Description	Pages / Information
ESRS G1	G1-6	Political engagement and lobbying	Webcor Group does not engage in political donations or lobbying. Participation in public-private platforms focuses on food security, industry dialogue, and trade facilitation.
ESRS G1	G1-7	Corruption and bribery prevention	Anti-corruption principles embedded in the Code of Ethics. A risk matrix and Power BI self-assessment tool were launched in 2024. High-risk areas are monitored through controls and audits.
ESRS G1	G1-8	Payments to governments	Webcor complies with all national tax and payment disclosure obligations. In 2024, Angoalissar was recognised as the largest tax contributor in Angola.





GROWING TOGETHER

2024 Environmental, Social, & Governance Report



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